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PARTY AND DESCRIPTIONS

SPECIAL ISSUE

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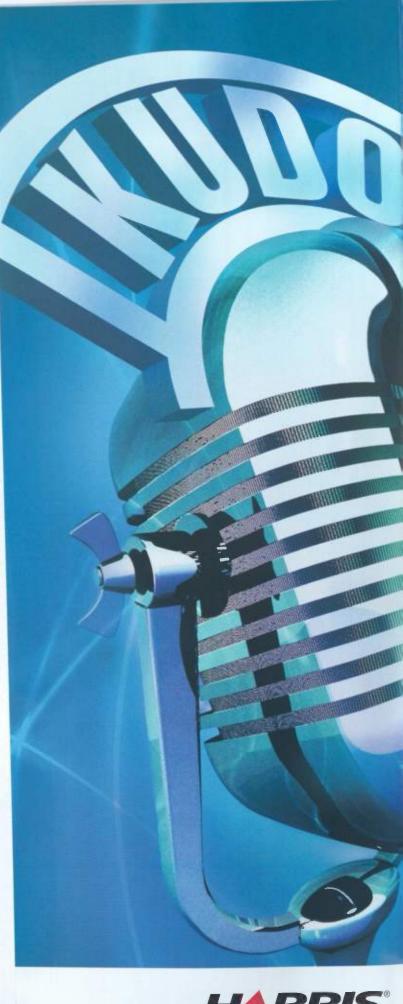
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THE 40 MOST

A pair of major merger deals and the departures of several well-known individuals from the radio business served to shake up the 11th version of our annual Most Powerful People In Radio list. While this year's list still includes many of the names that were featured last year, several people whose rankings have changed, along with the addition of some new names, indicate that the radio industry is in a state of transformation and evolution.

IDEA TICKER 36,320

the number of useable ideas in Radio Ink to date

Coming Next Issue:

» The Complete Guide To Studio Build-Outs

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95 Lifetime Leadership Award

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Our Mission: Radio Ink's rale is passonably empower Radio management to be rose successful to providing fresh, actionable, resilty-based ideas, intoration and education in a quick, easy to-mad, positive pro-Radio environment.



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What Have You Done For Me Lately?

The seduction of taking a company public has driven many a CEO to pursue an IPO. With the allure of wild financial success and the financial power to dream big and accomplish great things, the public market has made many CEOs into billionaires. Yet it has turned others into unhappy indentured servants.

After the honeymoon, many CEOs find being public a detriment to doing business. Every decision made by the CEO of a public company is examined under a microscope, often by people who don't understand the business. Great leaders often achieve success by forging ahead with obtuse ideas, dreams, vision, and gut instinct in the face of doubting employees and investors.

Not all obtuse ideas work, of course, but a leader must continue to innovate and take risks. In a public company, risks and innovations are applauded until they fail. Then, the CEO is considered a failure, the company is downgraded by Wall Street, and further risk is discouraged.

CEOs who previously built significant success on risk-taking often find that running a public company requires them to play it safe. On the public market, you're a hero in an up cycle and a

loser in a down cycle. There is no room for failure, which is actually an important element of success.

The public market seduced radio. Now, Wall Street is saying, "What have you done for me lately?" The dreams of many radio company CEOs have been stolen by going public. Though most put on a happy face and say, "Things are great and getting better," many are seeking an exit strategy. Some feel they have been forced to cut too deeply, and know they have not invested enough in building advertising and listenership.

Once the darling of Wall Street, it seems radio can do nothing right today. Some analysts think the industry is trending down because radio is 100year-old technology, unlike like iPods. satellites, and cell phones. But remember, 30 years ago, every analyst on earth said solar energy would replace all of the electric companies in 10 years. Today, they are saying radio will be replaced by new technologies. Yet radio is as entrenched in society as electricity. How can Wall Street miss this?

Since we're no longer the darlings of Wall Street, perhaps it's time we go home from the dance and leave our date behind

I respect Jeff Smulyan at Emmis Communications because he has a history of leading the industry on future trends. Smulyan has extended an offer to take Emmis private. He faces tremendous criticism and challenge, but he stands a strong chance of success.

Though some others won't be able to escape, I believe many in our industry will follow his lead. Radio had its time to be public, but the industry's future success may be dependent on industry privatization.

Wall Street taught us many tremendous operational disciplines, and we're better for having learned those important lessons. When this discipline is applied to newly privatized radio companies that reinvest in areas that have previously been ravaged just to make the bottom line look stronger, radio will see a new golden age of unparalleled financial success.



To reach me, write: RADIO INK B. Eric Rhoads, CEOFLESINE 224 Datura Street, Suite 1015, West Palm Beach, FL 33401 Phone: 561-655-8778 Fax: 561-655-6164 E-mail: Eric@radioink.com



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RADIO'S 100TH ANNIVERSARY

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CELEBRATING

DEFINING MOMENT — MAYOR LAGUARDIA READS COMICS ON RADIO: During a 17-day

newspaper delivery strike in New York during the 1940s, Mayor Fiorello LaGuardia and terrestrial radio came to the rescue of dejected kids throughout the city. LaGuardia kept kids up to speed on their favorite comic strips by reading them aloud over city-owned WNYC radio.

It wouldn't be the last time that radio pinch hit for print media. During a lengthy newspaper strike in the summer of '78, a New York radio program was created and dubbed the Daily News Bulldog Edition. The hour-long, late-afternoon show was a wrapup of the day's non-published paper, as "told" by New York Daily News reporters, editors, and columnists.

The show outlasted the newspaper strike by decades, as did longtime host — and former Daily News editor — Dick Oliver.

PERSON WHO MADE A DIFFERENCE — LOWRY MAYS: OK,



raise your hand if, back in 1996, you thought Clear Channel would emerge as the biggest owner on the radio block?

Lowry Mays was an investment banker in 1972 when he founded the San Antonio Broadcasting Company and purchased his first radio station. In 1975, Mays acquired his first "clear channel" station, WOAI-AM San Antonio, which inspired a company name change. Things grew from

there to include not just radio, but television, outdoor, syndication, live entertainment, and more. Mays's winning corporate philosophy? "It is a priority to provide a workplace where growth, success, and fun go hand in hand."

ENTERTAINER WHO DEFINED RADIO — PHIL HENDRIE:

Remember the feel-good TV show, Touched By An Angel? Well, Phil Hendrie once interviewed an author who was groped by an angel. The unsuspecting man claims to have been goosed by an unseen angel while on line at the bank. And that wasn't the only incident. Hendrie's guest went on to report otherworldly harassment in the grocery

store and in front of a judge in court.

On Hendrie's comedy talk show, irate callers have a chance to respond to the ridiculous statements of this

on to report oth
OFFICIAL SILVER SPONSOR

and other guests — who, by the way, are also Phil Hendrie.

Voicing the 40 or so characters who appear as outrageous guests on his Talk radio show is Hendrie's specialty. The characters, interviewed by Hendrie (playing himself), are infuriating to callers who just don't get it.

Hendrie has performed voices on the animated Fox sitcoms King of the Hill and Futuruma, and in the 2004 film Team America Well Police. This spring, he had a supporting role in the NBC sitcom Teachers.

In fact, Hendrie says he's retiring from his radio show later this summer to focus on a career in television. Say it isn't so, Phil!

MOVIE DEFINED BY RADIO — A PRAIRIE HOME COM-

PANION: This is the first new release we've spotlighted but Robert Altman's A Prairie Home Companion is definitely defined by radio. And it's already received a four-star review by Roger Ebert of the Chicago Sun-Times.



Based on Garrison Keillor's real-life radio show A Prine Hore Companion, the movie features an all-star cast, including Meryl Streep, Kevin Kline, Lily Tomlin, Lindsay Lohan, Woody Harrelson, John C. Reilly, Virginia Madsen, and Tommy Lee Jones. Keillor serves as the movie version of the radio show's master of ceremonies. "GK," as he's known, presides over an old-time radio show that is bowing out after one last performance.

In this case, let's hope that life doesn't imitate art, and

radio's real A Prairie Home Companion stays with us on Saturday nights for many years to come.

By Jim Crosson, news editor, Radio Ink

PEOPLE NEWS LETTERS PRODUCTS & MORE

IMAGES IN INK



At Interep's 8th Power of Urban Radio Symposium are (I-r) George Pine, COO/Interep; Chesley Maddox-Dorsey, COO/Access.1; Jay Williams, president/American Urban Radio Networks; Sherman Kizart, SVP/Urban-Interep; McGhee Williams-Osse, CEO/Burrell Communications, Power of Urban keynote; and Darryl Brown, EVP/GM, ABC Radio Networks.



Howard Eskin (r), legendary Philadelphia sports talker from SportsRadio 610-WIP, and his son Brett "Spike" Eskin of 94.1 Free FM-WYSP co-host a talk show on WYSP. The younger Eskin has become assistant program director and music director for alternative-rock station WKXQ-Chicago.



Dan Gallagher (I) of Symetrix presents Jim Hauptstueck of Harris Broadcast with the Dealer of the Year Award for its AirTools line of products.

BROADCASTERS GENERATED \$10.3 BILLION IN '05 PUBLIC SERVICE

The NAB reports that local radio and TV stations generated a record \$10.3 billion in public service in 2005, through a combination of airtime donated for PSAs and money raised for charity and disaster relief.

According to the NAB's annual industry census of community service, broadcasters across the U.S. took to the airwaves to generate more than \$1 billion after Hurricane Katrina and the Asian tsunami.

"This year's survey affirms the longstanding fact that local, over-the-air radio and television stations are collectively the number one provider of public service in America," said NAB President/CEO David K. Rehr.

BIA REPORT: SLUGGISH GROWTH FOR RADIO

"Radio continues to experience sluggish growth and is not keeping pace with growth in the economy," said Mark R. Fratrik, vice president of BIA Financial Network, in the second edition of the 2006 Investing In Radio Market Report issued by BIAfn. "Despite this bleak outlook, radio is by no means a dying medium. Some markets are actually rebounding and performing well."

Clear Channel Communications continues to dominate the radio industry, with 1,171 stations and 2005 revenues topping \$3.5 billion, according to the report. Clear Channel and the country's other top 25 radio groups are not expected to experience revenue increases beyond 2.3 percent in 2006, even with small pockets of growth in several markets.

"We can guess why stations are doing poorly — iPods, clutter, Internet — so when we see any of them finish the year with greater than 2.5 percent growth, we know that they have been successful in retaining or attracting certain demographics, like younger people, to the medium, or expanding their own advertising-based content distribution," Fratrik said.

"CBS Radio's recent announcement that it will be exiting 10 markets might be the most obvious illustration that some radio groups are reevaluating their assets, and that 2006 may prove to be a year of transition," Fratrik added. "Stations will continue to find buyers intending to put those frequencies to good use. Whether these transitions will have an overall positive affect on the industry remains to be seen."

CBS RADIO & VIBES MEDIA ANNOUNCE PARTNERSHIP

CBS Radio and Vibes Media have announced a nationwide partnership for Vibes' iRadio Instant Response Text Messaging Platform. The agreement provides 25 CBS Radio stations the ability to engage their listeners in real time and create a wide variety of locally customized radio promotions.

"We were looking for a vehicle to easily interact with our audiences on a one-to-one basis, even during large-scale contests, and Vibes' iRadio platform fits that bill perfectly," said Joel Hollander, chairman/CEO of CBS Radio. "By delivering this new content, we are able to build loyalty through direct contact with our listeners and add tremendous value for our advertisers."

Jack Philbin, president and co-founder of Vibes Media, said, "Using iRadio, CBS Radio can extend its franchise in new directions, creating ground-breaking promotions that connect with its audience and drive new channels of sponsorship revenue."

ON AIR

DeVito/Verdi Wins Radio-Mercury Grand Prize

The 15th annual Radio-Mercury Awards ceremony and luncheon was held June 8 at Cipriani in New York City. The awards, presented by the Radio Creative Fund on behalf of the radio industry, recognize excellence in radio creative. A total of \$165,000 in cash prizes was awarded to 15 winners. The \$100,000 grand prize went to the DeVito/Verdi agency for the radio commercial titled "Sushi," which was produced for the National Thoroughbred Racing Association.



Kurt Reisfschneider (I) and Mike Hayward (c), writers for Copacino + Fujikado, accept a General Category Radio-Mercury Award from Rob Williams, senior vice president/northeast, Clear Channel Radio.



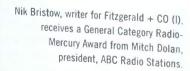
Blaine Parker of Salem Radio, Los Angeles (I) accepts the \$5,000 Radio-Mercury Award for the best Radio Station-Produced commercial from John David, executive vice president/radio, National Association of Broadcasters.



Co-chairmen of the Radio Creative Fund Jim Thompson, president, Craven-Thompson, presi



Crispin Porter + Bagisty employees Jill Kershav (I) and Christine Tierney (c) accept a General Category Radio-Mercury Award from Weezie Kramer, regional vice president, Entercom.







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ON AIR

DIGITAL DOWNSIDE

After reading your very one-sided editorial on HD Radio ("HD: Do It Now," Radio Ink, April 24), I suggest you do a paper on the downside of HD, especially its impact on small- and medium-market broadcasters. Some points to consider:

1. The financial investment for equipment:

2. The unsolved problems for AM night-time coverage:

3. The fees that will have to be paid to broadcast in HD to the big players who will have a windfall monopoly. This is better than the big oil company monopoly, almost like a license to steal The mafia could not have concocted a better plan — you pay an equipment fee plus a license fee to broadcast, and this fee will never end. It is comparable to a music license, where you pay to promote

4. Do you think everyone will quickly trash their analog radios and rush out to buy HD receivers? Get real.

someone else's product.

This is nothing more than a windfall and monopoly for certain equipment manufacturers and the big players, at our expense. It would be like the electric company requiring you to pay an additional fee to power your equipment. What would happen if iBiquity, Harris, and the other major players could patent water or air? This was attempted several years ago on EAS receivers, and was shot down.

It is obvious that you have no concept or regard for the small- and medium-market broadcaster, many of whom are struggling to survive. It is not hard to see whose pocket you are in. Will this position help you obtain more advertising revenue, especially from the major players? Until you can present both sides of HD Radio, please remove my name from your database and mailing list.

> Clark Quillen, CEO WJDT-FM, WBGQ-FM

NOW YOU KNOW ... THE REST OF THE STORY

I have the greatest respect for Paul Harvey and his Rest of the Story, and wish him congratulations on this milestone (Radio Ink Headlines, May 11, "The Rest Of The Story Marks 30th Anniversary").

Those who know their radio history

realize that The Rest of the Story owes a deleof gratitude to an earlier network ratio show, which aired from the late '30s to the mid '50s: Bill Stern's Newsted Stern a sportscaster, used the same concept now heard on Harvey's show: telling the 16 stories of famous people, but not resuling their identity until the very end (Interestingly, Stern even intro'd seemens of his daily radio show by saying Red Two" and "Reel Three.") Stern's network show originated from Chicago, and aims on the NBC and ABC radio networks during its run.

I'm personally familiar with the end reveal" format, as I use it in my own syndicated radio show Succes Jound (now in its 11th year). I apply this same approach in telling stories of famous brand names and entrepreneurs. The formula has proven listener appeal, and I heartily salute Mr. Harvey and his son for carrying on this great radio tradition for so many years.

> Chris J.Witting Syndication Networks Corp., Chicago, II.

YOU'LL KNOW IT WHEN YOU HEAR IT

While we don't support the over use of offensive content for thrills or ratings, what is considered "indecent"? (Radio Ink Headlines, June 16, "Indecency Just Got 10 Times More Expensive"). What are the standards? What words do we need to avoid? Who knows? Regulations with no standards are useless, except for the attorneys. Are we into "too fast for conditions" regulation, where every religious group sets its own standards? We are a growing theocracy and don't know it.

> Rich Potyka KRDE-FM, Phoenix, AZ

CRUNCHING THE NUMBERS

Where do PDs come from? Simple mathematics: On-air/programming (Radio Ink Headlines, June 8, "MIW Reports: No Change In Number Of Female PDs In Ten Years"). Females have been and continue to be the vast minority of on-air talent. For whatever reason, many jocks, mostly male, never advance to PD. Figure females into the mix, and the numbers just aren't there to produce happy percentages.

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BEST WRITING

BEST USE OF SOUND



ON AIR

LETTERS

One other thought: Since females, especially good ones, are in such high demand, many PD-ready females have advanced to decent-sized markets, usually for a decent salary. But it's tough to go backwards and take that first PD job in a smaller market for less money (and more headaches!).

Mike Warner Artistic Media Partners/WLFF, Lafayette, IN

FEEBLE FEES

Hey, this is awesome! Let's do something that further destroys the last six years of innovation (Radio Ink Daily Headlines, May 16, "Record Labels Sue XM Satellite Radio").

Let's think about this. When you listen to XM on your computer, it's cached on your hard drive. Technically, you can't listen to any digital music without it being saved somewhere. That's how decoders work.

The fact of the matter is this: The RIAA has not been able to embrace any new concepts of technology. This means that their licensing practices are not even realistic. Even their model for gauging listeners is based on the number of connections — not the number of listeners. They're not even looking for accurate numbers, just the biggest one they can put a \$ to.

The real problem I have is that they are looking for \$150,000 for each song. Ready for the disturbing part? Not one band is going to see a part of that settlement. The RIAA is

saying to XM, and every other organization, that they want to be compensated because the rights of their artists have been violated. But bands, agents, promoters, etc., are not entitled to one red cent of that settlement. I think the whole thing that

I don't see how one song is worth that much if it's domloaded, but I think every indic artist that has ever been played on XM that is protected by the RIAA should go after their part of that pie.

I'm all for bands protecting their music and their individual and intellectual property. But let's be realistic for a moment This isn't about the bands, it's not about the money it's about the RIAA trying to suck billions of dollars to supplement a dying business model.

Dan Regula Krushtodia con

THE PRIVATE LIFE

I've always thought Emmis Communications Charman CEO Jeff Smulyan to be one of the brightest people in morn radio (Radio Ink Headlines, May 16, "Could Take one Bid Could Smulyan His Company?"). He always looked a little father down the path than most CEOs. For him to get ousted would be a tree loss to the industry. Let's hope it doesn't happen.

> Roy H.William Wizard of Ads, Austin,TX

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Why I Signed With PPM

Radio has never received the credit it deserves for delivering reach that is comparable to TV. For years, I've felt that radio is a far stronger reach medium than anyone has believed, and Arbitron's Portable People Meter provides concrete evidence to make our case.

Advertiser and agency acceptance and usage of PPM is paramount, and the advertising community is saying with a very loud, unified voice that it has confidence in the system. We are not hearing that loud voice for The Media Audit/Ipsos or Mediamark/Eurisko. Arbitron has a proven track record as a responsible partner to radio broadcasters, and I am not willing to bet my station's future on either The Media Audit/Ipsos or Mediamark/Eurisko.

As an industry, we are demanding that PPM be accredited by the MRC before it replaces the diary. However, we cannot wait two or three years for another service to be accredited. If we do, the radio industry will be so far behind the eight ball that it may never fully recover. The cost of PPM is expensive, but not when compared to the loss of business that we will experience by not using electronic measurement.

I feel so strongly about this issue that I funded a study of radio reach in the PPM world. The study, conducted by Harmelin Media, found that the switch from Arbitron's diary-based method to the PPM will produce dramatic increases in calculated reach. In fact, increases were observed for all of the advertising schedules and demographics examined. Just think of what this will mean for garnering media budgets. PPM proves that radio is a reach medium.

ACCOUNTABILITY TO ADVERTISERS

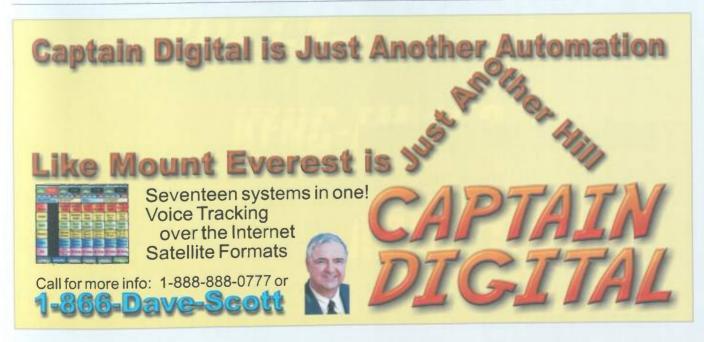
We must be accountable to our advertisers. If an advertiser wants to reach women 25-54 with a 3 frequency, then we as a medium should be able to show the advertiser that women 25-54 were reached 3 times.

I just completed a study of the national buys for 2005 in female demos in Philadelphia. It determined that only 33 percent of the buys actually reached the female demographics they were targeting. This is bad for the advertiser, and bad for radio.

Today, many buying services are just buying cheap ears, not the ears of the right people. With PPM, in conjuction with a service like Media Monitors, we can not only demonstrate that the advertiser's spots ran as scheduled, but that they actually reached people who would buy their product. Then, the buying services would be put on notice that if they are targeting women but end up buying men, the client will know about it through our improved accountability. This would result in more money for radio.

Radio has a once-in-a-lifetime opportunity to become the first medium that is totally accountable to the advertiser. PPM will inject advertisers with newfound confidence in radio and will bring more money to the medium. Let's stop sending the message to our clients that we are afraid of PPM and slow to embrace electronic measurement. The sooner we act, the sooner we will all make more money.

Jerry Lee is owner and president of WBEB-Philadelphia.



To The 40 Grandest Poobahs In Radio

Gaining and holding people's attention is the key to radio's future

Is that "Grandest PoohBahs" headline meant to be an insult? Absolutely not. It's there, like all headlines and opening statements, merely to grab the attention of a targeted reader. And today, I'm targeting just 40 of them.

Have you ever noticed how hard it is to gain the attention of busy people? Too much to do, too little time, too many options, not enough day to get it all done. Sound like anybody you

know? Give it a moment, and you'll soon realize that I just described everybody you know. People are getting busier every day. Even "unimportant" people, like the listeners to your radio stations.

So here's my question to the 40: How is radio planning to gain and hold the attention of an increasingly disinterested public? Is there a plan?

This morning I received a Radio Ink headline by e-mail. "Analyst Calls April Radio Revenue 'A Big Miss." The story said, "Wachovia VP/Equity Research Marci Ryvicker is calling April's 4% radio revenue decline 'a significant miss.' Ryvicker goes on to say that the decline for April radio revenue makes the third month in a row that radio was negative. National revenue dipped 7% during the month of April with local not doing much better, posting a 4% decline. Ryvicker adds, 'We continue to suggest investors be selective in the broadcast sector."

Was that decline in revenues a blip from which radio will quickly recover? Or was it the beginning of a trend? I don't pretend to know the answer. I'm merely asking the question.

- How is radio planning to gain and hold the attention of an increasingly disinterested public?
- Gaining and holding people's attention is the key to radio's future.
- Google "TRIZ" and you'll find research that indicates there are only 40 answers behind every innovation in history.
- Read about TRIZ and you'll soon see how every innovation, every new patent, every breakthrough revolves around one or more of its 40 Principles.

So here's my question to the 40: How is radio planning to gain and hold the attention of an increasingly disinterested public? Is there a plan?

Here's another question: Is it only the investment community that's beginning to lose interest in radio, or is it the American public?

Gaining and holding people's attention is the key to radio's future.

Good News: there are people who know precisely how to gain and hold attention. Successful speechwriters, novelists, songwriters, comedians, and cartoonists each have their own tech-

niques for breaking through walls of disinterest.

Better News: Most of their techniques could easily be adapted to radio.

Fabulous News: The impact of these new attentiongrabbing-and-holding techniques would show up as in increase in measurable results for advertisers and a national increase in time spent listening.

Bad News: Radio rarely considers talent from outside its own little ghetto.

Might I be so bold as to suggest that ideas from outside radio might prove to be useful in helping radio reinvent itself for a new generation?

Are you aware of the 40 proven, scientific techniques that could reenergize our weary media? Google "TRIZ" and you'll find research that indicates there are only 40 answers behind every innovation in history. Amazing breakthroughs and discoveries are now being made by people who took the time to investigate the 40 principles of TRIZ and adapt them to their respective industries. I've studied it, and am convinced that TRIZ could trigger a whole new way of doing radio.

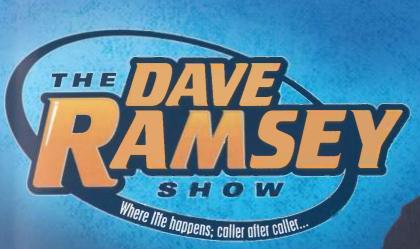
I know it sounds insane, but isn't it worth a few keystrokes?

Read about TRIZ and you'll soon see how every innovation, every new patent, every breakthrough revolves around one or more of its 40 principles. General Electric knows it IBM knows it. Boeing knows it. NASA knows it. And now you know it, too. Everything revolves around the 40.

Just like in radio.

I want to personally thank all 40 of you for reading this I know how busy you are.

Roy H.Williams, president of Wizard of Ads Inc., may be reached at Roy@WizardofAds.com.



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Goldsmith On Leadership

Give Yourself A Chance

Don't let personal stereotyping hold you back

The stories that we tell about ourselves can turn into traps.

"I am a terrible listener. I've been told that for years. People at work tell me I'm a bad listener. So does my wife. I guess that's just the way I am." It's amazing how often otherwise brilliant leaders make counterproductive. stereotypical comments about themselves.

The good news is that most leaders have quit making stereotypical comments about race, sex, or ethnic origin. The bad news is that we still make these self-limiting comments about ourselves. You've surely heard them. Maybe you've used them to describe yourself:

"I'm impatient!"

"I'm always behind."

"I always put things off!"

We talk about ourselves as though we have genetic flaws that can never be altered. Our personal stereotyping may originate from stories that have been repeated for years — often from childhood. These stories may have no basis in fact, but they can set low expectations that produce self-fulfilling prophecies, which seem to prove that our negative expectations are correct.

I'm a good example. Brought up in small-town Valley Station, KY, I might have become involved in cars, tools, and mechanical things. My dad had a two-pump gas station. My friends liked to work on cars and race them on weekends at the local drag strip.

As a child, however, I gained a different set of expectations from my mother. Almost from birth, I was told, "Marshall, you are extremely smart. In fact, you are the smartest boy in Valley Station." She told me I wasn't just going to college — I would go to graduate school. She also said, "Marshall, you have no mechanical skills,

QUICKREAD™

- The stories we tell about ourselves can turn into traps.
- We often talk about ourselves with self-limiting comments, as though we have genetic flaws.
- Our personal stereotyping can set low expectations that produce self-fulfilling prophecies.
- The next time you hear yourself or someone you're coaching - say, "I'm just no good at that," ask, "Why not?"
- If we don't treat ourselves as though we have incurable defects, we can get better at almost anything we choose.



and you will never have any mechanical willfor the rest of your life." (I don't think the wanted me to pump gas, change tires, and work on cars at the service station.)

How did these expectations affect as development? I was never encouraged to work on cars or be around tools. (As a teenaperistic 1960s, I thought a universal joint was some thing that hippies smoked.) Not only did my parents know that I had no mechanical dill my friends knew it. When I was 18 years oit took the U.S. Army's Mechanical Aptitude list. My scores were in the bottom two percent for the entire nation! In other words, I was soundly defeated by random chance.

Six years later, however, I was at UCLA, working on my Fill One professor, Dr. Bob Tannenbaum, asked me to write dos things I did well and things I couldn't do. On the positive see, jotted research, writing, analysis, and speaking (In other work wrote, "I am smart.") On the negative side, I wrote, Three mechanical skills. I will never have any mechanical skilk

Bob asked me how I knew I had no mechanical skills explained my life history and told him about my dismal shows on the army test. "How are your mathematical skills" he aled replied that I had scored a perfect 800 on the SAT math ables ment test. Bob responded, "Why is it that you can solve comple mathematical problems, but you can't solve simple mechanic problems?"Then he asked, "How is your hand-eye coordinated I was good at pinball and had helped pay for my college enough by shooting pool, so I guessed that it was fine Bob's response "Why is it that you can shoot pool, but you can't hammer side

I realized I did not suffer from some genetic defect. I was proliving out expectations that I had chosen to believe. At that point. wasn't only my family and friends who had been reinforcing belief that I was mechanically hopeless, and it wasn't just the amount of the control of the con test, either. I was the one who kept telling myself, "You can't this!" As long as I kept saying that, it would remain true

The next time you hear yourself say, "I'm just no good at the ask yourself, "Why not?" The next time you're coaching some who says, "I'm just no good at it," ask, "Why not?"

If we don't treat ourselves — and the people around us—1 though we have incurable genetic defects, we can get bear a almost anything we choose. Why not?

Marshall Goldsmith is founder of Marshall Goldsmith Partners. He can be used at 858-759-0950 or marshall@marshallgoldemith.com



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Going Places

Cape Cod, the popular New England vacation community, has a strong, vibrant year-round population. During the six month high season, its population doubles as second home owners, weekend warriors from Boston and tourists from around the world call Cape Cod home, too. Every year at the end of the season, visiting WQRC 99.9 FM and WQCN 103.9 FM listeners return home, but their ties to this unique seaside community remain strong.

Understanding these strong ties, station management has a plan to lure them back—and, in fact, let them enjoy Cape Cod year round. The stations will be following listeners to their winter homes with live streaming on the web.



Jean Kourafas—WQRC/WOCN Manager of Online Services

They launched program streams on www.wgrc.com and www.wgrc.com and www.ocean104.com in May using BE's SoniXtream services. "Our listeners can now take a little bit of Cape Cod with them when they leave," says WORC/WOCN Manager of Online Services Jean Kourafas, whose previous experi-

ence in the interactive media industry gives her a world view of streaming for broadcast.

To support distant listeners. Kourafas is also taking advantage of BE's The Radio Experience message casting option. Listeners can view online which song is currently playing or search by date/time to find the name or artist of a song that previously played. Providing orline data not only benefits listeners that would have to make a toll call but helps to minimize administrative costs from phone inquiries.

Kourafas expects music royalties to be one of the biggest expenses of streaming but she has found a way to contain these costs, if necessary, BE's Son/Xtream reports on the stations' online aggregated listening by number of listeners and hours istened, and can be set not to exceed a predetermined volume in case music royalties begin to outpace the online benefits of streaming.

The benefits of reinforcing the WQRC 99.9 FM and Ocean 104 brands, however, aren't expected to run out anytime soon. Streaming to year round, second homeowners and everyone who wants to visit Cape Cod every day is now easy and efficient.



Greater Media hosted its Interactive Media Summit in May for local merchants and businesses in Philadelphia to discuss streaming as part of its multi-tier marketing program.

SoniXtream=Revenue Stream

Radio isn't just a number on a dial. It's also a stream on the Internet, according to Paul Blake, who was recently promoted to Sales Director with Greater Media Philadelphia. "I want our clients to think of us as a multi-tier media company, not simply a radio station," he says.

The group operates WMGK 102.9, WMMR 93.3, WBEN 95.7, and WPEN 950 in the Philadelphia area, including streaming live programming on the Internet using BE's SoniXtream system.

Blake is going after ad dollars with a radio variation of the Internet advertising model, by selling in-stream audio ads and synchronizing banner and button ads with live radio programming on each of the four stations' websites.



Paul Blake—Sales Director, Greater Media Philadelphia

He says advertisers like the cross promotion between over-the-air and on-the-web because it's a great combination of mass and targeted marketing. An automotive shop, for example, can air spots on one or all four stations in addition to separate in-stream ads inviting listeners to click on a button ad to get a discounted oil change. Greater Media Philadelphia is offering its on-air advertisers packages that include a spot per daypart on the streams. Advertisers also can sponsor podcasting or a video opening to the podcast or webcast.

All four stations are streaming on-air content live sans the commercial breaks to avoid additional AFTRA talent fees on spots intended for broadcast. On-air spots are eliminated from the stream by BE's SoniXtream and replaced with in-stream station promos or avails. The media players used to playback online content are customized for each station as part of the SoniXtream solution, as is backend processing at a BE data center to handle all streaming file server functions.

"The technology's not that expensive and it's not that complicated so we are able to focus on educating our sales staff and our customers," comments Blake, who recently sponsored the first open-invitation Interactive Media Summit for local businesses in the Philadelphia area.

"The way these revenue streams are shaping up, we should have some return on this investment in the next three to six months," he says.

inside this issue:

- Jack Flash Fever Hits New York
- Streaming on Your Station
- Small Market Messagecasting



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O THE PERSON



Chad Brown —101.1 Jack FM General Manager

Jack Flash Fever

101.1 Jack FM/WCBS in New York City is imprinting its brand on multiple media: Internet Broadcasting via BE's SoniXtream, HD2 Multicasting with BE's FM HD Radio technology and, using The Radio Experience, instant-messaging listeners when a favorite song is about to play. We talked to 101.1 Jack FM General Manager Chad Brown about these new services, WCBS' heyday as an Oldies station, viral marketing, Toyota and more.

- Q: 101.1 Jack FM has embraced digital, first with streaming media, then with multicasting, and now with this latest IM application. Why the big push into new media?
- A: We had to find ways to extend our brand with new technology because we're dealing with an evolving marketplace that is becoming increasingly Pod and MP3 sawy. Radio still reaches 96 percent of the population, and it's obvious to me that iPods are used as supplemental entertainment. It hasn't replaced radio but has made us want to become more relevant to the listener.
- Q: I take it relevancy also played a role in your format change from Oldies, which had been in-format for decades on WCBS, to Jack FM. Did having a digital alternative for your Oldies listeners make a difference?
- A: Yea, it really helped. For demographic purposes and business mode purposes and to make the change. Rather than disenfranchise our Oldies listeness with the live on www.wcbsfm.com and kept the format alive that way and so our HD antenna completed we put [the format] on our second name! It is story here in New York. In its heyday, this station was number one.
- Q: Well, it looks like WCBS is making history all over again with some of the nifty applications you're offering listeners. Tell me about the FM411 song notification application that you recently added to your BE messagecasting application?
- A: It's another extension of the brand. We call it lack Flash and one of the cool things we've noticed is that it helps create constant listenership for example a listener can sign up to the service and tell us that his favorite and he wants to be alerted every time we play Bon low. We actually terms sage him on his phone or email him that coming up in a few minutes on its Bon Jovi's Livin' on a Prayer, for example. If he doesn't already have the state on, he'll turn it on, and hopefully leave it on. It's another way to build cure and TSL.

Streaming Makes Sense

Internet broadcasting:

- Expands your potential listening area to everyone worldwide.
- Can be relatively inexpensive and straightforward to implement.
- Leverages your current sales activities for greater return-on-investment.
- Makes listenership statistics instantly available for advertiser presentations.
- Combines audio with compelling graphics.
- Enhances your brand by tying-in to your other promotions and your station's web site.
- Gives you new opportunities to communicate with your local listeners, enhancing promotional and programming efforts.

Many broadcasters don't stream their programming because startup and operation are perceived as technically difficult. Delivery service choices, AFTRA concerns, bandwidth and up-time issues, online tuner designs, and other decisions may seem overwhelming.

Fortunately, there is SoniXtream from Broadcast Electronics. SoniXtream makes it easy to startup and operate your Internet streaming services, so you can focus on your core competencies—programming, promotion and ad sales. Consumer-grade streaming packages can't match SoniXtream's professional feature set and quality. Bringing together

radio hardware and software is nothing new to us. And, as with every BE product, we have experienced people to help you every step of the way.



SoniXtream offers a host of unique features designed to engage listeners beyond simple audio, putting you ahead of on-line competitors and providing additional revenue opportunities. Multiple graphic/banner sponsorship positions can be incorporated

into your tuner and can even be tied to specific audio playback giving a boost to your sales team. Sonixtream also includes support for multiple post-encode audio ad sales systems which target banner ads to demographics of registered listeners.

SoniXtream supports CSS-based custom tuners based on Windows Media technology, enabling you to marry your standout audio with engaging custom graphics that showcase your station's style. The tuners also can incorporate Flash-based

- Q: Do you think that the listener is also reminded on a subconscious level that your station plays his favorite songs?
- A: Absolutely, plus it has a viral marketing component. If you dedicate a song that's coming up on the station to someone who hasn't listened to us, they'll tune us in.
- Q: I can see what's in it for your listeners. But, what's in it for your advertisers?
- A: What it does is create a total advertising platform for them. It's not just spots on a radio; it's engaging the listener. For example, Toyota is currently sponsoring Jack Flash and in addition to promos on the air, they have a logo and tag on the instant-message that go out to the listener when their favorite song or artist is about to be played on-air. This really gives them a huge presence because let's say there are 25,000 people in the system [requesting song notification]. That's a quarter-million gross impressions where listeners have said to us, "I invite you into my life." It's a personal, one-on-one invitation for Toyota. This is in addition to the on-air promos Toyota does and a hyperlink to their website from ours. This is permission based marketing at its most timely and best.

Q: I can see why all this is important to a station in the number-one market in the U.S., but what about the rest of the country?

A: Technology does not discriminate. I believe it will be just as important in market 100 as it is in market 1. Think about it: a lot of this technology incorporates cell phones, and cell phones have tremendous penetration no matter what the market size is.





Toyota gets the word out with Jack Flash, 101.1 Jack FM's latest foray into digital. As part of its sponsorship of the new service, Toyota is featured on the station's website where listeners log in to be notified when a favorite song is about to play on 101.1 Jack FM.



The Toyota brand is reinforced when listeners are notified via email or a mobile text message that their song or dedication will air.

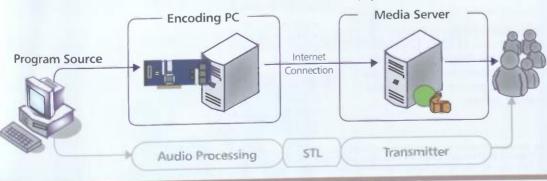
searchable as-played databases and advanced Messagecasting features with native support for The Radio Experience data products from Broadcast Electronics.

Not only will you look better with SoniXtream, you'll sound better too. Our encoding software takes advantage of broadcast-quality sound cards, some with onboard audio processing, to deliver better sound at lower bit rates.

BE's experience with radio worldwide has resulted in features and tools for real radio stations, including web-based management and reporting tools that are powerful yet easy to understand. We've incorporated a superior ad-replacement solution based on

our industry-leading AudioVAULT software. SoniXtream supports on-demand and specialty program within the main tuner, and is flexible enough to meet the needs of stations with multiple or showcase studios.

It's easy to start streaming with SoniXtream because BE provides you with the necessary hardware and software. Using BE-managed media servers makes it easier, safer and faster for you to start streaming. We handle all the media configuration, backups, and security letting you concentrate on what you do best. We'll even work with your IT department to set up the Internet connections to get your signal on the Internet quickly and easily. And once you're up, you can count on BE world-class support to keep you there.



The components of streaming are analogous to your conventional broadcast signal: a program source, audio processing components, a transmission system and a transmitter.

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Putting Your Advertisers' Messages on the Radio

WQKX 94.1 advertisers don't know quite what to call it. Nor do most of the station staff, for that matter. But they all have a pretty good idea what to do with messagecasting, or transmitting text for

readout on many newer radios.



Drew Kelly -- WQKX Program Director

To wit: Last month, WQKX 94.1 messagecast a cash giveaway contest, courtesy of the local bank. "We spent two months giving away 10 grand and that message would trickle across the radio display: "Win 10,000 dollars from Swineford National Bank." All the other banks were kind of like, 'Hey, I'd like to be on the radio,'" says WQKX 94.1 Program Director Drew Kelly.

Plenty of WQKX advertisers will get the chance to be on the radio. At the time of this writing, the Sunbury, PA station was getting ready to scroll a text message for a car giveaway, this time courtesy of the local car dealer

"Advertisers don't know what it's called, and they don't care. All they know is that they can trickle out messages to radio listeners on their car radios," explains Kelly, who just recently updated the station to a new BE AudioVAULT digital media system with TRE Message Manager software suite to generate and manage messagecasting.

In addition to advertising promos, the station is sending out "nov playing" song and title text as well as sending traffic reports out to listeners as messages on the face of radios. "We're in a small market. We're not in a big enough market to do a dedicated traffic report. When a traffic problem does arise, we can now just announce it on-air briefly and put it on the RDS or HD Radio datacast, so people can see it on their car radio," says Kelly.

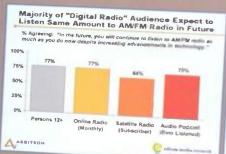
The best part, says this programmer, is that traffic reports, advertising promos and even song title and artist information no longer have to interrupt WQKX 94.1 regular programming.

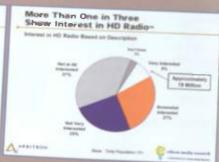
itron and Edison Media Research published a study adio in 2006, *Infinite Dial*, and have released some tistics which indicate a very bright future for HD lio as well as AMFM radio:

- Three quarters of the "digital radio" audience predict they will continue listening the same amount to AMFM radio.
- More than one in three people are interested in
- HD Radio.

 More than four in 10 satellite radio subscribers are either "very" or "somewhat" interested in HD Radio.

 AM/FM radio does not appear to be losing Time Spent Listening to new digital radio platforms.





Look it Up

mes·sage·cast·ing

(v) To transmit text for readout on a compatible radio. The most common messages transmitted are "now playing" song titles and artist names, although station call signs, advertiser phone numbers, and other text can be messagecast to a radio.

mul-ti-cast-ing

(v) To broadcast more than one channel of digital programming. Stations commonly broadcast a main channel over HD Radio signal along with one or more additional programs, often referred to as HD2 multicast channels.

BE on the Road

We are currently scheduled to participate in the following meetings and exhibitions. BE will be conducting seminars at most of them, interested in having BE address your organization? Send your request to dontpanic@bdcast.com.

August

- Texas Association of Broadcasters
- Nebraska Association of Broadcasters

September

- NAB Radio Show
- Public Radio Programmer's Association
- Syracuse SBE
- · Bos-Con

October

- California Broadcasters Association
- Madison Broadcasters Clinic

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a free demo, go to http://max-atm.com/atmlocker/indexri.htm





December 5, 2006
The Harvard Club
New York, NY



Radio Is Headed In 2007

Join radio's top minds as they look toward the coming year for the radio business.

WHO ATTENDS?

Group Heads and Group CFOs
Station Owners and Buyers
Group Executives (COO, CFO)
Regional Radio Executives
Network Executives
National Radio Reps
Bankers
Radio Investors
Investment Bankers
Brokers
Money Managers
Wall Street Analysts
Major Cluster Managers
Industry Vendors

Forecast '07 co-chairmen David Kennedy, former president and CEO of Susquehanna Media, and Bishop Cheen, Wachovia Securities Director-Fixed Income have developed sessions that will feature insights from top radio industry figures on the challenges facing radio in the year ahead.

Forecast has become radio's most well-attended financial conference. Fostered by a no-press policy that affords panelists the freedom to remark candidly about their thoughts on the radio business, session discussions are extremely frank and deeply informative.

We expect this to be the strongest Forecast event to date. Seating is limited to 200, so we suggest that you book soon to guarantee a seat and capture the early registration price. For reservations, call 561-655-8778 or visit www/radioink.com/forecast





























December 5, 2006
The Harvard Club
New York, NY



Agenda

Tuesday, December 5, 2006 Harvard Club, New York (Subject to change)

8:20-8:30 a.m.
Opening Remarks by *Radio Ink*Publisher/CEO Eric Rhoads and
Co-Chairs Bishop Cheen
and David Kennedy

Panel 1: 8:30-9:15 a.m. **Economic Forecast**Forecaster To Be Announced

Panel 2: 9:15-10 a.m.

Radio Revenues:

What to Expect in '07?

Co-Chair David Kennedy (moderator) Marc Fratrick, BIA (confirmed) Bob Coen, McCann-Erickson (invited) Mark Kayline, Ford (invited)

10-10:15 a.m. Break

Keynote: 10:15-11 a.m. To Be Announced

Panel 3: 11-11:45 a.m.

Private Equity, Capital Markets, and Radio Investments

Co-Chair Bishop Cheen (moderator)
David Tulley, Blackfoot (invited)
Al Dobran, Providence (invited)
Drew Marcus, Deutsche Bank Securities, Inc.
(Confirmed)
John White, Wachovia (invited)

Brutally Frank Sessions. Tough Questions.

Luncheon: 12-1:30 p.m. Keynote Target: To Be Announced

Panel 4: 1:30-2:15 p.m.

Digital Media: Realities of the New Competitive Landscape

Kurt Hanson, R.A.I.N. (moderator)
Peter Ferrara, HD Consortium (invited)
Lee Abrams, XM Satellite (confirmed)
Walter Sabo, Sirius Satellite (confirmed)
Rob Glaser, RealNetworks (invited)
Marc Cuban (invited)

Panel 5: 2:15-3 p.m.

Radio: Rebuilding Radio's Image with Consumers & Advertisers

Co-Chair David Kennedy (moderator)
Panelists to be announced

3-3:15 p.m. Break

Panel 6: 3:15-4 p.m.

How Radio Looks to Wall Street:

Analysts Speak their Mind About
Solutions

Co-Chair Bishop Cheen (moderator) Vic Miller, Bear Sterns (confirmed) Marcy Ryvicker, Wachovia (invited) Jonathan Jacoby, Bank of America (invited) Panel 7: 4-4:45 p.m.

Audience Measurement: Changes and Challenges Impacting
Revenue

Bob Neil, Cox (moderator, invited)
Pierre Bouvard, Arbitron (confirmed)
Phil Beswick, The Media Audit (confirmed)
George Ivy, NRC (invited)

Panel 8: 4:45-5:45 p.m. Radio's Major Group Heads Speak Out

Co-Chairs Bishop Cheen & David Kennedy (moderators)
Lew Dickey, Cumulus Media (confirmed)

David Field, Entercom (invited)
John Hogan, Clear Channel Radio (invited)
Joel Hollander, CBS Radio (invited)
Farid Suleman, Citadel Broadcasting (invited)

5:45-7:30 p.m.

Cocktail Reception for the 40

Most Powerful People In Radio

Each year, Radio Ink designates the 40 Most Powerful People In Radio. This powerful networking event honors these 40 pacesetters in our business, and is attended by top leaders in the radio industry. The event is by invitation only, or with registered attendance to the Radio Ink Forecast conference. Radio Ink's Lifetime Leadership Awards honorees, outgoing RAB President/CEO Gary Fries and former NAB President/CEO Edward O. Fritts, will also be recognized.

TO REGISTER

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10 Ways You Can Impact The HD Radio Rollout

The following letter was written by Peter Ferrara in response to Radio Ink Publisher Eric Rhook Publisher's Notes, "HD: Do It Now (Radio Ink, April 24, 2006).

Eric:

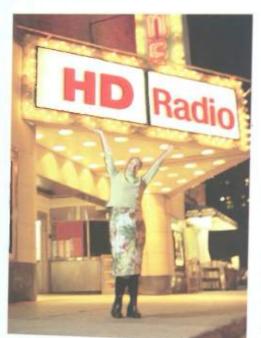
Thank you for your resounding endorsement of HD Radio and the need to "Do It Now"! As you point out, the radio industry must fully engage and be proactive about this incredible opportunity. While the HD Digital Radio Alliance has and will continue to make strides toward bringing this technology to market at an accelerated rate, we simply cannot do it alone; there has to be an industry-wide effort at all levels.

One critical and often overlooked area is the individual, local-market radio station. People wonder, "What can I do, and what impact can I have?" In addition to the great ideas you offered in your column, here are a few more to share with your readers.

Make HD Radio a management priority, and part of your objectives

Personally call on the top three auto dealership owners in your market and tell the HD Radio story. Visit every HD Radio retail location and talk to the manager to see what you can do

- Link local station websites to HDRadio.com. This is the go-to, consumer-centric site for all things HD. The site has an abundance of consumer information about how HD Radio works, its benefits, details on HD programming already on the air, what products are available, and where to buy them.
- Make sure that station liners and promos include HD Radio, and include references to HD2 channels. Also, make sure your top-of-the hour IDs include references to HD Radio and HD2 channels. Include the line, "Now Broadcasting in HD Radio." And have your on-air personalities talk up HD Radio to your listeners at every opportunity. This is what we do best connect with listeners, and make it personal
- Put the HD Radio logo on everything station banners, event signage, promotional vehicles, and station premiums (ie, T-shirts, stickers, etc.) Also, highlight the HD Radio



logo on any outside billboards, in you TV spots, and in newspaper and ob print ads. Place the logo on all print sales materials, sponsorship visibile merchandise, ads, etc.

- Award HD Radio receivers to li teners as on-air giveaways, and as prin at station events. Also, turn station wh cles into "official HD Radio listening st tions" and take them to every eur client remote, and promotion. Organic local charitable events with HD Rich retailers and auto dealers.
- Develop a printable "HD Rad Market Listening Guide" so listeners to see all of the new HD2 formats/stations their market. Give these away at state events, client remotes, retailers, and automotive dealerships. Also, pitch stories b the press on HD Radio and HD2 change
- Check out HDRadioUniversity.com to learn how rela salespeople are being trained to sell HD Radios Understand the retail language, and encourage retailers in you market to carry and sell HD Radios. Provide your sales sale with HD Radio training, including media kit materials detail about HD2 channels, and product information, and as the to speak to their car dealers about HD Radio. Promote those retailers or car dealers that offer HD Radio products.
- Spend time with the HD Radio Playbook & Toolbook at HDRadioPlayBook.com. This complete station guide organized by department, with practical, how-to tips at information.
- Use the resources on HDRadioAlliance.com. It does matter if you are an Alliance member or not — everything the is for your use: banner ads, artwork, commercials, proreleases, and more.

DO IT NOW!



Peter Ferrara is president and CEO of the HD Digital Radio Albance.



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The Mays Brothers Mark Mays, CEO; and Randall Mays, President/CFO Clear Channel Communications (1.4)



To reflect the one-two punch these brothers deliver as the CEO and present respectively, of the nation's largest radio company. Radio in this year between number one ranking on both Mark and Randall Mays. While the very separately in previous years, their equal importance to the company successful only increased with Randall's elevation to president and Chairman Lowy May bine to make the Mays brothers inseparable in terms of rank among the radio industry's most powerful people. We've asked these powerful brothers each to will tiatives currently under way at Clear Channel.

STEVE HARVEY BLAIR GARNER CASEY KASEM





RYAN SEACREST

TY PENNINGTON

GEORGE NOORY



MARIA BARTIROMO

DELILAH

GLENN BECK



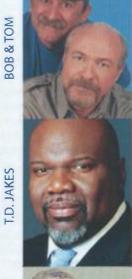
BIG TALENT. BIG OPPORT



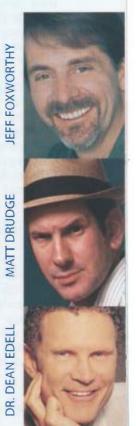














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JIM ROME

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The Future Of Radio

By Mark Mays

The future of radio? Simple. Outstanding programming, delivered flexibly, with options for advertisers. The ability to deliver on that? Well, that's up to us.

Consumers are gone from home longer than ever before. They want more entertainment and information than at any time in history, and they continue to have a passionate connection to their favorite genres of music and interest in their pet issues. Meanwhile, brand managers are desperate to find mediums that create a strong and credible bond with consumers. However, both consumers and brand managers want radio. All we have to do is meet them halfway.

STEP 1: OUTSTANDING PROGRAMMING

In our industry vernacular, we settle all too quickly into using phrases like personal connection, local content, and playlists, but we all too often dismiss these crucial concepts as being well understood. As a result, we sometimes deceive ourselves into believing that because they're well understood, they must also be well executed. If we become numb to what those words originally meant, radio will fail.

I don't care how often you do time and weather, how clear your signal is, how deep your playlist has become, or if you have a famous onair personality — if you don't stay focused on creating that magic mix of true on-air talent, personal relevance, and a fresh approach to either the music or the talk topics, you're going to fail.

Clear Channel Radio invests enormous amounts in developing on-air talent, is creating entirely new programming (most notably in our Format Lab), and sees local content as being part of the fabric of the community.

With more than 110 million listeners choosing Clear Channel Radio programming each week, we are able to tap into the widest radio audience to proactively assess consumers' changing needs and preferences. As a result, Clear Channel Radio is providing outstanding pro-

gramming of both broad and niche appeal that now extends to new delivery vehicles. That's why we're succeeding.

STEP 2: DELIVERED FLEXIBLY

Listeners want to hear what they want, when they want, and on the device they want. Deal with it. The Internet, cell phones, iPods, and even satellite radio are not the enemy. They are the opportunity. We must expand our reach beyond AM and FM. There's no reason to hold back.

Clear Channel Radio now provides exclusive, custom audio and video programming online; we program for Motorola's iRadio and Sprint's sports programming service; we routinely have podcasts in iTunes' most-popular rankings; and

we program a dozen channels on XM Satellite Radio Ech opened up new audiences — and new revenue streams our company.

STEP 3: OPTIONS FOR ADVERTISERS

Brand managers are struggling to find fresh and difference ways to connect with consumers. This imperative stead from new brands to long-established brands. If radio of offers a menu of one or two options, these brand management will move on.



Clear Channel Radio now offers a wide variety of the mercial lengths — from traditional 60s through 30s. If 10s, :05s, and yes, even 01s if an advertiser wants it Andronow offer an infinite number of positions and combinate—from islands, to first—and last—in-position and wiches easily als, and many, many more. Even we were surprised by it reception the one-second "blinks" concept has received to lesson? Never undergotted.

The spotlight is shining on radio. What we do with the attention is up to us.

Join us in radio's future.

Mark Mays is CEO of Clear Channel Communications.



Kent Emmons, Chairman/CEO, National Lampoon Comedy Radio (na)

Entering the list as the 783rd Most Powerful Person In Radio, he'll tell you that it all goes back to his schooling. It was in 1983, during his two-week stint at Monkey Nuts Community College in rural Illinois, that Kent Emmons first conceived the idea for a 24/7 comedy radio network, a concept that would be over two decades in the making. Up late one night studying for his prostate exam, Kent was feeling a little parched and headed over to the snack shed, a walk that would change his life forever. As he stood, bathed in the warm glow of the soda machine, a blinding flash of the obvious hit him. "Wow, I can get a Diet Squirt 24 hours a day. Why not comedy on the radio?"

24/7 comedy? How would it be received? Before they were put out to pasture, several longtime programming executives where overheard muttering things like "24/7 comedy on the radio? It would never work. It's never been done before and we don't do things around here that haven't been done before"; "24/7 comedy on the

radio? No way in hell! It's never been done before and I might get fired for trying something new"; and "24/7 comedy on the radio? I love it! But what if I get fired for trying something that's never been done before? I'd have to turn in the keys to the station mini-van and lose the trade-out account at Applebees? That would be awful!"

So the programmers forged ahead trying to one-up their competitors across town with clever, cutting-edge formats like Oldies, Super Oldies, Super Duper Oldies, Mega Super Duper Really Dandy Oldies, and The Oldest Oldies That Are So Oldie You'll Want To Jump Up and Scream, "Whoo-wee, These Oldies Are the Oldest!" Other trailblazing formats followed, like Hits of the 80s, 90s, and Today, Super Duper Hits of the 80s, 90s, and Today, Super Duper Really Dandy Hits of the 80s, 90s, and Today, and of course, the ever-so-popular These Hits Are So Hit-Filled with the Hits of the 80s, 90s, and Today, You'll Want to Jump Up and Shout, "Whoo-wee, These Hits Are Totally Hits of the 80s, 90s, and Today."

Then along came XM and Sirius, each of which now counts 24/7 comedy among their most listened-to channels — and — EUREKA!!! In a flash, all of that valuable knowledge that Kent had garnered during his two-week stint at Monkey Nuts Community College was about to pay off. According to his calculations, even people who don't have XM and Sirius like comedy, too. BRILLIANT!

Kent put together the largest library of recorded comedy in the world. He partnered with all of the big players in the comedy biz, like National Lampoon, Budd Friedman (founder and chairman of the Improv chain of comedy clubs), Richard Belzer (veteran comic, author, TV star, and conspir-

acy theorist), Bernie Brillstein (founding partner of Brillstein-Grey Entertainment), producer/director Barry Levinson (*Diner, Rain Man, Good Morning, Vietnam*), and George Schlatter (Emmyaward winning creator/producer of *Laugh-In, The American Comedy Awards*, and a host of other shows). Then a group of ball-sy forward-thinking programmers rallied behind the idea. They launched the first and only nationally branded 24/7 comedy radio network. NATIONAL LAMPOON COMEDY RADIO is here! Now popping up on the radio dial all across America and Canada.

Kent summed it up like this: "Last week, I was standing at the traffic light in Monkey Nuts waiting to cross the street and a 95-year-old man came up to me and said, 'I just heard a joke on the radio that made me laugh so hard I ...Well, let's just say ... would you happen to have some wet-naps and a Depends that I can borrow?' And I knew then and there that my work here was done."





Efficiency — The Magic Ingredient Behind Less Is More

By Randall Mays

Efficiency will continue to be the driver of long-term growth for the radio industry — and those who ignore that fact risk losing everything.

Just look at what's happened so far this year in our business. By focusing on efficiency in advertising, Clear Channel is outpacing the industry, and enjoying 5 percent revenue increases in the face of what, for the rest of the industry, is a flat-to-down 2006.

Our company had to endure some short-term financial pain when we introduced our Less Is More advertising structure last year. While it was a controversial policy inside our industry and with some media buyers, the program was welcomed with

open arms by radio listeners and by advertisers. For little less commercial time in an hour directly addressed one de real perceptual problems of the radio business — clare to risked drowning out the core content that brought listeners free radio in the first place.

For advertisers, we boosted efficiency by delivering or more impactful impressions in a more concentrated from work — creating added value for them in the process.

While many doubted the wisdom of Less is More to Channel invested the time and energy essential to restruct core part of our operations because we had faith that it is necessary for the long-haul health of our business. Then is

certainly a learning curve, but we stuck with and today we are reaping the clear benefits that investment.

Meanwhile, we've worked with our abetisers to deliver the "more" in Less Is More them — packing more impact behind our that, thanks to the enhanced attractiveness our programming, are being heard by more teners as well.

Others in the radio business are catching at And frankly, we hope they begin to close the pain in efficiency between themselves and us, beautiful a healthier radio industry will be a benerous for all of us.

In reshaping efficiency. Clear Charging increasingly has been able to tap into the up pool of advertising dollars that are carried placed in much less efficient media—televist and newspapers for starters. That is why a believe efficiency is a cornerstone for source long-term growth. There are plenty of ad dollar out in the universe that can flow to our more efficient delivery medium. And we intend to pursue them aggressively.

Randall Mays is president/CFO, Clear Channel Communications.





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John Hogan, President/CEO Clear Channel Communications (2)

With the implementation of the company's landmark Less Is More advertising inventory reduction plan essentially behind him, John Hogan can look back with clarity on the past 12 months.

"It's been a tale of two years," he says. "In the latter half of 2005, we were focused on reinventing many of our systems and strategies, creating more and better content, and getting our local teams to embrace the changes. It was challenging. The first half of 2006 has been amazingly great. All of the hard work and the heavy lifting we did in 2004, and especially in 2005, are really paying dividends. We have great-sounding stations, expanding distribution platforms, and our revenue performance is leading the industry." He continues, "Less Is More was one of many innovations and changes we have implemented to keep Clear Channel Radio viable and

competitive. We will continue to innovate, evolve, and grow. We are less in the radio business and more in the development and distribution of great content business. Consumer preferences, technology, and competitor keep evolving, and so must we."

Hogan believes his company is ready for the challenge. "I've never been more excited than I am at the moment about Clear Channel Radio," he says. "We are no longer just in the business of tall towers in big fields but rather in the business of creating great content, distributing that content using a variety of platforms (AM/FM, HD, online, MP3, cellular, and others) and monetizing that audience with an ever-expanding array of choices for advertisers to connect with and engage of audiences. I said this two years ago at Radio Inks Forecast conference and people were shocked, but I'l





say it again: "AM/FM, online, iPod, cell phone, satellite -- it's all rade it's all good, and Clear Channel is all over it. I am less focused on the state of the 'radio' industry because we have differentiated ourselve from it. Look for much more integration of our on-air and on-inresources, and for us to continue driving Clear Channel Radio to the heights, irrespective of what the radio industry is doing "

Still, Hogan implores his colleagues in the business to follo suit. "If other radio companies embrace the future and see alterna tive distribution options as opportunities instead of threats, if grow heads embrace the need for change and lead their companies reinvent themselves and actually make changes, and if they four on the potential rather than the past, they'll be fine. If not they we continue to be dinosaurs smoking cigarettes. There's definitely division among the companies that are embracing the future - we all its opportunity and challenge - and those that are strugging we the new competitive environment. Groups that lament the curer state of business but do nothing to actually change their operators are definitely headed in the wrong direction. Unfortunately, there are too many that are reluctant to do anything differently, and seen to be waiting for 'business to get better' rather than making business better by improving their product and creating new opportunities to listeners and advertisers."

One initiative the company has spearheaded was the laund last summer of a request for proposals for electronic radio audience measurement systems for radio. After reviewing over two dozen proposals, the company narrowed the search down to three: Arbitron's Portable People Meter, Media Audit/Ipsos' cell-phone based system and a third system from Media Mark Research. "We're continuing to evaluate the options and alternatives we discovered as a result of the RFP," says Hogan. "We have been impressed and encouraged by the strong response to the initial RFP, as well as the range of viable

options that the industry now has to consider." Clear Channel assembled a group of radio industry le ures from a variety of companies to review the proposals. "The RFP is an incredibly important process and I have to thank the 24 companies that have been serving on the team for the past six months. He says. "They've done more to move our industry toward accurate, reliable, timely, cost-effective electronic audience measurement than anything else that has happened in the past six years."



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Joel Hollander, Chairman/CEO CBS Radio (3)

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In a surprising and creative move, Hollander in April enticed Ople and Anthony years after the company had fired the pair. Hollander negotiated Anthony are under contract — to syndicate the duo back to terresman. Hollander's business savvy, and also his business sense Despite the penchant for pushing the envelope, they did deliver financial results. Broadcasting. O & A were brought back to replace David Lee Roth.



but the other talents CBS named last October to fill the message by Howard Stern's departure for Sirius Satellite Rado Adam Carolla, Rover, and the Junkies — are making the show was heard in 27 of CBS Radio's markets.

Hollander's forward-thinking attitude can also be seen in two pany's recent agreement with Vibes Media to furnish text-record services to its stations, and a deal with mSpot to make content three of CBS Radio's sports stations - WFAN-New YOR WS Chicago, and WIP-Philadelphia - available to subscribers of etall-sports mobile phone service, mSpot Sports. Starting bit y Hollander also jump-started CBS Radio's streaming efforts 75 d company's stations can now be heard online. CBS Rado ten branched into podcasting on Hollander's watch, launching male cast station - KYCY-San Francisco - and has increased be see of podcast content available from its all-news stations to more teal regularly scheduled programs. CBS Radio is also a member of the Digital Radio Alliance. To top it all off, in May CBS Radio beares of the first major broadcasters to sign a deal to use Arbitrons Pots People Meter ratings measurement system. For 2005, CBS Rates radio stations generated \$2.1 billion in revenue.

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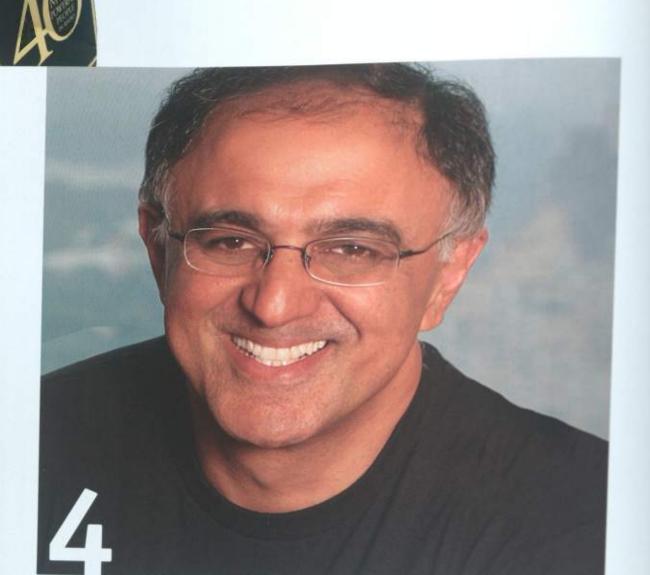


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Farid Suleman, Chairman/CEO

Citadel Broadcasting (8)

Suleman moves up four spots this year, thanks in no small part to Citadel's last-lap charge to the line in the race to acquire ABC Radio. While Citadel wasn't considered a frontrumer until the state of the st ding process, Suleman's financial background — remember, he was Mel Karmazin's CFO discount of the control of t came in handy as he and the Citadel team, which includes backing from parent company Little, put together an attractive deal that eased the tax burden on ABC parent Disney who have the control of financial guidelines in order to avoid a huge tax hit. When the deal was annumed to Suleman said, "By joining forces to form Citadel Communications, our new company can be a superior of the communications of the company can be a superior of the communications." deliver on Citadel's impressive record of success as well as pursue many exchine future. We look forward to welcoming our talented new colleagues at ABC Radio, who have the colleagues at ABC Radio, who have the colleagues at ABC Radio. of strong market performance, and are eager to work together to integrate ABC's top-noch as a strong market performance. new strategically enhanced radio group." Citadel and ABC Radio had combined 2005 revenued. imately \$575 million, and operating income of approximately \$200 million. The acquisition is the state of the close later this year, and adds ABC's 14 FM and eight AM stations in nine major markets. New York, Los Angeles, Chicago, San Francisco, and Dallas to Chadels portable to Chadels expands Citadel's operations with the addition of ABC Radio Networks, marking Citadel's entrally network radio business. The network's talent roster includes Paul Harvey, Sean Hanning and Million the deal closes Citadel will own 177 FM When the deal closes, Citadel will own 177 FM and 66 AM stations.

OPEN A DOOR TO OPPORTUNITY, WITH THE HOMETOWN USA CAREER FAIR!

The Hometown USA Career Fair is a unique recruiting festival that brings together the resources of the Army National Guard, State Broadcasters Associations, local businesses and community leaders to create a truly exciting, one-of-a-kind event.

HOMETOWN **STOWN **CAREER FAIR

The word is out! The Army National Guard and State Broadcasters Associations across the country have partnered to create the Hometown USA Career Fair, a one-of-a-kind recruiting festival designed to help people plan for their future and have fun doing it.

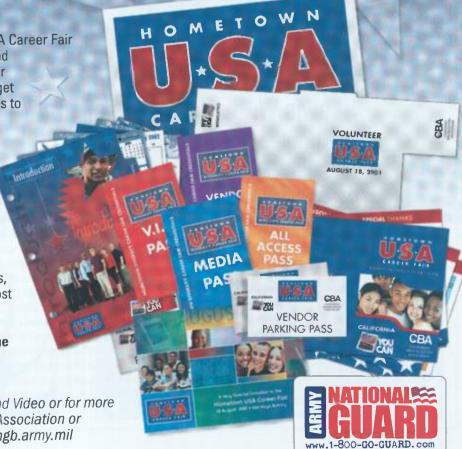
Now, thanks to our step-by-step Hometown USA Career Fair Resource Guide and Video, you can organize and produce your own spectacular event. No matter where you're located, no matter what your budget is, you can follow these step-by-step instructions to create your own successful career fair.

The Hometown USA Career Fair is the latest and greatest way to meet your recruitment needs while building stronger ties with your local community.

By combining the resources of the Army National Guard, including local armories and exciting military equipment, with the media prowess of the State Broadcasters Associations, the Hometown USA Career Fair is simply the most spectacular recruitment event in the country.

Opportunity is knocking, and it's time to open the door. It's time to host your own Hometown USA Career Fair!

To get your free Career Fair Resource Guide and Video or for more information contact your State Broadcasters Association or SFC Christopher Curtis at christopher.curtis@ngb.army.mil

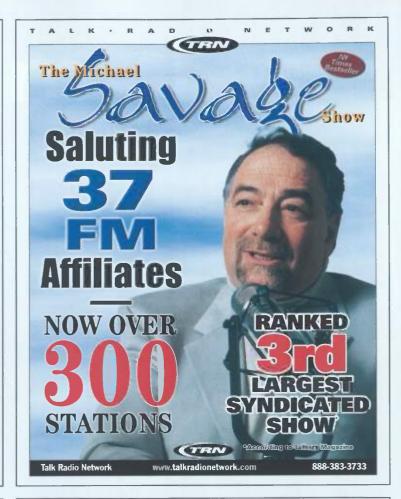


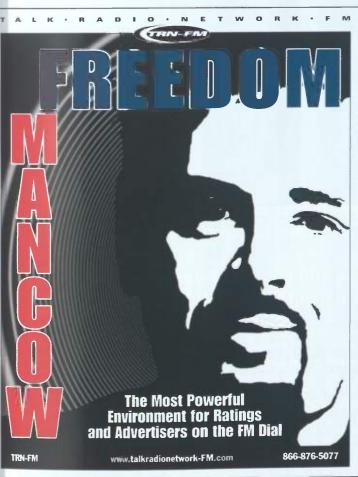


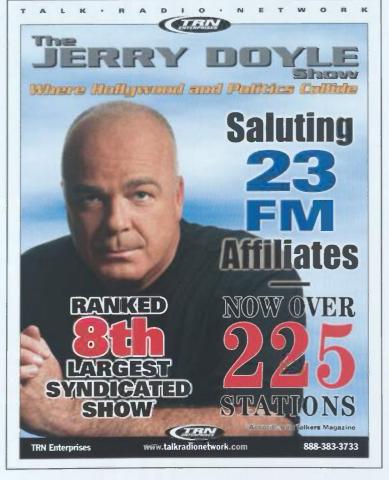
Lewis W. Dickey Jr., Chairman/CEO Cumulus Media (6)

Thanks to a carefully orchestrated \$1.2 billion deal that included a group of well-heeled outside median and the control of th Dickey last October emerged the victor in the chase for Susquehanna Radio Corp. The distribution of the chase for Susquehanna Radio Corp. The chase for Susquehanna Radio Corp. The chase for Susquehanna's highly sought-after 33-station group brings the number of stations and stations and stations are stationary and stations are stationary and stations are stations are stationary and stations are stationary and stations are stationary and stationary are stationary are stationary and station ardship to 345, solidifying Cumulus' hold on the number two spot in the U.S. for number two owned. It also increases Cumulus' foothold in some significant markets, such as Atlanta San Face Dallas, Houston, Indianapolis, Cincinnati and Kansas City While the formation officially owned by Cumulus Madis Date and Kansas City While the formation of the Cumulus Madis Date and Kansas City While the formation of the Cumulus Madis Date and Kansas City While the Cumulus Madis Date and Kansas City While the Cumulus Madis Date and Kansas City While the Cumulus Madis Date and City While the officially owned by Cumulus Media Partners — which counts Bain Capital, The Backstone Counts Thomas H. Lee Partners among its partners — both CMP and Cumulus Media are completely and the CMP stations have been assimilated into Cumulus operations. I believe that one of the operations. our success has been our high-performance culture, * says Dickey. Though we have made 145 as acquisitions to build our company, we have one culture. Our team of over 4.000 professorations cated to our goal of becoming the best-run company in the business. Our operating philosophysis upon battle-tested fundamentals and a healthy dose of common sense. We are a very common company, and the vast majority of our innovation comes from the field. We share our best practices all functional areas of our business as all functional areas of our business so we can learn from and support one another. Cumulus learn from and support one another. Cumulus learn from and support one another. launched a Dutch auction stock buyback to acquire up to 11.5 million shares of its class A coll











David Field, President/CEO Entercom Communications (5)

Although he was long considered a front-runner to acquire ABC Radio from part and mately Field had to back down when it became clear Citadel Broadcasting ent company Forstmann Little — would emerge with the high bid and a during a conference call with investors, he said after the Citadel deal was an investor of the wouldn't be beneficial to Entercome and that he felt wouldn't be beneficial to Entercome and the top radio groups to help grow the business. Including the past year, his vision of an industry consortium working the past year, his vision of an industry consortium working formation of the HD Digital Radio Alliance. Field is the current NAB Radio Board has

e m m i s

Let the Truth be Told

| 1979 | Jeff Smulyan and friends purchase WSVL in Shelbyville, IN |
|------|--|
| 1984 | Emmis purchases KSHE-FM in St. Louis and KMGG (1986 renamed KPWR) in Los Angeles from Century Broadcasting |
| 1993 | Emmis purchases Atlanta Monthly from American Express Publishing Corporation |
| 1994 | Emmis purchases WIBC-AM and WNAP-FM in Indianapolis from Horizon Broadcast Corporation |
| 1994 | Emmis becomes a public company |
| 1995 | Emmis becomes the first company to own top-rated stations in New York and LA simultaneously |
| 1995 | Jeff Smulyan was voted one of the 10 most influential radio executives for the past two decades by top radio industry publication, R&R |
| 1998 | Emmis moves into its new worldwide headquarters on Monument Circle in Indianapolis |
| 2005 | Emmis is named one of the "100 Best Companies to Work For" by FORTUNE Magazine. |

Just a few of the many accomplishments of Emmis's team leader. Congratulations to Jeff Smulyan One of Radio Ink's 40 Most Powerful People in Radio



Jeffrey Smulyan, Chairman/CEO Emmis Communications (7)

In May, Smulyan submitted an offer to take Emmis private, a move one ble toward moving radio companies away from the public markets. Smulyan's move could backfire if a higher, competing bid comes in gleadership. "Clearly, we're going through changes in the radio business both as a company and as an industry," he says. "We we lost cache the ground we have to find ways to get it back. When you see the growth at a company and the fact that this has been a very challenging environment and icantly declined, so our consumption has held up very well. The bright spot lose sight of that."

Regardless of what here are says from the public markets. The bright spot and the says from the public markets.

Regardless of what here are says from the public markets. The property is a say of the public markets. The public markets while some says from the public markets. The public markets while says from the public markets while says from the public markets. The public markets while says from the public markets. The public markets while says from the public markets while says from the public markets. The public markets while says from the public markets while says from the public markets. The public markets while says from the public markets while says from the public markets. The public markets while says from the public markets while says from the public markets. The public markets while says from the public markets while says from the public markets. The public markets while says from the public markets while says from the public markets. The public markets while says from the public markets while says from the public markets. The public markets while says from the public markets while says from the public markets. The public markets while says from th

Regardless of what happens with his offer, Smulyan should be proud of the coreated at Emmis, which many consider the gold standard in the industry to build a company based on integrity, innovation, and passion for what today we have an organization of committed individuals and a collaborative culture movement to succeed and can share in the rewards. The most important thing is a work for you. That starts at the top. When people see executives working hard right way, sharing information, making sure their people get good benefits and the time he invests, and the influence he exhibits.

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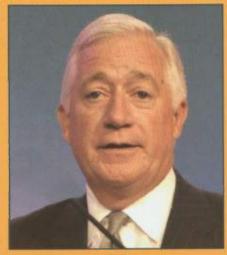
Bob Neil, President/CEO Cox Radio (9)

"It's all about having the right people on the bus," Neil says of his management strong folks working for your company — and I am blessed with them everyone wants to feel they are making a difference. No matter what is to feel they are making a difference. No matter what is to feel they are making a difference. No matter what is to feel they are making a difference. No matter what is to feel they are making a difference. No matter what is to feel they are making a difference. No matter what is to feel they are making a difference. No matter what is to feel they are making a difference. No matter what is to feel they are making a provide his Houston stations in the commands industry wide respect what is to feel they also unsure of the industry's move toward electronic measurement. He's also unsure of the device but maintain the channel format, and commissioned a study that indicated consumers might prefer a approach that would mimic the current radio frequency band. Neil is nearing his 10 public. Prior to that, he served as EVP/radio for the former Cox Broadcasting from 10 public. Prior to that, he served as EVP/radio for the former Cox Broadcasting from 10 public enue of \$437.9 million in 2005.



Bob Neil
President and CEO
Cox Radio, Inc

Cox Radio Salutes The 40 Most Powerful People in Radio

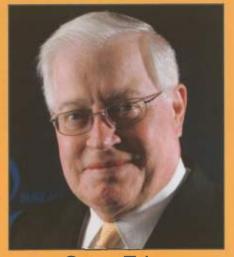


Marc Morgan
Executive VP and COO
Cox Radio, Inc



Eddie Fritts
Past President/CEO
National Association of
Broadcasters

And thanks, Eddie Fritts and Gary Fries for Your Years of Service to Our Industry!



Gary Fries
President/CEO
Radio Advertising Bureau







Alfred Liggins, CEO/President Radio One (10)

Under Liggins' leadership, Radio One has recently expanded into several new areas named chairman of TV One, a cable channel targeting an African American and the six underserved. The channel was founded in partnership with Comcast Corporation investment firms. Additionally, Liggins engineered the deal that gave Radio One Reach Media, which owns the *Tom Joyner Morning Show* and other businesses as a standard African American News/Talk network, and also programs The Power and CEO six and CEO Show and CEO six and CEO Show and CEO Show

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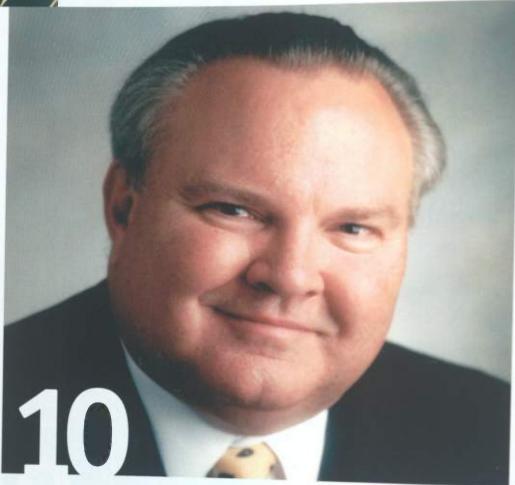
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Bruce Reese, President/CEO

Bonneville International (12)

Reese, who in addition to running Bonneville also serves as chair of the NAB on the enters the top 10 this year. In the past year, his company launched all-News several markets, including KSL-Salt Lake City and KTAR-Phoenix Bonneville also more theretiage all-News WTOP-Washington from AM to FM, and, through a partnership the programming is designed to offer listeners in the nation's capital an alternative of programming is designed to offer listeners in the nation's capital an alternative of news affecting both the region and the countrication of the service of the same helping the company combat the industry's current stream of the same helping the company combat the industry's current stream of the countrication of the same helping the company on winning ground. "Long before me, Bonneville's history of meeting ing employees the chance to do interesting, excellent work, treating them a chance to be vital to their communities would attract the best results — from the standpoints of our reputations and also more strongly today that the formula works."

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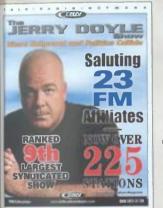


Judy Ellis, President/C00 Citadel Broadcasting (14)

Her company's acquisition of ABC Radio solidified Ellis' position atop our list of the Momen In Radio in June, and her involvement in that deal and level of responsibility pany advances her position her on the Top 40 list from 14th last year to 11th list lamented how the industry isn't working hard enough on growing revenue lem with radio — revenue growth," she said. "We're not working on generating demand on inventory. We seem to be focused on everything other than the company's three New York stations, where she ran the company's three New York stations, which is to 15th launch of Hot 97, one of the country's first mainstream Hip Hop stations. Even the launch of Hot 97, one of the country's first mainstream Hip Hop stations. Even the launch of Hot 97 is now heard on mainstream stations nationwide. "We created a format has seen to be focused on everything other than the launch of Hot 97, one of the country's first mainstream Hip Hop stations. Even the launch of Hot 97 is now heard on mainstream stations nationwide. "We created a format has seen to be focused on everything one provided in the launch of Hot 97, one of the country's first mainstream Hip Hop stations. Even the launch of Hot 97 is now heard on mainstream stations nationwide. "We created a format has seen to be focused on everything on growing revenue and the launch of Hot 97 is now heard on mainstream stations nationwide."















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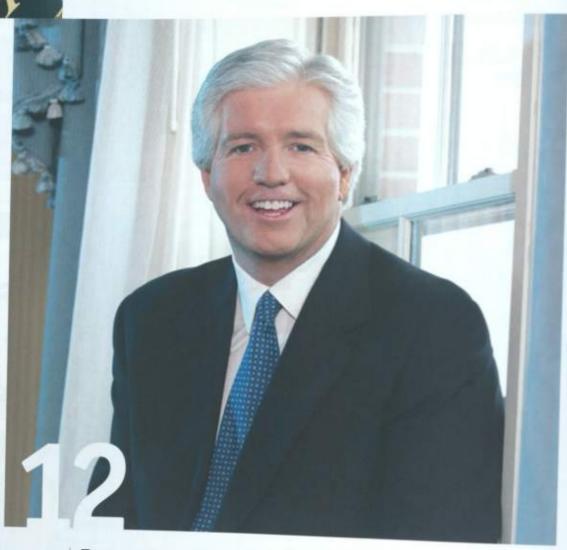
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Peter Smyth, President/CEO

Greater Media (13)

Greater Media owns 19 stations in Boston, Detroit, Philadelphia, and New Jersey, and is considered of of the top privately owned companies in radio. Smyth, known as a forward thinker who is not afraid to speak his mind, is one of the major players in the HD Digital Radio Alliance. As one who admitted years the freedom of running a privately held company, Smyth believes that relying too heavily on numbers and research can damage a company's chances for success. "It's important to avoid paralysis by analysis he says. "Not everything we do is right-brained, numbers-oriented activity. If we simply look at our spread sheets, our ratings, our cost per point, we lose sight of the reality of our business. We're in the communication and entertainment been point, we lose sight of the reality of our business. nication and entertainment business, and in the business of helping our advertisers solve their business. problems. We need to focus on ourselves, our stations, and our services to critically figure out how to all to, improve, or change our operations, to better serve our people, our listeners, and our customes Smyth extends that philosophy to his management of the company's workers. "I've always believed treating employees with respect and dignity. You can be a challenging and demanding employer who having to bully or belittle people. You manage a workforce to accept and celebrate change. That sate easy as it sounds, because we all get comfortable. But we have seen so many changes in the business. climate that it's critical to put a context and a framework to new work that we are asking people and Without new information and new thinking, they'll continue to work the way they have in the past is

"The world makes way for the man who knows where he is going."

Ralph W. Emerson

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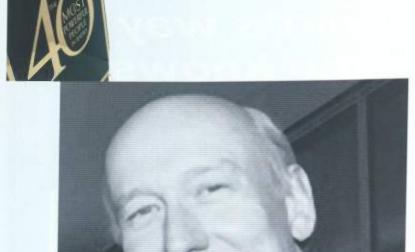
Peter Smyth President & CEO



Greater Media, Inc.

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Gary Stone, President/COO

Univision Radio (na)

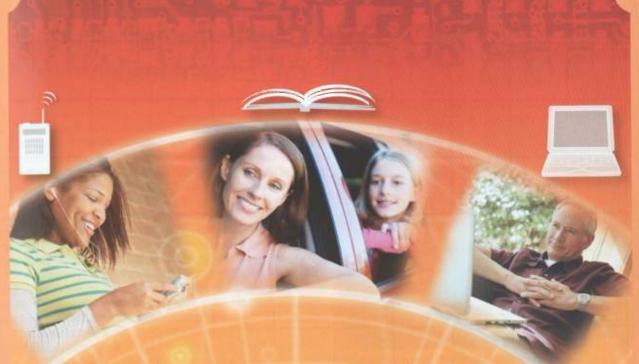
Former Hispanic Broadcasting Corp. CEO Mac Tichenor state on to run the 73-station group after its 2003 acquistons Univision, but his the late-2004 departure from that commen led to his removal last year from the Top 40 list Tehenry departure cleared the way for Stone, who was elevated from \$4 to president this past February. He had served as SVPromi both Univision Radio and, previously, HBC, since 2001 Prolanding in that role, Stone spent two years as VP/GM of the company's Los Angeles radio stations. Before that, he ran HRO Houston cluster for 12 years. Last year, Univision Radio gene ated net revenue of \$359.1 million. The entire Univision empe is up for sale.



Edward Atsinger, President/CEO Salem Communications (15)

Along with the company's 95 radio stations, Atsinger oversee Salem's successful block programming business, which took strong renewal rates and adds nicely to the company's too ite revenue. In 2005, Salem generated total net revenue of \$1956 million. With the company's primary focus on Christian progra ming, Atsinger says hiring the right people and managing the effectively is of vital importance, "Salem has worked from in beginning to create a distinct corporate culture that is unque our business," he says. "Because this environment is family friendly and values-driven, it has been an important factor may ability to attract and keep good employees. A corporate purpose that employees can embrace enthusiastically is an essential ment in genuine job satisfaction. Successful leadership mis provide vision, and then see that it is implemented with strate goals around which the team will get excited. Managers are the empowered with sufficient autonomy and support so that lawn ownership for their company role comes naturally. At the end the day, there is nothing more important than assembling the right team in the right configuration. Continuing to maintain the kind of culture is something that does not just happen. It has to be cultivated every day."

Atsinger believes his company's niche focus has been a important asset in carrying Salem through the radio industria financial struggles. "The audience interested in Christian and family-themed content and conservative values is large, growing and loyal," he says. "Our strong base of block programmes clients continues to experience success on our teaching and lab stations, resulting in an average annual increase of at least a percent for this category of business, with renewal rates of we over 90 percent."



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Scott Herman, EVP/Eastern Region

CBS Radio (na)

Herman, who works closely with CBS Radio Chairman CED In Hollander and has control of some of the company's most imposstations, makes his debut this year on the Top 40 list. He oversome of the company's top stations, including KYW and William Philadelphia, WPGC in Washington, WWJ in Detriot WEE Atlanta, KDKA in Pittsburgh, and WQYK in Tampa. Not only as these great radio stations, but they're streaming, podcasting running successful websites, and finding ways to continue to severteens communities," he says, "We are firmly into new media, and we're getting better and better each day at monetizing them." While he placement reflects his level of responsibility within the concer-Herman is quick to credit the people with whom he works for the acknowledgement. "I'm very lucky to work with a territo group of managers who run our radio properties, he says. The best parmy job is the daily interaction I have with them. I love to work as managers who find a way to get it done. No excuses, no whiring at

great work. We talk, we debate — we sometimes even kick and scream — but the process with ter, more creative, more successful radio together." Herman also believes his processor helps in his dealings with his local managers. "I know what they're going through, and they was the helps in his dealings with his local managers. "I know what they're going through, and they was the helps in the career to work for some terrific people who helped me grow. I believe I've taken a little piece of the processor was management style. It's now my turn to do the same for those coming up believe ing our people and watching them grow within the organization is the most rewarding."



Stu Olds, CEO Katz Media Group (16)

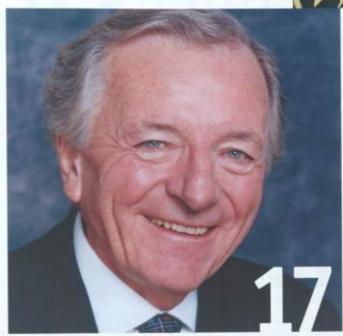
His company handles national sales for over 2,600 radio salors at operates two separate divisions — Clear Channel Radio Sales disso and Univision Radio Sales — for two of its most important clents. kill and Clear Channel also operate Clear Channel Katz Advantage, who handles in-house marketing efforts. While the national radio business appears to be rebounding, it spent much of 2005 in the basened as local business carried the day for many companies. We aim with our industry partners, are experiencing accelerated changs the are altering the fundamentals of the media business," says 0th "This is impacting all areas of our company, from our people to or business systems. We are developing new partnerships to grow a clients' business at the same time we expand business opportunite for broadcast media." Olds' philosophy on management stresses le importance of never letting the challenging times discourse. troops. "Never settle!" he says. "You must continually rase expetions among your employees. It's vital to engage people in a vision by the future that is bigger and brighter than the past. Organizations and

ues, "I believe strongly in empowering people. In order to do that, senior management needs to first work with the result upon goals, and be accountable. That's how an organization develops talent depth, accomplishes more and lates to company into the future." Olds continues to play an active role in building the industry with his leadership at his

Ralph Guild, Chairman/CEO

Interep (25)

Innovation has been a key factor in Interep's success. Guild led industry consolidation in the rep firms before the industry consolidated radio ownership, and has found ways to reinvent radio and the rep business when things looked grim. The industry has always followed, and Guild always seems to land on his feet. Recently, Guild fought off a takeover bid by Oaktree Capital Management, and has the company on solid footing with a promising future. In fact, his early investment into repping online audio media appears to have placed the company in an enviable position in this rapidly growing arena. "Like most other media, radio advertising has been feeling the challenges of an unsteady economy, coupled with a sense of confusion within the advertising industry, as marketers try to make sense of the dizzying array of new technologies," says Guild. "At Interep, we clearly understand that the age of the order-taker is over. Rep salespeople who only know how to call on time buyers will find it more and more difficult to compete in the emerging radio marketplace. We have accelerated our training of the entire sales force by the most effective non-traditional sales trainers in the industry -



Morrison and Abraham — as both advertisers and agencies want to hear from sellers who know how to deliver measurable results, not just crunched numbers from Arbitron." He also stresses the importance of heeding advice from those in the trenches. "It's important to listen to ideas and suggestions from people deep inside the organization. Usually, the people doing the work day-by-day have a better idea of how to improve performance than senior executives who are often separated from the action by too many middle managers."

Jon Pinch, EVP/COO Cumulus Media (20)

Considering his outlook on how involved top executives should be in their companies' operations, Pinch likely spent many nights burning the midnight oil during Cumulus Media Partners' acquisition this year of Susquehanna Radio Corp. "Live in the details of your business!" he implores his colleagues. "I believe that very little happens at the 40,000-foot level. Our success, individually or corporately, is always in the details. All market managers at Cumulus understand this concept, and are familiar with the current metrics critical to achieving our goals." Along with the Susquehanna deal, Pinch also found time in the past year to spearhead a variety of initiatives aimed at growing Cumulus' share of the radio revenue pie. "In January, I added a national new business development division in Atlanta. We are tapping into non-spot and non-traditional budgets from clients that need platform-wide reach. While still in early development with many potential advertisers, the experiment has already resulted in a number of new business success stories. We expect some large key account agreements to be signed near the beginning of 2007. I also added a sales creative services division, Sound Solutions, in Atlanta. We produce customized campaigns for clients in our 67 markets, as well as pre-produced spots for just about any business category. Cumulus sellers have free access to this selling tool."







Kraig Kitchin, President/C00

Premiere Radio Networks (19)

Premiere's roster includes some of radio's top talent, including Rish Limbaugh, Jim Rome, Casey Kasem, Ryan Seacrest, Carson Daly, Glem Beck, Donald Trump, and Matt Drudge. In all, Premiere — a subsidery of Clear Channel Communications — syndicates 70 programs to over 500 stations, reaching an estimated 190 million listeners each week. Based in Sherman Oaks, CA, the company has 12 offices nationwide.

"I lead by example," Kitchin says of his management style "keeping a positive attitude and having a strong, consistent work ethic has away been my priority." Of course, he's also quick to credit those around him to wouldn't be able to do that without having exceptional people working with me. A manager who is able to recognize talent, capture it, and normal will go far. Acknowledge their accomplishments, demonstrate lovally and empower them by giving them enough freedom and responsibility to achieve their goals in their respective disciplines. Also, it's important to debrate their success during the good times, and spend more time with

them during challenging times." While his colleagues on the station side have been struggling with tend results growth, Kitchin says Premiere's syndication business is booming. "We'll have a significant increase of revenue or last year due to numerous successes in our new programming introductions and established radio program. The same time, our advertiser customer base continues to demand more from network radio, strongly encouraging an adapt and change so that we're more flexible to their needs and more accountable than ever before.

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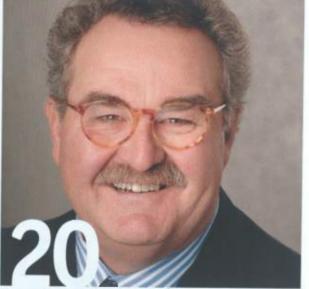
Mark Lang, Local Sales Manager, KFI/Los Angeles

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Stu Stanek, General Manager, Clear Channel/Salt Lake City

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William L. Stakelin, President/CEO

Regent Communications (na)

Believe it or not, Stakelin makes his debut on the Top 40 list his was Terry Jacobs' retirement from radio elevated Stakelin to the president/CEO post at Regent in September and onto the list. Staken serves on the boards of both the RAB and the Bayliss Foundation and over the past few years has delivered side-splitting turns as made of ceremonies at the Bayliss Foundation dinner. Factoring in all of 5 pending acquisitions, Regent owns and operates 74 stations spread across 15 markets in California, Colorado, Illinois, Indiana, Kentucky Louisina, Michigan, Minnesota, New York, and Texas. In 2005, Regents he broadcasting revenue totaled \$85.6 million. While he says Regent business has been "good when compared to the sector. Stakelin works that his colleagues who are concerned about the industry's tepid business environment aren't seeing the big picture. No one relishes the

value position this great industry finds itself in at the present time," he says. Looking down the road, Stakelin says, "Conversion to HD and exciting plans for distribution of content across multiple platforms are enabling to grow and compete successfully in tomorrow's media markets."



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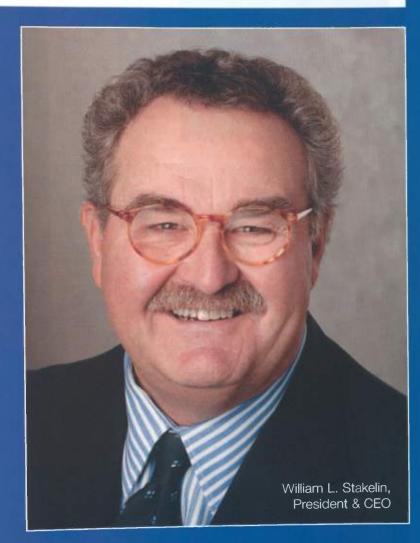
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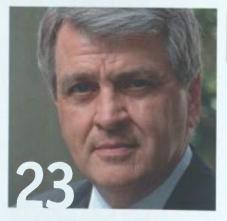
David Rehr, President/CEO National Association of Broadcasters (na)

Rehr has taken an aggressive stance in his leadership of the NAB, making himself vible and reaching out to the people in the trenches. By all accounts, he has tacked his new point enthusiasm, and has quickly gotten up to speed on the issues. Though his role alone bring him power, it appears Rehr is building his own power base in the industry as he already has the onnections in Congress. "There couldn't be a more exciting time to be part of his industry as the digital radio signal that delivers our content," he says. He adds, however, that radio must expand its horizons in the digital age. "We cannot rest on our laurels; we must embrace be future and have a local radio signal on every gadget and listening device that comes along."



Catherine Hughes, Founder/Chairperson Radio One (21)

A perennial member on *Radio Ink's* Top 40 and Most Influential Women In Radio less Huge still looks back fondly on her early, unlikely origins in the broadcasting business. "Little of I look 25 years ago that I would be blessed to have created the largest media company whose printy focus is service to the African American community," she says. That empire now includes a cale television network, TV One, and controlling interest in Reach Media. "During the past 12 months our core radio business has been experiencing slow growth," says Hughes entone the sentencing of many of her colleagues. "In some respects, though, I think being in business in a dallenging environment is a great motivator. Great ideas often take root in adverse circumstances we are forced to think of creative solutions. I view this current environment as a buse opportunity."



John David, EVP/Radio National Association of Broadcasters (22)

His group recently asked the FCC to investigate satellite radio companies tactic of offering free access to their programming to new car buyers or consumers who rent certain vehicles. The move is the latest in a series of actions the NAB has taken to protect its radio station members. David has strong words for former broadcasters who now bash terrestrial broadcast as they are sue careers in satellite. "I love the people who made a good living in radio now trying to trow traditional radio under the bus," he says. "That fires me up. I continue to be proud of any protect in the consumer traditional radio does: provide local, relevant community service. Broadcasters are ratio ing that digital technology affords opportunities to bring more free programming choices that ever before." David is a valuable asset to radio, and the consummate radio voice for the NAB.



Marc Morgan, EVP/COO Cox Radio (28)

After a six-year stint as VP/GM of WSB in Atlanta, Morgan moved quickly up the ranks at Cox becoming senior vice president in June 1996 and senior group vice president in May 1997. Became co-COO in January 1999, and was elevated to his current post in February 2003. Morgan has been a member of the Cox Radio board since August 1999. Earlier in his case. Radio in both Chicago and New York from 1973 through 1984.

sehind every powerful leader is a

great team

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Gendron • Rob Williams

Mark Mays

CEO • Clear Channel Communications Inc.



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President and CFO • Clear Channel Communications Inc.



John Hogan

President and CEO • Clear Channel Radio



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President and COO • Premiere Radio Networks



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CEO • Katz Media Group





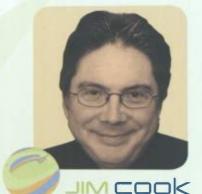


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Jim has over 30 years of radio experience and currently is serving as Senior Vice President Creative Services at Clear Channel Radio. Jim lent his talents to Clear Channel Radio term in 1995 and has acted as a leader and a resource in radio production and programmy marrying technology and voice over talent throughout the creative process. Jim is leaved new Creative Services Group offering solutions, providing direction, training and supporter Clear Channel Radio's 1,200 radio stations.

Senior Vice President • Creative Services Group



Bob's impressive career in radio encompasses more than 30 years of experience. Suring in Richmond at WLEE, Bob has worked his way through the radio ranks assuming such leadership roles as General Sales Manager, KATZ National Account Executive KATZ Manager, KATZ General Sales Manager and KATZ President. In addition, Bob has been the President for both Sentry and AMcast. Bob assumed the President - Regional President for Clear Channel Radio Sales in 2000. Currently Bob is responsible for oversean all such radio sales efforts for the New York, Atlanta, Boston, Dallas, Miami, Philadelphia, Ralein at Washington DC offices.

President-Regional President • Clear Channel Radio Sales



Jeff is uniquely qualified to lead the national spot sales offices of Detroit Chicago, Stansas City, Denver, Minneapolis, Seattle, San Francisco and Los Angeles. Jeff brings are local and national experience to his position of President-Regional President. Throughout 19 year career, he has assumed the roles of Media Buyer. Local Account Executive, National Senior Account Executive, NY Manager. Regional Vice President Channel Sales Manager. In addition to his current spot radio leadership role for Channel Radio Sales, Jeff is also responsible for National Dedicated On-line and National Telescopies.

President-Regional President • Clear Channel Radio Sales



Evan is charting the future of online music and radio. Since joining Clear Channel Radio in 2004 as the head of the company's Online Music & Radio (CCOMR) division, he has been instrumental in building a portfolio of exclusive, custom content delivered via the existing Web sites of the company's 1200 radio station network. Evan brought to his newly created position years of successfully honed experience with companies like AOL and BMG. He has been named one of the "50 Most Powerful Men under 38," and has been included on the New York Observer's "Power Punk List", a ranking of the most influential executives, artists and politicians under 35. In addition to his day-to-day CCOMR responsibilities, Evan is also a key member of the recently formed Clear Channel Content Development Team, which is focused on identifying new concepts for distributing content.

Evan Harrison

Executive Vice President • Online Music and Radio • Clear Channel Radio



In his role with Clear Channel, Jeff is responsible for the oversight of all technical aspects for the radio division. Prior to joining Clear Channel, Jeff was the Director of Engineering for AMFM, Inc. and Chancellor Broadcasting. He is a member of pivotal industry committees including the National Radio Systems Committee and various groups within the National Association of Broadcasters.

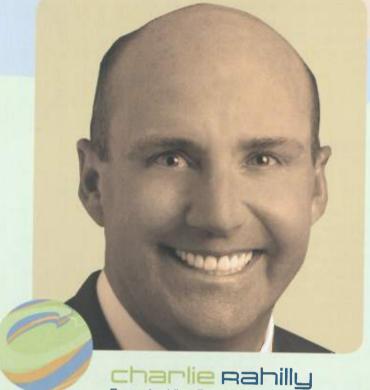
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Executive Vice President • Distribution Development • Clear Channel Radio



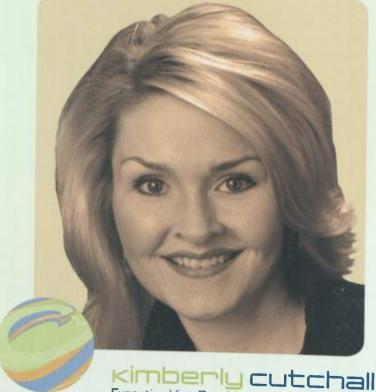
On-air is where Tom Owens began his vast career in Radio. While still in high school, Tom worked as full time air talent and programming assistant in Bainbridge, Georgia. Years later, Tom literally programmed his way through Charleston, West Virginia, Cincinnati, and Dallas. With great programming success behind him, Tom founded an independent programming consultancy and later accepted a Vice President of Programming position with Jacor. Tom joined Clear Channel Radio in 1999 with the acquisition of Jacor. Currently, Tom's leadership oversees approximately 900 program directors programming some 1200 Clear Channel Radio stations throughout the country. In addition to his day-to-day responsibilities, Tom is also a key member of the recently formed Clear Channel Content Development Team, which is focused on identifying new concepts for distributing content.

Executive Vice President • Content Development • Clear Channel Radio



As Executive Vice President of Operations, Charlie is responsible for overseeing Regional Radio Operations, Non-Traditional Revenue and the Clear Channel Radio Traffic Unit. Additionally, Charlie oversees the Senior Vice Presidents in the Northwest, Rocky Mountain, Mid-America and Midwest regions and oversees Clear Channel's Radio stations in its Southern California Trading Area. Charlie resides in Los Angeles where he has worked in radio since 1987. A broadcasting veteran, Charlie began his radio career at Clear Channel's 102.7 KIIS-FM as an Account Executive and moved on to various management roles at KIIS-FM, and the company's Los Angeles station cluster before assuming this most critical role for Clear Channel Radio.

Executive Vice President of Operations • Clear Channel Radio



Kimberly has been a driving force in radio sales and training for almost two decades. Kimberly played a critical role in the development of thousands of executives, managers and salespeople across the US. Kimberly joined Clear Channel University in 2001. Her vast background in sales, sales management, dynamic marketing, facilitation and training has created a unique competitive advantage for Clear Channel Radio. Currently, Kimberly serves as Clear Channel Radio's highest ranking female and in her capacity of Executive Vice President, Employee Development, she manages the strategic vision and implementation of the company's recruiting, training and development initiatives.

Executive Vice President • Employee Development • Clear Channel University

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Jim Robinson, President

ABC Radio Networks (26)

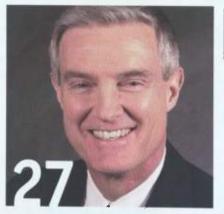
While a pending merger with Citadel Broadcasting makes it a time of transition for his company, that hasn't stopped Robinson from actively developing ABC Radio Networks' business. Though there is question about Citadel's plans for the network, some believe the network unit and its team will remain in place. Asked how business had been for his company during the past 12 months, Robinson replied, "Our focus is not on the past 12 months, but the next 12 months — growing our business and expanding the advertising pie. For us it starts with content, and we have been able to bring advertisers back to the table with innovative programming. Advertisers look for unique and identifiable sponsorship opportunities on multiple platforms, and we are focused on providing that to them. Our vision is to be the leading content provider, and we are well on our way."



Edward Christian, President/CEO,

Saga Communications (29)

"To me radio was magic, it was mystical," Christian says of his earliest experiences listening to radio. "I grew up in a time when I would listen to AM skywave at night, and the power of it was awesome." That fascination with radio led him into a career in the business, first as on-air talent, then into sales, and by 1971, he'd become a partial owner of WCER-AM/FM in Charlotte, MI. These days, Christian is responsible for Saga's 87 radio stations, which last year generated net operating revenue of \$140.8 million, along with two radio networks and nine television stations. "My life in this company is an ongoing adventure — or saga," he says. "If you have compelling radio that serves your community, if you have great people, if you treat advertisers with respect then profits will follow." Saga went public in 1992.



Stephen Morris, President/CEO

Arbitron (27)

Arbitron has recently inked deals with a number of radio broadcasters for its Portable People Meter audience ratings service, which it promises will revolutionize radio ratings and accountability to advertisers. Included among the device's initial customers are CBS Radio, Emmis Communications, Beasley Broadcast Group, Spanish Broadcasting System, Bonneville International, Greater Media, Lincoln Financial Media, and WBEB-Philadelphia. "We are on the brink of making radio the most accountable medium," Morris says. Indeed, the company is pinning much of its future on the PPM, as Morris acknowledges that the company's core business is slowing down in concert with overall industry trends. He concedes, however, that Arbitron's earnings have also been affected by the company's spending on the PPM program.



George Beasley, Chairman/CEO

Beasley Broadcast Group (31)

The leader of a family-run, pure-play radio business that owns 41 stations in several top markets, Beasley believes the radio industry should be looking into cyberspace for its next big opportunity. "The auxiliary methods of increasing revenues through the Internet are still to be discovered," he says. A member of the HD Digital Radio Alliance, Beasley is bullish on the future of digital radio. "Beasley plans to have 80 percent of our stations converted by the end of 2007," he says. "Hopefully, the FCC will act in an expedient manner on resolving the nighttime problems for AM radio. This will enable Beasley to move the industry ahead with greater speed. defend our territory, and prevent any measurable erosion of listeners to other mediums." In 2005, Beasley generated \$124.3 million in consolidated net revenue.

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Raul Alarcon Jr., Chairman/CEO Spanish Broadcasting System (32)

In January, SBS closed on its \$120 million sale of KZAB and KZBA (now operating as KDAY and KDAI) in Los Angeles to Styles Media. The sale added \$50.8 million in net profit to SBS's bottom line for Q1, during which the company reported net revenue of \$37.8 million. When the company reported those results on May 8, Alarcon commented, "During Q1, we continued to outperform the general radio market by a considerable margin, while successfully completing our de-leveraging plan with the closing of KZAB-FM and KZBA-FM, and the repayment of our \$100 million second lien credit facility. Our solid revenue growth reflects the prime positioning of our radio stations and our success in growing and monetizing our audience shares." In 2005, SBS generated \$169.8 in net revenue from continuing operations.



Rick Cummings, President/Radio Division Emmis Communications (30)

It's an old cliché, but Cummings believes it's true: Money isn't everything. "If you are reasonably competitive with compensation, I've found that other things matter far more to employees: being inclusive with plans and progress; sending a handwritten note to recognize someone; demanding performance but managing with empathy. Empowering talented people and celebrating their achievements has probably done more for my company's success, and therefore mine, than anything I've done or thought of on my own. Find the best managers and most creative people in programming and sales, and get out of their way." For Emmis' fiscal year 2006, which ended Feb. 28, Emmis' radio division generated \$300.5 million in net revenue. The company owns 25 stations in markets like New York, Los Angeles, Chicago, Phoenix, St. Louis, Austin, and Indianapolis.



Don Benson, President/Radio Division Lincoln Financial Media (34)

Benson's is the classic story of someone working his way up from the bottom: He literally began his career as a "gofer" for the radio company he now leads. As president of the radio division for Lincoln Financial Media Company — formerly known as Jefferson-Pilot Communications — Benson has overall responsibility for the day-to-day operations of 18 radio stations in Atlanta, Miami, San Diego, Denver, and Charlotte. He was named to the post in January 2005, after the retirement of longtime president Clarke Browne. Benson had served for over 10 years as corporate senior vice president of operations and programming for the radio division.



George Pine, President/C00 Interep (36)

Although Interep lost Cumulus Media's business to rival Katz last year, Interep scored a victory this year by retaining the business of the former Susquehanna Radio Corp. stations, which were acquired by Cumulus Media Partners. Last month, Interep announced the formation of Cumulus Major Market Sales, a renamed version of its former Susquehanna Radio Sales branch. Indeed, Interep's ability to score this victory falls right in line with Pine's leadership philosophy. "When business challenges present themselves, say, 'This is where we are, this is where we want to be, and these are the obstacles. How do we get there?" Accept personal accountability."

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Peter Kosann, President/CEO

Westwood One (na)

Kosann took the reins of Westwood One in January, and this year marks his first appearance on the Top 40 list. "This recognition has very little to do with me personally, but instead speaks volumes about the important role Westwood One plays in powering the radio industry with phenomenal product, programs, and people." Still, the company's former co-COO is excited about guiding Westwood One as it marks its 30th anniversary this year. "More than ever, our vision is clear: to provide great product to the radio industry. We are focused on very specific content categories — live news, live play-by-play sports, live talk, live music, and live local traffic and information." Along with its Metro Networks/Shadow Broadcast Services subsidiary, the company's programming slate includes Radio Factor with Bill O'Reilly, The Lars Larson Show, Randy Jackson's Hit List, news from CBS, CNN, and NBC, and sports from both the NFL and NCAA. Westwood One generated \$557.8 million in revenue last year.



Charles M. Warfield Jr., President/C00 ICBC Broadcast Holdings (37)

A 29-year veteran of the radio business, Warfield is now on his second stint with ICBC, which owns 19 stations in Jackson, MS, and Columbia, SC. His first stay with the company lasted 12 years, when he served as vice president and general manager of WBLS-FM and WLIB-AM in New York. From there, he joined Summit Broadcasting Corporation as VP/GM of WRKS-FM in New York. In July 1997, he was appointed VP/GM of WDAS-AM-FM in Philadelphia. In March 1998, he was named SVP for Urban Regional Operations for Chancellor Media Corporation, and six months later, elevated to SVP/regional operations. He returned to ICBC in July 2000.

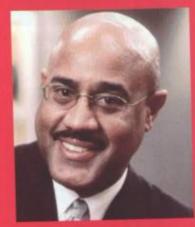
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- Sales people enter copy, production orders from anywhere via Internet, FAX or text messages
- Centralized number assignment for new commercials or promos, and views of current spots
- Auto-transfers finished production to air on all station's audio playback systems, including all brands
- Copy, production, sales and traffic dashboard shows pending and finished production status
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WJMI-FM & WKXI-FM & WKXI-AM & WOAD-AM & WOAD-FM/JACKSON, MS

WHAT-AM/PHILADELPHIA, PA

WURP-AM/PITTSBURGH, PA



Richard D. Buckley, Chairman/CEO

Buckley Broadcasting (39)

"Never ask an employee to do something you wouldn't do first," proclaims Buckley of his management philosophy. "Unless it's climbing a 600-foot tower." Despite that caveat, Buckley says being visible to your staff is a vital part of effective leadership. "Show your face, don't lock yourself in an office. Management is best done by walking around." Buckley also says that his company is committing now to go digital. "Although we are not a member of the HD Alliance, we are in the process of converting all of our stations to high definition, which we believe is the most exciting technological change since FM."

Buckley oversees the company's 20 radio stations in seven markets, including WOR in New York, along with the WOR Radio Network, which syndicates programming to stations in over 400 markets.

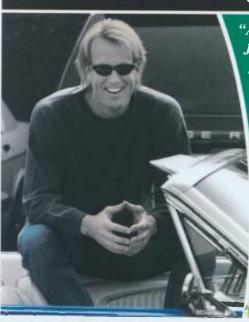


Skip Weller, President

NextMedia Group (36)

A 27-year radio industry veteran, Weller oversees NextMedia's 58 stations in 15 markets. Last year, Weller struck an \$80 millon deal to acquire KEZR and KBAY in San Jose from CBS Radio, and dealt eight of NextMedia's stations — four in Reno, NV and another four in Lubbock, TC — to Wilks Broadcast Group fir \$34 million. Before co-founding NextMedia, he served as EVP/regional manager for Chancellor Media Corporation/AM-FM, with responsibility for 24 radio stations in markets that included Denver, Long Island, Phoenix, Pittsburgh, and Sacramento.

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Richard D. Buckley Cnairman Buckley Radio



Mary Quass, President/CEO

NRG Media (38)

Her group consists of 84 stations across seven states, and Quass told *Radio Ink* in an interview for our Most Influential Women In Radio issue that she's looking to add to that number. Indeed, while Quass says NRG Media's business picture is sound, she's more excited about what lies ahead. "Business has been fabulous—in terms of revenue, very challenging and a bit ahead of the previous year, but fabulous because we get to participate in the most significant evolution ever in our industry. All things old are new again. We are looking at our stations and asking: How do we stay relevant and, more important, wanted? Stay focused, make a difference, and have fun."



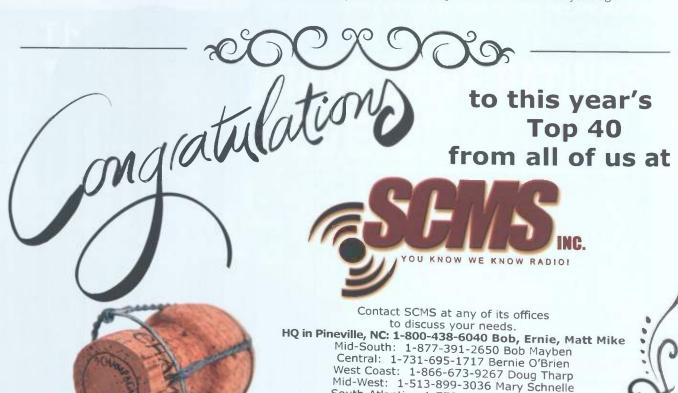
Virginia "Ginny" Morris, President,

Hubbard Radio (40)

While Hubbard owns just three stations in the St. Paul-Minneapolis market, this RAB board member and annual regular on *Radio Ink's* Most Influential Women In Radio list is one of them most visible executives in the business. Hubbard was founded in 1923 by Stanley Hubbard, and is now in its third generation of family stewardship. In August 1999, the Hubbard Radio Network was created to syndicate the Talk programming of its KSTP-AM. Commenting for this year's MIW issue, Morris noted how companies like hers are becoming more rare. "Most stations are now part of much bigger companies, and even smaller market sta-

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tions have some sort of corporate structure. These used to be family businesses that were owned, and often operated, by members of the communities they served. As radio ownership consolidated, stations became more sophisticated corporate environments with much greater business/profit focus than they had when I started 26 years ago."





Mary Quass, President/CEO NRG Media (38)

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Mary Quass President/CEO



Frans Deborah Freund Christiane Gamble Debra Suc Rhonda Gerrard Marcey Gibson Tami Gillmore Cheryl Glass Heather Gossett Carrie Grady Green Shart Lyn Griffin Julia Meredith Harrell Mary Harris Tammy Hauger Morgan Haviland Cindy Haves Jamie Kristine Heise Tanya Heller Kristine Heun Pamela Hilke Hirchings Tammy Hogg Carol Bonnie Hopper Amber Houston Jill Hull Cheryl Hyde Barb Jennifer Johnson Lindsay Shannon Kay Erin Kelly-Klemmensen Jackie Klepper Angela Kruse Susan Kuemmeth Carol Kuster Amber Laffey Andrea Lane Conni Lane Camilla Leathers Robin Lees Sandra Lindstrom Jessica Link Terry Lowry Mary Ludwig Manley Natalie Marsh Martin Ruth McCully Jill Chloe McGilligan Fave Dana Meyer Kelli Miller Stephanie Mueller Joy Myers Kimberly Niday Sonja Nokes Erin O'Connor Mishelle Odom Susan O'Rourke-Kort Jodi Kristin Pavelka Stephanie Christine Pencil Joleen Penton-Phillips Amber Phillips Sherri Porter Theresa Priem Camille Rawlings Deborah

Heid Reinking Amber Renner Kylie Renner Lindsey Robinson Sandra Robinson Jennifer Rubin Mary Ann Ruppert hem Heid Reinking Amber Renner Kylie Renner Lindsey Robinson Sandra Robinson Jennifer Rubin Mary Ann Ruppert hem Heid Reinking Amber Renner Kylie Renner Lindsey Robinson Sandra Robinson Jennifer Rubin Mary Ann Ruppert Lindsey Heid Reinking Amber Reinker Patricia Lindsey Scholten Lori Schaldweiler Nancy Scholten Kaile Schreiner Patricia Lindsey Rubinson Maeve Am Sharp Karen Shaver Colleen Simpson Maureen Scholter Jodie Schultz Amber Scofield Shawna Sengelmann Maeve Am Sharp Karen Shaver Colleen Simpson Maureen Scholter Jodie Schultz Amber Scofield Shawna Sengelmann Maeve Am Sharp Karen Shaver Colleen Simpson Maureen Scholter Johnson Lacy Stroup Kristen Summers Kelly Teeselink CJ Deborah Thiel Laura Thielen Lindsey Michelle Stoll Lori Storz Geri Stroh Lacy Stroup Kristen Summers Kelly Teeselink CJ Deborah Thiel Laura Thielen Laura Thielen Laura Thomas Jamie Thomas Rebecca Thompson Kelly Thompson Jennifer Thor Alena Thorson Tara Traudt Mary Treanor Laura Thomas Jamie Thomas Rebecca Thompson Kelly Thompson Jennifer Thor Alena Thorson Tara Traudt Mary Treanor Laura Thielen Laura Thielen Laura Thielen Laura Thomas Jamie Thomas Rebecca Thompson Kelly Thompson Jennifer Thor Alena Thorson Tara Traudt Mary Treanor Laura Thielen Lau



Mark Masters, CEO Talk Radio Network (na)

Masters has built one of the most successful networks in radio today. Starting with the Art Bell program, which he sold to Premiere, Masters has assembled a red-hot talent roster that's generating strong audience shares in markets like New York and Los Angeles. The lineup includes Michael Savage, Laura Ingraham, Jerry Doyle, Tammy Bruce, and Rusty Humphries, and earns Masters his first appearance on our Top 40 list. He says, "We are rolling out a whole new level of long-form, spoken-word programs in the next 18 months. We are really excited about spoken-word programming and its place in radio in the years ahead."





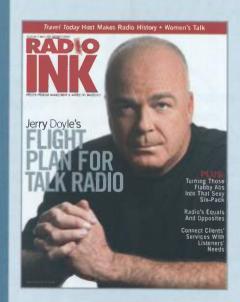
The Steelberg Brothers Chad Steelberg, General Manager/Audio; Ryan Steelberg, Head of Radio Google/dMarc Broadcasting (na)

This dotcom dynamic duo has a track record of success with high-tech companies, and became part of the family at Internet powerhouse Google when their dMarc Broadcasting was acquired by Google this year. Since then, leaders from broadcast and satellite radio companies have met with them in hopes of snagging a Google deal. Talk about power! Indeed, these impressive brothers

are poised to make a real impact — and potentially revolutionize — the radio advertising landscape. "Obviously our merger with Google was a great success for our business and our associates," they say. "But this merger will provide huge dividends for the radio industry as well. By year's end, Google's expansive advertiser base will have access to buy time across dMarc's RevenueSuite radio customers. The introduction of new advertisers to the radio space, through a complete and automated platform, aims to drive rates and revenues for all our broadcaster customers." Keep a close eye on these guys.

SYNDICATOR ENTREPRENEUR

One of Radio's 40 Most Powerful



Years on the Air





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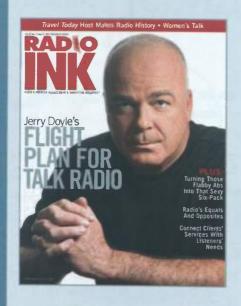
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SYNDICATOR . ENTREPRENEUR . FRIEND

CONGRATULATIONS, MARK!

One of Radio's 40 Most Powerful



225 Great Affiliates

Years on the Air

2 Much Fun

#1 Guy to Thank Mark Masters



CONGRATULATIONS
MARK MASTERS

OUR IASTERAND COMMANDER

ne of Radio Ink's Top 40 Most Powerful People

DUAVE COMMUNICATIONS GLOBALMEDIA



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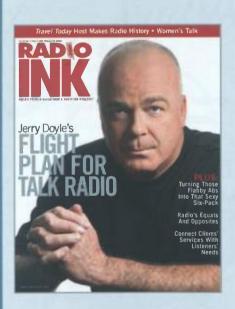
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SHANE COPPOLA, PRESIDENT/CEO, WESTWOOD ONE

After a two-and-a-half-year stint at the head of the company, Coppola exited Westwood One in December. A month later, Peter Kosann — who'd been sharing co-COO duties with Chuck Bortnick — was named as Coppola's replacement. Coppola agreed to stay on as a consultant, but that agreement was scheduled to expire at the end of June.

GARY FRIES, PRESIDENT/CEO, RAB

His leadership elevated the Radio Advertising Bureau to another level. On his watch, the group's membership doubled to over 6,000 radio stations and 1,000 associate, network, rep firm, and international organizations. He spearheaded the introduction and improvement of the group's sales training, nontraditional revenue, and certification programs, and firmly established the RAB as a reliable resource center for its members. In recent years, the efforts of the Radio Ad Effectiveness Lab have highlighted radio's reach and value to advertisers. Fries's contract with the group runs through the end of the year, and he has committed to stay on until then to help ensure a smooth transition for his eventual successor. Radio Ink honors Fries this year with its Lifetime Leadership Award.



EDDIE FRITTS, PRESIDENT/CEO, NAB

After an historic 23-year reign as president and CEO of the National Association of Broadcasters, Fritts exited the group last year. Under the leadership of this former radio station owner, the NAB rose from a group that Sen. Bob Packwood famously said "couldn't lobby its way out of a paper bag" to one of considerable influence on Capitol Hill. Capitalizing on his years of experience in Washington, Fritts has now formed a political consultancy, the Fritts Group. However, he has also expressed interest in returning to his roots in radio station ownership. Elsewhere in this issue, Radio Ink honors Fritts with its Lifetime Leadership Award.

JOHN HARE, PRESIDENT, ABC RADIO

ABC Radio's acquisition by Citadel Broadcasting earlier this year casts some uncertainty over Hare's future with the ABC station group. While Hare is still president of ABC Radio, the cloudy picture of where he'll fit in once the deal closes later this year led to the difficult decision to remove Hare from this year's Top 40 list. The deal is expected to close later this year, after which Hare's future with Citadel — or elsewhere? — will be clearer.





TERRY JACOBS, CHAIRMAN/CEO, REGENT COMMUNICATIONS

He built and sold both Jacor Communications and the first incarnation of Regent Communications on the way to forming the current Regent Communications with longtime partner Bill Stakelin in November 1996. With the company running along smoothly and his radio legacy firmly in place, Jacobs retired from his post as chairman and CEO of Regent on September 1, 2005. He turned over the reins of the company to Stakelin, who rose up from the COO post.

NANCY VAETH-DUBROFF, PRESIDENT/COO, SUSQUEHANNA RADIO

This well-respected industry veteran, a perennial honoree on Radio Ink's 40 Most Powerful People In Radio and Most Influential Women In Radio lists, exited her post as president/COO of the former Susquehanna Media Corp. after its acquisition earlier this year by Cumulus Media Partners. She's now taking some time to review her options, so don't be surprised to see her reemerge soon.





DAVID KENNEDY, FORMER PRESIDENT/CEO, SUSQUEHANNA RADIO

Last year, Kennedy graciously surrendered his spot on the Top 40 list due to questions about his future with Susquehanna Media, which at the time was up for sale. Kennedy led an effort to acquire the group, but Cumulus Media Partners ultimately emerged as the high bidder in the hotly contested chase for the stations. Now, Kennedy is taking his time and considering options for the future. Meantime, we're thrilled that he's agreed to serve as co-chair of Radio Ink's upcoming Forecast '07 financial conference.

RANDY MICHAELS

His Radio Active LLC group has been just that — radio active — in the last two FCC FM auctions, pending about \$9.6 million for 26 new radio station allotments. Due to the limitations of a numored non-compete agreement with former employer Clear Channel, Michaels has been laying low Rumor has it that agreement expires next month. If history is any indication, Michaels ould make a very splashy return to radio in the months ahead.



THE AS-YET-UNNAMED NEW RAB PRESIDENT/CEO

With Gary Fries' upcoming departure, all eyes are focused on the person the RAB selection committee will name to replace him. While abandful of names have been bandied about, the committee has done a good job of keeping a tight lid on the selection process and conand potential leaks. Fries is prepared to stay on through the end of his contract, which expires this year, and notes he'll stay on fra long — or as briefly — as his successor would like to aid with the transition. Afterwards, Fries plans to stay involved in the radio business, and has already heard from several companies interested in bringing him on board.



JOSEPH SCHWARTZ, PRESIDENT/CEO, CHERRY CREEK RADIO

Schwartz's Cherry Creek Radio quietly snapped up all but three of Fisher Radio's stations last month in a \$33.3 million deal that nearly doubled the size of his company, from 41 stations to 74. Cherry Creek adds Fisher's small-market stations Montana and Washington to its own Small-market stations in Arizona, California, Colorado, Montana, Utah, North Dakota, Texas, and Washington. Fisher will use proceeds of the sale to purchase a television station in Portland, OR.

DAVID LANDAU, CO-PRESIDENT/CEO, DIAL COMMUNICATIONS-GLOBAL MEDIA

Next month, Dial Communications-Global Media will assume responsibility for affiliate sales programming for Westwood One's 24/7 music formats, and will assume oversight of all spects of the formats — including advertising sales — starting on Jan. 1, 2007. With this deal, with wood One is ceding a good deal of daily responsibility for its content into the hands of an outsider, so Landau's team must have made an impressive pitch.



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- 1 Mark Mays, CEO; and Randall Mays, President/CFO, Clear Channel Communications (1, 4)
- 2 John Hogan, President/CEO, Clear Channel Radio (2)
- 3 Joel Hollander, Chairman/CEO, CBS Radio (3)
- 4 Farid Suleman, Chairman/CEO, Citadel Broadcasting (8)
- 5 Lewis W. Dickey Jr., Chairman/CEO, Cumulus Media (6)
- 6 David Field, President/CEO, Entercom Communications (5)
- 7 Jeffrey Smulyan, Chairman/CEO, Emmis Communications (7)
- 8 Bob Neil, President/CEO, Cox Radio (9)
- 9 Alfred Liggins, President/CEO, Radio One (10)
- 10 Bruce Reese, President/CEO, Bonneville International (12)
- 11 Judy Ellis, President/COO, Citadel Broadcasting (14)
- 12 Peter Smyth, President/CEO, Greater Media (13)
- 13 Gary Stone, President/COO, Univision Radio (na)
- 14 Edward Atsinger, President/CEO, Salem Communications (15)
- 15 Scott Herman, Executive Vice President/Eastern Region, CBS Radio (na)
- 16 Stu Olds, CEO, Katz Media Group (16)
- 17 Ralph Guild, Chairman/CEO, Interep (25)
- 18 Jon Pinch, Executive Vice President/COO, Cumulus Media (20)
- 19 Kraig Kitchin, President/COO, Premiere Radio Networks (19)
- 20 William L. Stakelin, President/CEO, Regent Communications (na)
- 21 David Rehr, President/CEO, National Association of Broadcasters (na)
- 22 Catherine Hughes, Founder/Chairperson, Radio One (21)
- 23 John David, Executive Vice President/Radio, National Association of Broadcasters (22)
- 24 Marc Morgan, Executive Vice President/COO, Cox Radio (28)
- 25 Jim Robinson, President, ABC Radio Networks (26)
- 26 Edward Christian, President/CEO, Saga Communications (29)
- 27 Stephen Morris, President/CEO, Arbitron (27)
- 28 George Beasley, Chairman/CEO, Beasley Broadcast Group (31)
- 29 Raul Alarcon, President/CEO, Spanish Broadcasting System (32)
- 30 Rick Cummings, President/Radio Division, Emmis Communications (30)
- 31 Don Benson, President/Radio Division, Lincoln Financial (34)
- 32 George Pine, President/COO, Interep (36)
- 33 Peter Kosann, President/CEO, Westwood One (na)
- 34 Charles M. Warfield Jr., President/COO, ICBC Broadcast Holdings (37)
- 35 Richard D. Buckley, Chairman/CEO, Buckley Broadcasting (39)
- 36 Skip Weller, President, NextMedia Group (36)
- 37 Mary Quass, President/CEO, NRG Media (38)
- 38 Virginia "Ginny" Morris, President, Hubbard Radio (40)
- 39 Mark Masters, CEO, Talk Radio Network (na)
- 40 Chad Steelberg, GM/Audio; and Ryan Steelberg, Head of Radio, Google/dMarc Broadcasting (na)



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Most Powerful People IN RADIO 1996 2005

| ADI | 10 | 1996-2006 |
|-----|----|-----------|

| | 2006 | 2005 | 2004 | 2003 | 2002 | 2001 | 2000 | 1999 | 1998 | 1997 | 1998 |
|---|----------|----------|----------|----------|----------|----------|-----------------|---------|--|----------|----------|
| Raul Alarcon Jr., Spanish Broadcasting | 29 | 32 | 38 | 39 | 26 | 24 | 27 | 27 | | 30 | 7730 |
| Lyn Andrews, ABC Radio Networks | | _ | | _ | - | - | -0.00 | 39 | - | - | |
| Edward Atsinger, Salem Communications George Beasley, Beasley Broadcasting | 14 28 | 16 31 | 23 34 | 28 35 | 36 40 | 40 | 26 38 | 28 | .36 | 37 39 | 33 |
| Don Benson, Lincoln Financial | 31 | 34 | - | | 40 | | 30 | - | - | - | - |
| Steve Berger, Pres, Nationwide Comm. Don Boulouwes, Infinity Broadcasting | _ | _ | _ | | 32 | 35 | 25 | 30 | 28 | 28 | 51 |
| Pierre Bouvard, Arbitron | _ | _ | _ | _ | 38 | 39 | 20 | - | 600 | = = : | - |
| Alan Box, EZ Communications Clarke Brown, Jefferson-Pilot | | | 36 | 29 | 34 | 27 | 29 | 35 | 39 | 35 | 25 |
| Rick Buckley, Buckley Broadcasting | 35 | 39 | - | _ | 34 | 21 | 4.17 | 30 | - | - | .30 |
| William Bungeroth, Cumulus Media Robert Calahan, CBS | _ | - | _ | _ | _ | | | | 31 | 9 | - |
| Ed Christian, Saga Communications | 26 | 29 | 33 | 31 | 39 | | 32 | 36 | 26 | 40 | 4 |
| Kerby Confer, Sinclair Radio Div. Shane Coppola, Westwood One | _ | 23 | 29 | 37 | _ | -0 | | | 38 | - | 34 |
| David Crowl, Clear Channel Radio | | _ | _ | - | 29 | 30 | - | - | 340 | - | |
| John Cullen, AMFM Rick Cummings, Emm's Communications | 30 | 30 | 35 | - | _ | - | | 40 | 32 | | |
| John David, NAB | 23 | 22 | 30 | 30 | 37 | 37 | 35 | - 2 | | | |
| Jim de Castro, Chance et Media Harry Demott Credit Suisse First Boston | _ | | _ | - | _ | - | | 3 | | 37 | |
| Lew Dickey, Cumulus Media | 5 | 5 | 9 | 9 | 12 | 21 | 17 | 21 | 29 | 295 | 34 |
| Steven Dinetz, Chancellor Steven Dodge, American Radio Systems | _ | | _ | _ | - | | - | - | - | 8 | 4 |
| Barry Drake, Sinclair Radio | _ | _ | _ | - | - | _ | = | 33 | 40 | 6 | 3.0 |
| Judy Elis, Citadel Broadcasting Corp. Dick Ferguson, Cox Radio | 11 | 14 | 21 | 32 | | 26 | - | - | | _ | |
| Mike Ferrel, SFX Broadcasting | | = | _ | _ | 35 | 36 | = | | | 21 | 29 |
| Paul Fiddick, Hentage Media David Field, Entercom | 6 | 6 | 9 | 15 | | - | - | - | - | | 32 |
| Joseph Fie'd, Entercom | _ | _ | _ | 15 20 | 16 19 | 18 11 | 33 11 | 13 | 27 | 29 | |
| Bill Figenshu, Infinity Broadcasting Gary Fries, RAB | _ | 18 | 26 | _ | 30 | 32 | 40 | lean . | | - | 23 |
| Edward Fritts, NAB | _ | 17 | 16 | 19 18 | 20 18 | 20 16 | 23 10 | 19 | 22 | 19 | 20 |
| John Fullam, Clear Channel Carl Gardner, Journal Broadcasting | | _ | _ | | _ | 34 | _ | 19 | 600 | 23 | 29 |
| John Gehron, Infinity Broadcasting | | | | 36 | _ | 24 | 39 24 | 23 | _ | - | |
| Scott Ginsburg, Chancellor Ralph Guild, Interep | 17 | | 25 | | _ | _ | _ | | - | 4 | 5 |
| John Hare, ABC Radio | _ | 11 | 13 | 21 14 | 21 14 | 19 12 | 1 6 9 | 18 9 | 18 | 18 | 15 |
| Scott Herman, CBS Radio Steve Hicks, AMFM | 15 | | _ | _ | | - | _ | | 20 | | |
| Tom Hicks, Hicks, Muse, Tate & Furst | _ | _ | | _ | _ | _ | | 29 | 1 | 7 | 22 |
| John Hogan, Clear Channel Joel Hollander, CBS Radio | 2 3 | 2 3 | 5 | 4 7 | 8 | 26 | _ | | 1 | 1 | 26. |
| Catharine Hughes, Radio One | 22 | 21 | 22 | 13 | 25 24 | 31 29 | 34 28 | 37 | - | - | - |
| Reed Hundt, FCC Don Imus, Infinity Broadcasting | | | _ | _ | _ | _ | | - | | | 12 |
| Terry Jacobs, Regent Communications | _ | 33 | 37 | 38 | | | 37 | - | | -32 | - |
| David Kantor, AMFM Mel Karmazin, Viacom | _ | | | 2 | _ | _ | | 26 | 25 | 20 | 27 |
| Traug Ke er, ABC Radio Networks | _ | _ | 28 | 25 | 2 31 | 2 | 2 | 1 | 2 | 3 | 1 |
| David Kennedy, Susquehanna Krall Kitchin, Premiere Radio Networks | 19 | 19 | 15 27 | 17 23 | 15 | 15 | 15 | 15 | 30 | 33 | 32 |
| Juel Klain, U.S. Dept. of Justice | _ | _ | | _ | 23 | 25 | 30 | 32 | - | 1000 | -000 |
| Peter Kosann, Westwood One Robert Lawrence, Jacor | 33 | _ | | _ | _ | _ | - | - | | 22 | |
| Alfred Legins, Radio One Rush Limbaugh, Premiere Radio Networks | 9 | 10 | 14 | 10 | 13 | 13 | 20 | 31 | 10 | | - |
| Jeffrey Marcus, Chancelor | | | _ | _ | _ | - | | _ | 15 | 13 | 20 |
| Dan Mason, Infinity Broadcasting Mark Masters, Talk Radio Network | | _ | _ | | 4 | 6 | 4 | 5 | 8 11 | Anne | -000 |
| Lowry Mays, Clear Channel | 39 | _ | 1 | 1 | 1 | 1 | _ | | 100 | 10 | -6 |
| Mark Mays, Clear Channel Randa Mays, Clear Channel | 1 | 1 | 2 | 3 | 3 | 3 | 3 | 6 | 5 12 | .5 | 2 |
| Randy Michaels, Clear Channel | 1 | 4 | 8 | 6 | 5 | 5 7 | 5 | 10 | 944 | | |
| Thomas M. Slu, Greater Media Marc Morron Cox Radio | 24 | 28 | _ | _ | _ | _ | 6 | 8 | 6 35 | 2 | .3 |
| Ginny Morr's, Hubbard Radio | 38 | 40 | _ | 34 | | _ | - | 100 | 33 | 30 | 39 |
| Steve Morris, Arbitron Bob Nell, Cox Radio | 27 8 | 27 9 | 32 | 24 | _ | _ | 36 | 38 | 33 | 2.1 | - |
| Kenny O'Keefe, AMFM | _ | _ | 12 | 8 | 10 | 8 | 12 | 11 | 14 | 31 14 | 26 14 |
| Stu Ods, Katz Media Group Lower Bud Paxson, Paxson Communications | 16 | 15 | 19 | 22 | 22 | 17 | 7 22 | 7 23 | 24 | 0.7 | _ |
| David Pearlman, Infinity Broadcasting | - | | | _ | 27 | 23 | _ | | | 27 | 18 13 |
| Jon Pinch, Cumulus Media George Pine, Interep | 18 32 | 20 35 | 24 | 33 | _ | _ | 19 | 20 | 21 | - | 30 |
| Michael Powell, FCC Mary Quass, NRG Media | _ | | 6 | _ | _ | 38 | - | 0.0 | - | | - |
| Bruce Reese, Bonneville Intl. Corp. | 37 10 | 38 12 | | | - | _ | | - | - | - | |
| David Rehr, NAB | 21 | _ | 17 | 27 | 33 | 22 | 31 | 34 | 34 | 38 | 45 |
| James Robinson, ABC Radio Networks Doyle Rose, Emmis Communications | 25 | 26 | | _ | _ | _ | - | - | - | - | - |
| Dr. Laura Schlessinger, Premiere Radio Networks | _ | - | _ | _ | _ | 28 | 21 | 25 | - | = | - |
| Robert Sillerman, SFX Broadcasting Jeffrey Smulyan, Emmis Communications | 7 | 7 | 10 | - | | _ | | - | 19 | 34 | - |
| Peter Smyth, Greater Madia | 12 | 13 | 20 | 11 26 | 9 28 | 10 33 | 8 | 16 | 17 | 10 25 | 8 |
| Bi Stale in Regent Communications Chad Single ing Google Audio | 20 40 | _ | | _ | _ | - | _ | - | - | - | - |
| Ryan See Cara Google Audio | 40 | _ | _ | _ | _ | = | - | | - | = | |
| Howard Starth, Infinity Broadcasting Gary St. no. Univision Radio | 13 | _ | _ | - | _ | _ | _ | - | tends. | 400 | 7 |
| Far d Suleman, Citadel Broadcastin, Corp. | 4 | 8 | 11 | 12 | 11 | 4 | - | _ | 37 | 11 | 9 |
| John Syles, Infinity Broadcasting Mac Tichenor Jr., Univision | | | 3 | 5 | 7 | _ | _ | | | | |
| Nancy Vaeth DuBroff, Susquehanna Radio | = | 24 | 18 | 16 | 17 | 14 | 13 | 12 | 13 | 15 | 28 |
| Wayne Vrsman, Tribune Co. Charles Warfeld ICBC | 34 | 37 | _ | _ | _ | | _ | - | -00 | 1000 | Section |
| Richard Weening, Cumulus Media | _ | _ | _ | _ | _ | - | - | _ | 100 | 640 | 38 |
| Skip V er. Next Mcd Group La mence Wison, Citad I Broadcasting Corp. | 36 | 36 | 39 | 40 | _ | _ | 18 | 17 | - fador | | - |
| Frank "Bo" Wood, Scent Communications | | _ | _ | | _ | 9 | 14 | 14 | 16 | 20 | 35 |
| Sam Ze , Jaco | _ | | - | _ | _ | _ | _ | - | The state of the s | 200 | 21 |
| | | | | | | | | | 7 | 12 | |



Two Great Leaders, One Great Industry

GARY FRIES AND EDDIE FRITTS

When considering who should receive the Radio Ink 2006 Lifetime Leadership Award, we quickly realized that there were two deserving candidates, both of whom had amed the right to be recognized for their years of diligent, dedicated service to the radio industry. In fact, it was obvious from the start that it would be impossible to honor one without also recognizing the other. Faced with this reality, we decided this year to bestow the honor on two people: Gay Fries and Eddie Fritts.

Fries announcement last August that he wouldn't seek

renewal of his contract as the RAB's president and CEO brings to an end a 15-year run that saw the group's training, outreach, and variety of industry services greatly increase. Likewise, Fritts' 23-year tenure as NAB president and CEO brought with it drastic change, as Fritts raised and improved the organization's profile on Capitol Hill, and became a tireless ally for broadcasters both large and small.

For these and other reasons outlined in the pages that follow, Radio Ink honors these two important figures in radio's recent history with the 2006 Lifetime Leadership Award.



RADIO INK -- JULY 3, 2006 | 95



GARY FRIES: A LIFETIME OF ACCOUNTABILITY

By Joe Howard, Editor-In-Chief

Like many others in the business, Gary Fries started his radio career on the sales level. In 1962, spurning the advice of friends who urged him to join them in the television business, Fries took a sales job at Stuart Broadcasting's KFOR-AM in Lincoln, NE. As Fries recalls, despite the growing excitement about the riches promised in television, a sales rep could still make a nice living in radio. AM radio, that is.

"When I started, the company had given away its FM radio station to the University of Nebraska, because there was no future in FM," he says. "It created an interesting situation, but I never encountered any difficulty. There was this great void in radio sales, but there was still a great environment for radio. Radio was thriving, advertisers were very local, and we were very much in touch. Plus, back then there were no ratings. The goal was simply to get results for the advertiser. If you did, they would love you forever. It was a lot of fun. And since everybody was leaving for TV, I was able to rise fairly rapidly."

Fries did, indeed, rise quickly through the ranks, becoming a radio station general manager by age 24. Reaching that level at such a young age taught him some important early lessons. "I woke up and realized that I was not only accountable for what I could contribute to the station financially, but now I was responsible for the leadership of that radio station," he says. "The most revealing thing was realizing that I was responsible for the success or failure of the organization — not only to the owners, but also to the people who worked there, and their families. We were a pretty tight-knit group. We all spent a lot of time socializing, and



I knew all of my staffs' spouses and kids. Whether or not they were successful depended on my leadership."

The ins and outs of leading a radio station changed drastically, of course, as the importance of ratings data increased over the years. "When ratings came in, the radio industry—slowly—moved into a commodities business," he recalls. "People started using ratings to negotiate, and large concentrations of power fell into the hands of buying services that could make or break a station. Suddenly, we weren't negotiating for a client, but for groupings of clients. Results were no longer how you were evaluated. All of a sudden, it was whether or not you delivered an audience."

One principle that has remained constant during Fries's years in the radio business is the commitment of those in the industry. "People are still as passionate and love it just as much as they always have," he says. "It's still a people game, and those people have to believe that they're part the industry. But that



Gary,

Your vision is reflected in the incredible impact you have had on our industry.

The RAB Staff, RAB Board, and the entire Radio industry salute you.



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Most Powerful People IN RADIO 1996-2006

| | 2005 | 2005 | 2004 | 2003 | 2002 | 2001 | 2000 | 1999 | 1998 | 1997 | 1996 |
|---|----------|----------|----------|----------|----------|----------|----------|--|----------|----------|-----------|
| | 2006 | 2005 | | | | 24 | 27 | 27 | - | 30 | |
| Raul Alarcon Jr., Spanish Broadcasting Lyn Andrews, ABC Radio Networks | 29 | 32 | 38 | 39 | 26 | _ | _ | 39 | 36 | 37 | - |
| Edward Atsinger, Salem Communications | 14 | 16 | 23 | 28 | 36 | 40 | 26 38 | 28 | 30 | 39 | 33 |
| George Beasley, Beasley Broadcasting Don Benson, Lincoln Financial | 28 31 | 31 34 | 34 | 35 | 40 | | _ | | - | 28 | 21 |
| Steve Berger, Pres, Nation de Comm. | | _ | | _ | 20 | 35 | 25 | 30 | 28 | =0 | 41 |
| Don Bouloukos, Infinity Broadcasting Pierre Bouvard, Arbitron | _ | _ | | _ | 32 38 | 39 | | | - | - 3 | - |
| Alan Box, EZ Communications | _ | _ | _ | _ | _ | 27 | 29 | 35 | 39 | 35 | 25 36 |
| Can e Brown, Jefferson-P lot Rick Buckley, Buckley Broadcasting | 35 | 39 | 36 | 29 | 34 | | _ | (Control of the Control of the Contr | See St. | - 6 | - |
| William Bungeroth, Cumulus Media | _ | | | _ | _ | _ | | 1-0 | 31 | 9 | T |
| Robert Callahan, CBS Ed Christian, Saga Communications | 26 | 29 | 33 | 31 | 39 | = | 32 | 36 | 26 | 4.0 | 7.54 |
| Kerby Confer, Sinclair Radio Dxv. | _ | _ | _ | _ | _ | _ | | - | 38 | = | 31 |
| Shane Coppo a, Westwood One David Crowl Clear Channel Radio | - | 23 | 29 | 37 | 29 | 30 | - | _ | - | - | - |
| John Cullen, AMFM | _ | | | _ | _ | _ | _ | 40 | 32 | = | |
| Rick Curring ress Emmis Communications John David, NAB | 30 23 | 30 22 | 35 30 | 30 | 37 | 37 | 35 | - | _ | | - |
| Jim de Castro, Chance or Media | _ | - | _ | | _ | | _ | 3 | 3 | 17 24 | 31 |
| Harry Demott, Credit Suisse First Boston Lew Didley, Cumulus Mildia | 5 | 5 | 9 | 9 | 12 | 21 | 17 | 21 | 29 | - | - |
| Steven Diretz Chance or | _ | - | _ | | _ | _ | _ | - | - | 8 | 11 |
| Steven Dodge, An arcan Radio Systems Barry Drake, Singlair Radio | _ | _ | _ | _ | _ | _ | _ | 33 | 40 | - | - |
| Judy Ellis, Citadel Broadcasting Corp. | 11 | 14 | 21 | 32 | 35 | 36 | _ | _ | | | 19 |
| Dick Ferguson, Cox Radio Mike Ferrel, SFX Broadcasting | | | _ | | 35 | 30 | _ | - | | 21 | - |
| Paul Fiddick, Heritage Media | _ | 6 | 9 | 15 | 16 | 18 | 33 | _ | - | - | 37 |
| David Field, Entercom Joseph Field, Entercom | 6 | _ | 9 | 20 | 19 | 11 | 11 | 13 | 27 | 29 | - |
| Bill Figenshu, Infinity Broadcasting | | 18 | 26 | 19 | 30 20 | 32 20 | 40 23 | 22 | 22 | 19 | 23 20 |
| Gary Fries, RAB Edward Fritts, NAB | = | 18 | 16 | 19 | 18 | 16 | 10 | 19 | 20 | 23 | 79 |
| John Fullam, Clear Channel Carl Gardner, Journal Broadcasting | _ | _ | _ | 36 | = | 34 | 39 | _ | - | _ | - |
| John Gehron, Infinity Broadcasting | _ | _ | _ | _ | _ | 24 | 24 | 23 | - | - | - |
| Scott Ginsburg, Chancellor Ralph Guild, Interep | 17 | 25 | 25 | 21 | 21 | 19 | 16 | 18 | 18 | 4 18 | 5 15 |
| John Hare, ABC Radio | _ | 11 | 13 | 14 | 14 | 12 | 9 | 9 | _ | - | |
| Scott Herman, CBS Radio Steve Hicks, AMFM | 15 | _ | _ | _ | _ | _ | | 29 | 4 | 7 | 22 |
| Tom Hicks, Hicks, Muse, Tate & Furst | | _ | _ | _ | _ | _ | - | 4 | 1 | 1 | 16 |
| John Hogan, Clear Channel Joel Ho lander, CBS Radio | 2 3 | 2 3 | 4 5 | 4 7 | 8 25 | 26 31 | 34 | 37 | - | | |
| Catherine Hughes, Radio One | 22 | 21 | 22 | 13 | 24 | 29 | 28 | _ | _ | - | |
| Reed Hundt, FCC Don Imus, Infinity Broadcasting | _ | | _ | _ | | | _ | _ | | 32 | 12 |
| Terry Jacobs, Regent Communications | _ | 33 | 37 | 38 | _ | _ | 37 | _ | _ | 400 | - |
| David Kantor, AMFM Nel Karmazin, Viacom | _ | _ | | 2 | 2 | 2 | 2 | 26 1 | 25 2 | 26 3 | 1 |
| Traug Ke er, ABC Radio Networks | _ | _ | 28 | 25 | 31 | _ | _ | 100 | | _ | -000 |
| David Kennady, Susquehanna Kraig Kitchin, Premiere Radio Networks | 19 | 19 | 15 27 | 17 23 | 15 23 | 15 25 | 15 30 | 15 32 | 30 | 33 | 37 |
| Joel Klein, U.S. Dept. of Justice | | _ | | _ | _ | _ | _ | - | 100 | 22 | - |
| Peter Kosann, Westwood One Robert Lawrence, Jacor | 33 | | _ | _ | _ | _ | | | 10 | | |
| Alfred Legins, Radio One Rush Limbaugh, Primiere Radio Networks | 9 | 10 | 14 | 10 | 13 | 13 | 20 | 31 | -00 | | 10 |
| Jeffrey Marcus, Chancellar | _ | _ | _ | _ | | | _ | | 15 8 | 13 | 10 |
| Dan Mason, Infinity Broadcasting Mark Masters, Talk Radio Network | 39 | | - | _ | 4 | 6 | 4 | 5 | 11 | 16 | 6 |
| Lowry Mays, Clear Channel | _ | _ | 1 | 1 | 1 | 1 | 1 | 2 | 5 | 5 | 2 |
| Mark Mays, Cear Channel Randal Mays Cear Channel | 1 1 | 1 4 | 2 8 | 6 | 3 5 | 3 5 | 3 | 6 | 12 | - | - |
| Randy Michaels, Clear Channel | _ | _ | _ | _ | 6 | 7 | 5 | 10 | 6 | 2 | 3 |
| Thomas Milewski, Greater Media Marc Morgan, Cox Radio | 24 | 28 | | 34 | | _ | - | = | 35 | - 36 | 39 |
| Ginny Moms, Hubbard Radio | 38 | 40 | _ | _ | | _ | 100 | 200 | - | - 2 | |
| Steve Morris, Arbitron Bob N., Cox Radio | 27 8 | 27 9 | 32 12 | 24 8 | 10 | 8 | 36 12 | 38 11 | 33 14 | 31 | 26 14 |
| Kenny O'Kuefe, AMFM | _ | _ | | _ | _ | _ | 7 | 7 | 0.00 | 14 | |
| Stu O'ds, Katz Media Group Lovel! "Bud" Paison, Paxson Communications | 16 | 15 | 19 | 22 | 22 | 17 | 22 | 23 | 24 | 27 | 18 |
| David Pearlman, Infinity Broadcasting Jon Pilich, Cumulus Media | 18 | 20 | 24 | 33 | 27 | 23 | 19 | 20 | 21 | - | 30 |
| George Pine, Interep | 32 | 35 | 40 | 33 | _ | _ | - | _ | _ | | = |
| Michae' Povel, FCC Mary Quass, NRG Media | 37 | 38 | 6 | _ | _ | 38 | - | - | - | | - |
| Bruce Reese, Bonneville Intl. Corp | 10 | 12 | 17 | 27 | 33 | 22 | 31 | 34 | 34 | 18 | 60 |
| David Rehr, NAB James Robinson, ABC Rad o Networks | 21 25 | 26 | _ | _ | _ | | _ | - | | 10 | |
| Doyle Rose, Emmis Communications | - | _ | _ | _ | | 28 | 21 | 25 | = | - | - |
| Dr. Laura Schlessinger, Premiere Radio Netviori Robert Sillerman, SFX Broadcasting | ks — | _ | = | _ | _ | _ | | 1000 | 19 | 34 | |
| Jeffrey Smulyan, Ernm's Communications | 7 | 7 | 10 | 11 | 9 | 10 | 8 | 16 | 17 | 10 | . 8 17 |
| Peler Smyth, Greater Media B I S Le In. Regent Communications | 12 20 | 13 | 20 | 26 | 28 | 33 | | - | -000 | - | - |
| Chall San Joing, Google Audio | 40 | _ | _ | _ | _ | | | | - | - | |
| Rya: 5 5 5 7 Google Audio How J S 77, Infinity Broadcasting | 40 | _ | | _ | _ | _ | | 100 | - | 1000 | 9 |
| Gary Sten., Un as an Radio | 13 | - | _ | _ | _ | - | | | 37 | 11 | 9 |
| Fand Suleman, Cladel Broadcasting Corp. John Sykes, Infinity Broadcasting | 4 | 8 | 11 3 | 12 5 | 11 7 | 4 | _ | - | 16.0 | - | |
| Mac Ticherer Jr., Univision | _ | | 18 | 16 | 17 | 14 | 13 | 12 | 13 | 15 | 7/8 |
| Nanc / Vauto DuBroff, Susquehanna Radio Wayno Voesman, Tribune Co. | _ | 24 | = | _ | _ | = | _ | - | - | -04 | |
| Charles Warfield, ICBC | 34 | 37 | _ | - | - | - | _ | _ | | - | 38 |
| Richard Weening, Cumulus Media Skip Weller, Next Media Group | 36 | 36 | 39 | 40 | _ | _ | 18 | 17 | - | ***** | -0.00 |
| Lawrence W son, Citadel Broadcastin, Corp. Frank 'Bo' Wood, Secret Communications | _ | _ | _ | _ | | 9 | 14 | 14 | 16 | 20 | 35 |
| Sam Ze'l, Jacor | _ | | _ | _ | _ | _ | _ | - | | - | 24 |
| | | | | | | | | - | 7 | 12 | - |



- 1 Mark Mays, CEO; and Randall Mays, President/CFO, Clear Channel Communications (1, 4)
- 2 John Hogan, President/CEO, Clear Channel Radio (2)
- 3 Joel Hollander, Chairman/CEO, CBS Radio (3)
- 4 Farid Suleman, Chairman/CEO, Citadel Broadcasting (8)
- 5 Lewis W. Dickey Jr., Chairman/CEO, Cumulus Media (6)
- 6 David Field, President/CEO, Entercom Communications (5)
- 7 Jeffrey Smulyan, Chairman/CEO, Emmis Communications (7)
- 8 Bob Neil, President/CEO, Cox Radio (9)
- 9 Alfred Liggins, President/CEO, Radio One (10)
- 10 Bruce Reese, President/CEO, Bonneville International (12)
- 11 Judy Ellis, President/COO, Citadel Broadcasting (14)
- 12 Peter Smyth, President/CEO, Greater Media (13)
- 13 Gary Stone, President/COO, Univision Radio (na)
- 14 Edward Atsinger, President/CEO, Salem Communications (15)
- 15 Scott Herman, Executive Vice President/Eastern Region, CBS Radio (na)
- 16 Stu Olds, CEO, Katz Media Group (16)
- 17 Ralph Guild, Chairman/CEO, Interep (25)
- 18 Jon Pinch, Executive Vice President/COO, Cumulus Media (20)
- 19 Kraig Kitchin, President/COO, Premiere Radio Networks (19)
- 20 William L. Stakelin, President/CEO, Regent Communications (na)
- 21 David Rehr, President/CEO, National Association of Broadcasters (na)
- 22 Catherine Hughes, Founder/Chairperson, Radio One (21)
- 23 John David, Executive Vice President/Radio, National Association of Broadcasters (22)
- 24 Marc Morgan, Executive Vice President/COO, Cox Radio (28)
- 25 Jim Robinson, President, ABC Radio Networks (26)
- 26 Edward Christian, President/CEO, Saga Communications (29)
- 27 Stephen Morris, President/CEO, Arbitron (27)
- 28 George Beasley, Chairman/CEO, Beasley Broadcast Group (31)
- 29 Raul Alarcon, President/CEO, Spanish Broadcasting System (32)
- 30 Rick Cummings, President/Radio Division, Emmis Communications (30)
- 31 Don Benson, President/Radio Division, Lincoln Financial (34)
- 32 George Pine, President/COO, Interep (36)
- 33 Peter Kosann, President/CEO, Westwood One (na)
- 34 Charles M. Warfield Jr., President/COO, ICBC Broadcast Holdings (37)
- 35 Richard D. Buckley, Chairman/CEO, Buckley Broadcasting (39)
- 36 Skip Weller, President, NextMedia Group (36)
- 37 Mary Quass, President/CEO, NRG Media (38)
- 38 Virginia "Ginny" Morris, President, Hubbard Radio (40)
- 39 Mark Masters, CEO, Talk Radio Network (na)
- 40 Chad Steelberg, GM/Audio; and Ryan Steelberg, Head of Radio, Google/dMarc Broadcasting (na)



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Most Powerful People IN RADIO 1996-2008

| | 2006 | 2005 | 2004 | 2003 | 2002 | 2001 | 2000 | 1999 | 1998 | 1997 | 1996 |
|--|----------|----------|----------|----------|--|------------|----------|----------|---------|----------|---------|
| Raul Alarcon Jr., Spanish Broadcasting | 29 | 32 | 38 | 39 | 26 | 24 | 27 | 27 | | 30 | - |
| Lyn Andrews, ABC Radio Networks Edward Atsinger, Salem Communications | 14 | 16 | 23 | 28 | 36 | 40 | 20 | 28 | 36 | 37 | |
| George Beasley, Beasley Broadcasting | 28 | 31 | 34 | 35 | 40 | 40 | 38 | - | = | 30 | 33 |
| Don Benson, Lincoln Financial Steve Berger, Pres, Nationwide Comm. | 31 | 34 | _ | _ | _ | | | | | 28 | 22 |
| Don Bouloukos, Infinity Broadcasting | _ | _ | _ | _ | 32 | 35 | 25 | 30 | 298 | | - 54 |
| Pierre Bouvard, Arbitron Alan Box, EZ Communications | _ | _ | | _ | 38 | 39 | - | _ | = = | | 25 |
| Clarke Brown, Jefferson-Priot | | _ | 36 | 29 | 34 | 27 | *** | 35 | 39 | 35 | - 8 |
| Rick Buckley, Buckley Broadcasting William Bungeroth, Cumulus Media | 35 | 39 | | _ | _ | 0-0 0-0 | - | | 31 | - | - |
| Robert Callahan, CBS | | _ | | _ | ments. | | - | | 9 | 9 | 4 |
| Ed Christian, Saga Communications Kerby Confer, Sinclair Rad o D.v. | 26 | 29 | 33 | 31 | 39 | - | 32 | 36 | 38 | 40 | - |
| Shane Coppola, Westwood One | _ | 23 | 29 | 37 | The State of the S | - | - | | 90 | | 31 |
| David Crowl, Clear Channel Radio John Cullen, AMFM | _ | _ | | | 29 | 30 | - | 40 | 32 | - | - |
| Rick Cummings, Emmis Communications John David, NAB | 30 | 30 | 35 | - | - | | | | 340 | | - 2 |
| Jim de Castro, Chancellor Media | 23 | 22 | 30 | 30 | 37 | 37 | 35 | 3 | 3 | 17 | - |
| Harry Demott, Credit Suisse First Boston Lew Dickey, Cumulus Media | 5 | _ | _ | _ | | Comm. | 1040 | 100 | | 24 | 34 |
| Steven Dinetz Chancellor | _ | 5 | 9 | 9 | 12 | 21 | 17 | 21 | 29 | 8 | 11 |
| Steven Dodge, American Radio Systems Barry Drake, Sinclair Radio | _ | _ | - | _ | _ | _ | | 400 | 0.00 | 6 | 11. |
| Judy E. s. Citadel Broadcasting Corp. | 11 | 14 | 21 | 32 | _ | | | 33 | 40 | | - |
| Dick Ferguson, Cox Radio Mike Ferrel, SFX Broadcasting | | - | _ | _ | 35 | 36 | _ | - | | = | 19 |
| Paul Fiddick, Heritage Media | _ | Ξ | _ | _ | _ | - | | - | | 23 | |
| David Fie'd, Entercom Joseph Field, Entercom | 6 | 6 | 9 | 15 | 16 | 18 | 33 | | - | | 32 |
| Bill Figenshu, Infinity Broadcasting | _ | | | 20 | 19 30 | 11 32 | 11 | 13 | 27 | 29 | = |
| Gary Fres. RAB Edward Fritts, NAB | - | 18 | 26 | 19 | 20 | 20 | 40 23 | 22 | 22 | 19 | 23 |
| John Fullam, Clear Channel | _ | 17 | 16 | 18 | 18 | 16 34 | 10 | 19 | 50 | 23 | 29 |
| Carl Gardner, Journal Broadcasting John Gehron, Infinity Broadcasting | _ | _ | - | 36 | _ | _ | 39 | | | = | |
| Scott Ginsburg, Chancello | | | _ | _ | | 24 | 24 | 23 | - | - | - |
| Ralph Guild, Interep John Hare. ABC Radio | 17 | 25 | 25 | 21 | 21 | 19 | 16 | 18 | 18 | 4 18 | 5 15 |
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| Steve Hicks, AMFM Tom Hicks, Hicks, Muse, Tate & Furst | _ | _ | _ | _ | _ | | - | 29 | 4 | 7 | 22 |
| John Hogan, Clear Channel | 2 | 2 | 4 | 4 | 8 | 26 | - | -4 | 1 | 1 | 16 |
| Joel Hollander, CBS Radio Catherine Hughes, Radio One | 3 | 3 | 5 | 7 | 25 | 31 | 34 | 37 | - | - | |
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| Kraig Kitchin, Premiere Radio Netv orks Joel Klein, U.S. Dept. of Justice | 19 | 19 | 27 | 23 | 23 | 25 | 30 | 15 32 | 30 | 33 | 37 |
| Peter Kosarin, Westwood One | 33 | _ | _ | | _ | _ | - | | Sec. | 22 | |
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| David Pearlman, Infinity Broadcasting Jon Pinch, Cumulus Media | 18 | 20 | - | | 27 | 23 | 19 | 20 | 21 | - | 13 |
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| Ryan Steaberg, Google Audio Howard Stern, Infinity Broadcasting | 40 | _ | _ | _ | _ | _ | | | _ | | |
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| Charles Warfield, ICBC | 34 | 37 | _ | | - | - | - | | - | - | dark, |
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2006 Liletime LEADERSHIP WARD

Two Great Leaders, One Great Industry

GARY FRIES AND EDDIE FRITTS

When considering who should receive the Radio Ink 2006 Lifetime Leadership Award, we quickly realized that there were two deserving candidates, both of whom had earned the right to be recognized for their years of diligent, dedicated service to the radio industry. In fact, it was obvious from the start that it would be impossible to honor one without also recognizing the other. Faced with this reality, we decided this year to bestow the honor on two people: Gary Fries and Eddie Fritts.

Fries' announcement last August that he wouldn't seek

renewal of his contract as the RAB's president and CEO brings to an end a 15-year run that saw the group's training, outreach, and variety of industry services greatly increase. Likewise, Fritts' 23-year tenure as NAB president and CEO brought with it drastic change, as Fritts raised and improved the organization's profile on Capitol Hill, and became a tireless ally for broadcasters both large and small.

For these and other reasons outlined in the pages that follow, Radio Ink honors these two important figures in radio's recent history with the 2006 Lifetime Leadership Award.





Gary,

Your vision is reflected in the incredible impact you have had on our industry.

The RAB Staff, RAB Board, and the entire Radio industry salute you.



GARY FRIES: A LIFETIME OF ACCOUNTABILITY

By Joe Howard, Editor-In-Chief

Like many others in the business, Gary Fries started his radio career on the sales level. In 1962, spurning the advice of friends who urged him to join them in the television business, Fries took a sales job at Stuart Broadcasting's KFOR-AM in Lincoln, NE. As Fries recalls, despite the growing excitement about the riches promised in television, a sales rep could still make a nice living in radio. AM radio, that is.

"When I started, the company had given away its FM radio station to the University of Nebraska, because there was no future in FM," he says. "It created an interesting situation, but I never encountered any difficulty. There was this great void in radio sales, but there was still a great environment for radio. Radio was thriving, advertisers were very local, and we were very much in touch. Plus, back then there were no ratings. The goal was simply to get results for the advertiser. If you did, they would love you forever. It was a lot of fun. And since everybody was leaving for TV, I was able to rise fairly rapidly."

Fries did, indeed, rise quickly through the ranks, becoming a radio station general manager by age 24. Reaching that level at such a young age taught him some important early lessons. "I woke up and realized that I was not only accountable for what I could contribute to the station financially, but now I was responsible for the leadership of that radio station," he says. "The most revealing thing was realizing that I was responsible for the success or failure of the organization — not only to the owners, but also to the people who worked there, and their families. We were a pretty tight-knit group. We all spent a lot of time socializing, and



I knew all of my staffs' spouses and kids. Whether or not they were successful depended on my leadership."

The ins and outs of leading a radio station changed drastically, of course, as the importance of ratings data increased over the years. "When ratings came in, the radio industry—slowly—moved into a commodities business," he recalls. "People started using ratings to negotiate, and large concentrations of power fell into the hands of buying services that could make or break a station. Suddenly, we weren't negotiating for a client, but for groupings of clients. Results were no longer how you were evaluated. All of a sudden, it was whether or not you delivered an audience."

One principle that has remained constant during Fries's years in the radio business is the commitment of those in the industry. "People are still as passionate and love it just as much as they always have," he says. "It's still a people game, and those people have to believe that they're part the industry. But that



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EDDIE FRITTS: "WE'VE ALWAYS BEEN A STEP AHEAD"

By Joe Howard, Editor-In-Chief

With more than two decades of success navigating the turbulent waters of Capitol Hill, one might think former NAB President/CEO Eddie Fritts would highlight the lessons learned in political maneuvering when asked which skills served him best during his years atop the influential agency. But Fritts says it was the abilities he developed selling small-market radio in the earliest days of his broadcasting career that helped most in forging his legendary career in the business.

"The fundamentals of selling stay with one throughout their lives," says Fritts, who got his first exposure to selling radio while working for WENK in Union City, TN, where his father was the general manager. "When I was home from school during summers, I was a DJ at night and a lifeguard during the day — for a young guy,

a charmed life," says Fritts of his formative years in radio. "Then I branched into doing sports, and that opened up my eyes to selling radio. I've been selling ever since. The fundamentals that my dad taught me about selling small-town radio equipped me to work in the sales field. Whether you're selling an idea to a congressman or teaching lessons to your children or grandchildren, those same fundamentals that I learned back then have held me in good stead through all these years."

After college, Fritts dove right into station ownership. "I bought a 500-watt station in Indianola, MS," he recalls. "I had a pregnant wife, one car, and I'd borrowed enough money to make the downpayment and the balance. So, I owed on both."

That may sound like an uphill battle, but from there Fritts built a successful chain of small-town stations throughout Mississippi, Arkansas, and Alabama.

In 1982, his years of hard work, keen understanding of the radio business, and savvy people skills earned him the leadership post at the National Association of Broadcasters. Though some may have questioned whether a small-town broadcaster could manage the Washington, DC, political scene, Fritts recalls an important piece of advice that helped with his transition.

"Someone told me that most members of Congress are not unlike the civic leaders in hometown America," he says. "That's more true in the House than in the Senate, but I've found that senators strive to do things to help their states. So when I came to Washington, the stage changed dramatically, but the principles were just as viable."

Fritts combined that advice with his sales skills to great effect during the next 23 years, a time during which both the radio industry and the NAB underwent significant transformation. On his watch, radio ownership limits were loosened from seven stations nationwide to 12. In 1996, the landmark Telecommunications Act of 1996 lifted nationwide caps altogether in favor of market-based caps.

He led the charge on several initiatives, including fighting RIAA efforts supporting congressional legislation that would require radio stations to pay separate royalties to record companies for music they played. During the 1980s, the NAB also began making PSAs available to radio and television stations.

Over the years, attendance at the NAB's annual spring conference grew exponentially. In 1986, the show drew 39,000, which marked an 84 percent growth in attendance in a decade. In 1997, the convention topped 100,000 for the first time, doubling attendance in just five years. The NAB2006 conference had registered attendance of 105,046.

Despite these and other accomplishments during his tenure, Fritts believes the greatest achievement that occurred from his efforts as the NAB's leader was the elevation of broadcasters' profile on Capitol Hill.

"The first rule of government is that government should do no harm," he says. "The NAB institutionally — and certainly under my watch — was geared to protect and enhance the industry. So, if we set the stage in Washington for broadcasters to have a link to their member of Congress and occasionally come to Washington to talk to the FCC — or have them come to members' state association meetings — then opening a dialogue on issues facing radio was, in my







Congratulations EDDIE FRITTS AND GARY FRIES

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view, probably my greatest achievement."

Fritts also believes that the differences deregulation brought to the radio ownership landscape didn't affect the NAB's ability to represent the industry. "We just took it in stride," he says. "The NAB board was and is a unique mix of large and small broadcasters, and is representative of the entire industry. What was good for small broadcasters occurred within the confines of the NAB

board, and what was good for the large broadcasters was also dealt with. We always had robust debates, but at the end of the day we all walked out of the room unified in what was good for the industry." He adds, "It wasn't cataclysmic; it was just part of the industry's evolution. There's been a huge explosion in the number of formats since consolidation, and I think the future is in providing more highly specialized audiences whatever it is they like."

He adds that the migration of some radio companies to the public markets, which marked a tide change for the industry, ultimately benefited the business. "Some broadcasters that have become public companies have done better than others, but the bulk of the industry is still held in private companies," he says. "There were growing pains, but radio is a much better industry on the back side of that than it was on the front side. Some say radio's luster on Wall Street isn't what it once was, but you can say that for many industries. Wall Street cycles industries like the



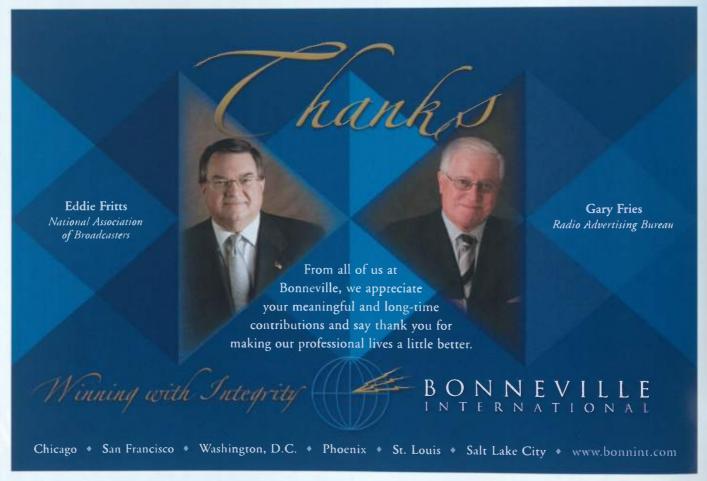
media cycles news stories. I think the significant importance of radio is on Main Street, not Wall Street."

Indeed, Fritts stresses that radio must stay focused on serving local communities if it wants to thrive in today's environment. "Some stations are beginning to drift away from local involvement, and they will pay a high price," he warns. "You can have a nice blend of network and automated content,

but you need to have the local relevancy. Radio is a constant companion. The audience has changed and radio has changed, but from what I have seen radio endure and prevail over, the future will continue to be bright, provided radio remains relevant to local communities."

In fact, Fritts says its radio's ability to adapt to change that has enabled the industry to face new challenges. "Radio, from its very inception, has been an evolving medium. Whatever the current trends are, radio is on the cutting edge. And when you're living on the cutting edge, you want to stay ahead of the edge. That is what makes radio so exciting, both in the marketplace and technically. As the digital age is arriving for all media, radio has moved toward digital, and that will be yet another evolution in the cycle."

He adds, "They've rung the death knell for radio many times, and radio has failed to answer the call. We've always been a step ahead."



The Trust Factor

Only one thing can make or break you when it comes to selling radio

Some people were destined to work in radio. Joe Loverro, general manager of WQQQ-FM in Lakeville, CT, is one of those people. "I've loved radio since I was old enough to realize it existed," recalls Loverro. "When I started college at Temple University, I saw a listing for auditions for the university's non-commercial radio. I did the audition, and was picked to do a three-hour show once a week. I was 18. I am now 57, and I still love the business."

Mark Waddington of KATL-AM in Miles City, MT, tells a similar story. "I was a professional musician for eight years. I intended to go back on the road eventually, but wanted at least to spend the summer at home. I heard an ad on the radio, applied, and got a part-time announcing job. At the time, I thought I would just do it for a little while, until something better came along. That was in 1976. I am still waiting."

The world of radio is built on a foundation of trust. We are entrusted with people's memories, their emotions, their livelihoods. Only one thing can make or break you when it comes to selling radio: trust.

What are radio salespeople? We are confidantes, advisors, business partners; we are motivators, educators, and friends; we are guardians of the magic, entertainers, and mentors. Some in radio sales look at it as just a job; others have chosen to make it their career. It isn't tough to see the difference between the two.

"Before I entered management, I had a lumber yard on my client list," says Waddington. "The owner was widely recognized as one of the toughest clients in town. As the new guy, I was 'lucky' enough to have him on my list. I called on him every week." Waddington says he never sold price, only ideas that he thought would generate sales for his business. "That was about 15 years ago," he adds. "Until he retired, he was one of the top five accounts on the station. We still bounce business ideas off of each other."

What made it work? "I never pitched a package without an idea. And I worked incredibly hard at building trust," says Waddington. "I did what I said I was going to do. I know that people buy from people they like, but if I had to choose between being liked or being respected, I'll take respect every time."

Trust played a significant role in the development of one of the best working relationships Erin Callaghan has had. She began her radio career as local sales manager at a soft A/C station that wasn't highly rated. "About a year into my tenure, I developed a relationship with a non-profit organization whose primary source of revenue was thrift stores. I discovered that, while their once-a-month Saturday sales had been a big boost to revenue, results had been slipping during the past year."

After conversations with the primary contact, and visits with store managers at multiple locations, Callaghan realized they were training their best customers to shop only during the monthly sales. "We reduced the monthly sales to quarterly events, and put together a frequent-buyer program that rewarded shoppers for making multiple purchases. The program was a huge success."

How did the client's success impact Callaghan and her relationship with him? "The client trusted my advice and knew I wouldn't steer him wrong, so the company I worked for and the format I represented really became irrelevant," she notes. "Upon his departure from the organization, he continued to call on me. By asking lots of questions, figuring out what the client really needed to accomplish, brainstorming ideas, and keeping the client involved in the process, we formed a partnership that was professionally beneficial and personally satisfying."

Business relationships built on trust and respect are one of the most satisfying aspects of Barbara Carreon's career. The local sales manager with KBBT in San Antonio, TX, she says, "The best compliment you can receive as a seller is to have clients trust you and the recommendation you make for their business." Carreon established a relationship with a QSR client during her first year in sales. "Because I was new to the account, I wanted to do everything perfectly. As the radio gods would have it, my first proposal had two typos in it, and some important details were missing. But we got through it, they loved the idea, and the results exceeded their expectations. Year after year, I was able to grow the business significantly." The media supervisor thanked Carreon for her efforts. "She let me know that it was the way I handled the unfortunate mistakes in that first presentation that gained her trust."

Sales careers abound with both tales of resounding successes and campaigns that didn't fulfill the client's needs. So what keeps us showing up at work to face changing station policy, flipping formats, and unspoken client expectations?

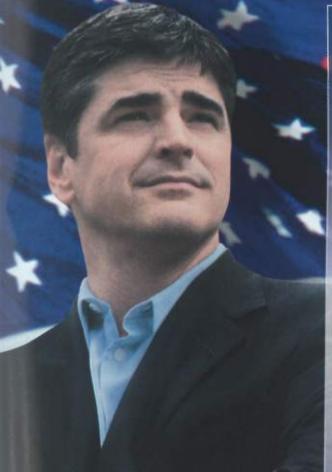
"I stay because I love coming to work every day," says Darlene Park, local sales manager with Clear Channel WLIT-Chicago. "Meeting with clients, coming up with creative marketing solutions including selling air, web, streaming, events — there is so much we can offer to help companies grow their business."

The bottom line is that sales training, motivational seminars, knowledge of the product, and knowledge of the clients' business needs aren't enough to make it in radio sales. It takes a sense of humor and a belief that what you do on a day-to-day basis matters. You have to have radio under your skin. 🚍

Kimberlee Taplay, a sales and marketing consultant and special events coordinator at CKPC Radio, Brantford, Ontario, recently completed the CRME course through the Radio Advertising Bureau. She can be reached at 519-759-1000, or e-mail her at ckpckimberlee@hotmail.com.

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| KPRC | P 12+ | 2.7 | 3.9 | +44.4% | |
| KFYI | P 12+ | 5.7 | 6.1 | +7.0% | |
| ксмо | P 12+ | 2.8 | 3.5 | +25.0% | |
| WABC | P 12+ | 3.8 | 5.0 | +31.6% | |
| KXNT | P 12+ | 4.6 | 4.7 | +2.2% | |
| KNST | P 12+ | 5.1 | 5.8 | +13.7% | |
| WOOD | P 12+ | 7.2 | 7.5 | +4.2% | |
| KVOR | P 12+ | 7.3 | 7.8 | +6.8% | |
| WREC | P 12+ | 4.5 | 4.9 | +8.9% | |
| WRVA | P 12+ | 4.4 | 4.6 | +4.5% | |
| WGY | P 12+ | 7.6 | 8.9 | +17.1% | |
| WSPD | P 12+ | 4.3 | 5.3 | +23.3% | |
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Source: Arbitron, MSA, AQH Shares, Exact Times, Persons 12+.

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Reid On Sales By Robert Reid

Win The People, And You Win The Business

Understand your clients, and reap the benefits

How many of us can grasp exactly what happiness is? If you understand happiness, you acquire newfound power, definition, and determination to make great things happen. These four interconnected components comprise the foundation of happiness:

- Truth
- Beauty
- Goodness
- Unity

This perspective on happiness holds powerful relevance to the way you do business: People Come First. Treat people well, follow the golden rule, and business (sales) will follow.

We salespeople understand that what really matters is conducting business with truth, honesty, goodness, and unity. If your clients trust you, they'll keep coming back with more business. Win the people, and you win the business.

WHAT IS YOUR UNIQUE SELLING PROPOSITION?

In addition to winning the people, it is imperative that you have a clear understanding of the unique qualities you offer your clients.

- 1. Are you a valuable client resource, or does your client perceive you to be just another time-wasting salesperson?
- 2. What can you bring to the table that represents value to the client every time you grace his/her door?
- 3. Will you be warmly welcomed, or given the quick shift? You should be able to provide your clients with a compelling proposition in one sentence. Unless you convey that compelling proposition, you'll likely fail even to secure the appointment.

DO YOU HAVE THE COURAGE TO WALK FROM BUSINESS?

Know the kind of clients you want to do business with. Don't sacrifice your dignity and personal integrity — there's no reason to accept poor treatment from anybody. The old adage "the customer is always right" is flawed, although there are still some misguided station managers who don't support their team members when a client is out of line. Protect your dignity. The ability to identify those who are unacceptable to you will help narrow your focus and enable you to work with clients you like and trust, and



subsequently enjoy reciprocation. Once you identify the relationships you need to succeed, nurture them.

WHAT WILL EXPAND YOUR SALES?

Stop losing what you have! The temptation is to focus on how many contacts you have, which results in spreading yourself too thin. You wind up with acquaintances, rather than revenue-producing professional relationships with any depth.

Many salespeople lose sight of growing their revenue base from their existing clients. While it's important to look for new business opportunities, your revenue growth is more likely to come from existing clients.

Create the right balance between quantity and quality. Never take anyone for granted, and don't phone a client only when you hear they are

ready to buy — that's professional suicide.

To maintain and grow your clients, make it your personal crusade to understand what each client is looking for — then give it to them! That's the Wal-Mart secret to success. It's pretty basic stuff, but the number of salespeople who fall down on the basics is remarkable.

Great service might be as simple as keeping an eye out for a relevant article on the client's business category and sending him a clipping. The key is to recognize each client's differences, then address and meet those needs. Develop the relationship, and your revenue will follow.

A VALUABLE THOUGHT ...

We learn from past mistakes, and sometimes you can only move forward by drawing on knowledge and experience from the past. But looking back can also create a dangerous environment where we plummet into the same pitfalls from the past. Be wary of the Rowboat Syndrome: As you go down the river, you're moving forward but facing backward. 🖨

Robert Reid is president of Strategic Media Sales, a radio consulting firm. He can be reached at 616-821-4375 or e-mail StrategicMedia@sbcglobal.net.

By Steven J. Steinberg On Creative



How To Find And Hire Good Creative

In Order To Find Creative, Be Creative

In a previous article (Radio Ink, June 5, "In-House Creative Vs Out-House Commercials"), I made the case for radio stations employing a creative services director versus leaving the writing tasks to account services or production personnel. My premise was simple: Radio writing specialists grow your station's business by growing your clients' businesses, and have a positive impact on time spent listening.

GMs, GSMs, and operations managers have a number of options for finding and recruiting radio writing specialists. A great pond in which to fish is advertising agencies. There are many great radio writers who long to unburden themselves from ancillary copywriting chores — like long-copy brochures, newspaper ads, and outdoor — and do nothing but write and produce commercials in a much more stimulating

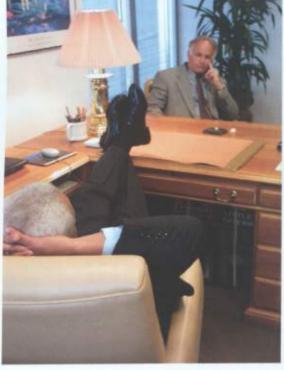
environment, such as a radio station. During the years that I nurtured my career in that vast pond, I longed for just such an opportunity.

I found my own first foray into broadcasting when I replied to a recruitment ad in a publication category virtually every disaffected agency copywriter reads avidly — trade magazines.

Another avenue of access, admittedly much pricier, is a corporate recruiter or headhunter. Because the station usually pays to use this service, I'd shy away from this route. But one technique headhunters use, which station management can halo, is direct recruitment. Most radio stations require writers to sign a non-compete agreement, so recruiting in your local market is problematic. The next market over, perhaps less than an hour away, is fair game.

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came out of retirement to honcho a group of stations in Honolulu, used this approach, and I was more than happy to comply. I beat out a field of a dozen finalists, and spent four of the happiest years of my life on the isle of Oahu.

Finally, when you've narrowed the field down to no more than three prospects, interview them. One important attribute of every successful creative services director is the ability to create meaningful interpersonal relationships with both the account staff and the clients. So your candidate needs to pass muster there, as well. Make sure the interview process includes meeting with some of your key account executives, your "earners" as Tony Soprano likes to say. Playing nicely with others is paramount.

Last but not least: Pay your new creative services director handsomely. Think of how you instruct your salespeople to explain radio advertising to clients. It's not an expense, it's an investment - one that will give you a very nice return. You'll soon discover the new director is worth every farthing.

Steven J. Steinberg is creative services director for Nassau Broadcasting Partners in Portland, ME. He can be reached at 207-797-0780 or ssteinberg@nassaubroadcasting.com.



Reid On Sales By Robert Reid

Win The People, And You Win The Business

Understand your clients, and reap the benefits

How many of us can grasp exactly what happiness is? If you understand happiness, you acquire newfound power, definition, and determination to make great things happen. These four interconnected components comprise the foundation of happiness:

- Truth
- Beauty
- Goodness
- Unity

This perspective on happiness holds powerful relevance to the way you do business: People Come First. Treat people well, follow the golden rule, and business (sales) will follow.

We salespeople understand that what really matters is conducting business with truth, honesty, goodness, and unity. If your clients trust you, they'll keep coming back with more business. Win the people, and you win the business.

WHAT IS YOUR UNIQUE SELLING PROPOSITION?

In addition to winning the people, it is imperative that you have a clear understanding of the unique qualities you

- 1. Are you a valuable client resource, or does your client perceive you to be just another time-wasting salesperson?
- 2. What can you bring to the table that represents value to the client every time you grace his/her door?
- 3. Will you be warmly welcomed, or given the quick shift? You should be able to provide your clients with a compelling proposition in one sentence. Unless you convey that compelling proposition, you'll likely fail even to secure the appointment.

DO YOU HAVE THE COURAGE TO WALK FROM BUSINESS?

Know the kind of clients you want to do business with. Don't sacrifice your dignity and personal integrity — there's no reason to accept poor treatment from anybody. The old adage "the customer is always right" is flawed, although there are still some misguided station managers who don't support their team members when a client is out of line. Protect your dignity. The ability to identify those who are unacceptable to you will help narrow your focus and enable you to work with clients you like and trust, and



subsequently enjoy reciprocation. Once you identify the relationships you need to succeed, nurture them.

WHAT WILL EXPAND YOUR SALES?

Stop losing what you have! The temptation is to focus on how many contacts you have, which results in spreading yourself too thin. You wind up with acquaintances, rather than revenue-producing professional relationships with any depth.

Many salespeople lose sight of growing their revenue base from their existing clients. While it's important to look for new business opportunities, your revenue growth is more likely to come from existing clients.

Create the right balance between quantity and quality. Never take anyone for granted, and don't phone a client only when you hear they are

ready to buy — that's professional suicide.

To maintain and grow your clients, make it your personal crusade to understand what each client is looking for — then give it to them! That's the Wal-Mart secret to success. It's pretty basic stuff, but the number of salespeople who fall down on the basics is remarkable.

Great service might be as simple as keeping an eye out for a relevant article on the client's business category and sending him a clipping. The key is to recognize each client's differences, then address and meet those needs. Develop the relationship, and your revenue will follow.

A VALUABLE THOUGHT ...

We learn from past mistakes, and sometimes you can only move forward by drawing on knowledge and experience from the past. But looking back can also create a dangerous environment where we plummet into the same pitfalls from the past. Be wary of the Rowboat Syndrome: As you go down the river, you're moving forward but facing backward. 🖨

Robert Reid is president of Strategic Media Sales, a radio consulting firm. He can be reached at 616-821-4375 or e-mail StrategicMedia@sbcglobal.net.

By Steven J. Steinberg On Creative



How To Find And Hire Good Creative

In Order To Find Creative, Be Creative

In a previous article (Radio Ink, June 5, "In-House Creative Vs Out-House Commercials"), I made the case for radio stations employing a creative services director versus leaving the writing tasks to account services or production personnel. My premise was simple: Radio writing specialists grow your station's business by growing your clients' businesses, and have a positive impact on time spent listening.

GMs, GSMs, and operations managers have a number of options for finding and recruiting radio writing specialists. A great pond in which to fish is advertising agencies. There are many great radio writers who long to unburden themselves from ancillary copywriting chores — like long-copy brochures, newspaper ads, and outdoor - and do nothing but write and produce commercials in a much more stimulating

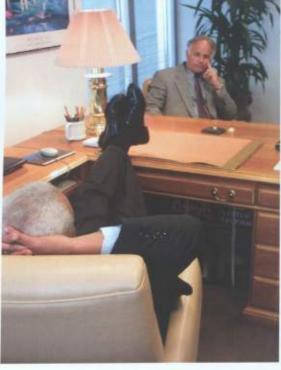
environment, such as a radio station. During the years that I nurtured my career in that vast pond, I longed for just such an opportunity.

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Luce On Management By Sean Luce

Increase Your Telephone Appointment Closing Ratio

In the early morning, most sales departments are abuzz with reps on the phone setting up appointments with prospects. I often hear the proverbial, "I'd like to come over and talk to you about advertising." Inevitably, I also hear, "We have something special that you might like to see coming up for Father's Day." These techniques endure despite their meager 5 percent closing ratio.

DON'T GET SCARED AWAY

Here are some of the worst responses you may hear from prospects.

- "Don't ever call me again. You got that? I never want to hear from you again."
 - "Who the heck are you?"
 - "Why don't you take a flying leap, pal!"
- "You salespeople are all alike, a bunch of nitwits. Stop bothering me!"

But if you follow the steps delineated below, you'll be setting up appointments with a 70 percent closing ratio.

PROPER FORM

- 1. Introduce yourself and ask for the prospect by first name. Don't ask for the "market director" or "GM." This is very impersonal; from your research, you should already know his or her first name. Once you get the decision-maker on the phone (see "The Dos And Don'ts Of Telephone Etiquette: Part 1," Radio Ink, June 5, 2006), try something like this: "Mr. Hahn, this is Sean Luce with Name Of Your Company." During the call, pause, smile. and stay relaxed — and stand up, don't sit down at your desk.
- 2. Purpose in calling/credibility statement: There are two ways to establish your credibility and purpose statement. One is to explain the research you have done on their business. "Mr. Hahn, I had the opportunity to walk through your furniture store last Tuesday afternoon. I spoke with one of your sales reps, Christy, who seemed very knowledgeable. I noticed some things inside your store that I may be able to help you with. I have some expertise in moving people through retail stores, and I'd like to share my observations, as well as learn a little more about your business."

The second opening is to use a benefit statement such as, "We have worked with many retail stores and have been successful moving potential customers through the doors. During the past few months, we have worked with use some examples of successful stories where your station has increased traffic. Perhaps we can do the same for you. I need 20 minutes to determine if there is an opportunity to help with your business's marketing strategy."

- 3. Trigger the buying motive: Ask one question that you know will have a positive response based on your in-store research. For example: "Is increasing the electronics part of your operation important to you?" Make sure you never ask a closed-ended question unless you know the answer. The information on electronics should have come from your discussion with Christy during your store visit.
- 4. Trial close: "Good, I need 20 minutes. I will be in your area on Friday."
- 5. Contact concerns and objections: No matter how prepared you are, and even if you have already identified a need, you are still likely to encounter objections.

How would you respond to the following?

- "I'm not interested in buying anything."
- "I'm happy with my current advertising."
- "Tell me over the phone/send the information by mail."
- "I don't have the time."

All objections can be answered by sticking to the reason for your call: to gain 20 minutes of their time to undergo a process that will benefit them by determining the potential for garnering increased prospects to their business (or whatever your pre-call research revealed that you could help them with). It's also important to note that, on this first call, which will determine if there is a match or fit with your radio stations, you will not be selling air-time — and it will be the most beneficial 20 minutes they've ever spent with anyone in marketing. You must truly have that confidence in yourself and your product.

6. Confirm the next step: Once they have said yes, establish a time to meet. As I said in part one of this column, only use 10, 20, 40, or 50 minutes after the hour. This sticks in the prospect's mind. Confirm location and directions if necessary. Thank them by saying, "I look forward to meeting with you." Be sure to let the prospect hang up first. You don't want to convey the message that you are in a hurry, anxious, or happy to get the call over with

Send your confirmation note immediately, so they receive it a day or two before the appointment. This cuts down on noshows and lets the prospects know you are serious about what you are doing. If they receive a confirmation/thank you note, there is an obligation to meet with you, or at least schedule an appointment when they know they will be there.

Sean Luce is the head national instructor for the Luce Performance Group. He can be reached at 832-567-6340 or e-mail Sean@luceperformancegroup.com.

Blast From The Past



THANKS FOR THE MEMORIES —

When legendary ABC
Top 40 programmer
Rick Sklar relased his
book Rockin' America
in 1984, he gathered
with the staff of onair personalities who
helped make his station great: (I-r)
"Cousin" Brucie
Morrow, Ron Lundy,
Sklar, Chuck Leonard,
and Harry Harrison.

Photo courtesy of Blast From The Past

SEARCH YOUR ARCHIVES P

EVENTS

ARBITRON DATES

Winter 2006: Jan. 5 - March 29 Spring 2006: March 30 - June 21 Summer 2006: June 29 - Sept. 20 Fall 2006: Sept. 21 - Dec. 13

JULY

July 13-16 — The 31st Annual Conclave Learning Conference, Minneapolis.

www.theconclave.com/

July 15-18 — NAB Executive
Development Program for Radio
Broadcasters, Washington, DC.

■ 202-429-5420.
edp@nab.org

July 18-19 — Sports Media and Technology Conference, Las Vegas. www.c4-sports.com

July 20-22 — Public Radio News Directors Inc. Annual Conference. Los Angeles, CA. www.prndi.org/conferences/ July 24-26 — Michigan Broadcasters Annual Meeting, Boyne Falls, Michigan. www.michmab.com

AUGUST

Aug. 8-10 — Scarborough Sales, Research and Marketing Conference. Las Vegas, NV. www.scarborough.com/ssrm

SEPTEMBER

Sept. 6-8 — National Association of Black-Owned Broadcasters (NABOB) Fall Broadcasting Management Conference, Washington, DC. 202-463-8970

Sept. 7-12 — International Broadcasting Convention 2006, Amsterdam. **☎** 44-171-611-7500 www.ibc.org

Sept. 11-13 — Electronic Retailing Association 16th Annual Conference, Las Vegas. \$\pi\$ 703-841-1751 www.retailing.org/

Sept. 13-16 — Public Radio Program Directors Annual Conference. Philadelphia, PA www.prpd.org

Sep. 14 — NAB Small Market Group Executive Roundtable, San Diego, CA. www.nab.org/conventions.

Sept. 20-22 — NAB Radio Show, Dallas, TX. www.nab.org/conventions

Sept. 25 — Broadcasters' Foundation 2006 Celebrity Golf Tourney, Greenwich, CT. www.broadcastersfoundation.org

OCTOBER

Oct. 13 — Commercial Radio
Australia's National Radio
Conference, Luna Park,
Sydney, Australia.
www.commercialradio.com.au

Oct. 16-18 — Consumer
Electronics Association Industry
Forum, San Francisco, CA.

703-907-7500
www.ce.org

Oct. 20-21 — WMUC (Univ. of Maryland) radio alumni:
Celebrate station's 70th anniversary and university's
150th anniv., College Park, MD.

Doug Bertelmann,
888-374-3040, ext. 85.
groups.yahoo.com/group/wmu-calumni.

NOVEMBER

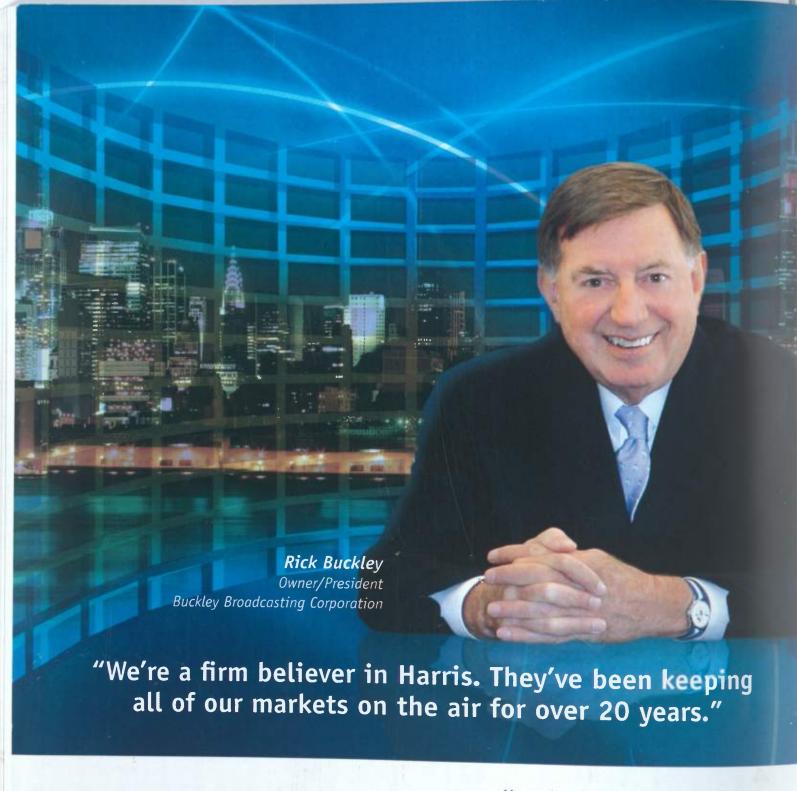
Nov. 4 — 2006 RHOF Induction Gala, Chicago, IL. 312-396-0103. www.museum.tv Nov. 5-7 — Canadian
Association of Broadcasters
2006 Convention;
Vancouver, Canada.
613-233-4035.
www.cab.acr.ca

Nov. 15-17 — National
Association of Farm
Broadcasters (NAFB) Annual
Convention, Kansas City, MO.
© 612-224-0508

DECEMBER

Dec. 5 — Forecast 2007, Harvard Club, New York, NY. & 561-655-8778 www.radioink.com/forecast/

Send events to wendy@radioink.com.



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