

RADIO'S PREMIER MANAGEMENT & MARKETING MAGAZINE<sup>SM</sup>

**RADIO INK**

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# The Radio Ink Radio Executive of the Year

**STEVEN PRICE**

Chairman/CEO  
Townsquare Media

STREAMLINE  
MEDIA

WRN



RADIO'S PREMIER MANAGEMENT & MARKETING MAGAZINE

**HISPANIC  
RADIO  
CONFERENCE**



**MARCH 10 & 11, 2014**

**HYATT REGENCY MISSION BAY  
SAN DIEGO, CA**

**WWW.HISPANICRADIOCONFERENCE.COM**

**March 10, 2014**

**8:00 a.m.-12:30 p.m.**

Exhibit Setup

**1:00-2:30 p.m.**

Registration (Exhibit Area)

**2:30-2:40 p.m.**

Opening Remarks:

**2:40-3:20 p.m.**

Keynote

**3:20-4:00 p.m.**

**Hispanic America: The Next Generation of U.S. Consumers. How Hispanic Consumers Are Changing Marketing & Media across America**

Who are Hispanic consumers, and how are they impacting culture and consumerism in this country? What does that mean for Hispanic broadcasters who are now competing for an audience they once dominated? How do you program to such a diverse population, one that now orders grits as well as empanadas? This opening session will open your mind to the nuances and opportunities that today's

Hispanic consumer represents — and most important, how to capture an "unfair" share of the advertising dollars directed at them.



**Moderator:**  
Rosemary Scott,  
VP/Research,  
Border  
Media and R  
Communications



**Glenn Llopis,**  
Founder, Center  
for Hispanic  
Leadership

**4:00-4:40 p.m.**

**Convergence 360: Strategies for Becoming More Relevant with Listeners On-Air, Online, and In Dash**

From connected cars to mobile devices, radio's content-delivery options have exploded for consumers. As programmers and managers wrestle over issues such as the benefits of 100% simulcasting, and positioning against

new competitors like Pandora, digital platforms are a hot button topic for radio stations everywhere. Because Hispanic consumers tend to overindex in the use of many digital devices and social media, understanding tomorrow's opportunities today is imperative for Hispanic broadcasters. Be prepared to hear some of the brightest minds offer their vision of where digital technology is going and how to capture the next wave.



**Moderator:**  
Erica Farber,  
President and  
CEO, Radio  
Advertising  
Bureau



**4:40-5:20 p.m.**

**Local Direct Strategies: Money Making Sales Ideas That Deliver Cash Register Results**

Among Hispanic clients are many small, local direct businesses looking for ideas that generate floor traffic, move merchandise and ring cash registers. They don't talk about "points" or "impressions" — they talk about tangible results that are measured in terms of receipts at the end of the day. Our panel of sales gurus will present easy-to-execute sales ideas that can translate into more revenue for your clients, and your station, tomorrow. You'll walk away with ideas about how to combine digital and radio assets into creative client opportunities that can lead to bigger shares and stronger marketing ties. Bring your calculator to this session so you can tally the potential!



**Moderator:**  
Thom Callahan,  
President,  
Southern  
California  
Broadcasters  
Association

**5:20-5:30 p.m.**

**Información Romper**

**5:30-6:10 p.m.**

**Medallas de Cortez Awards Presentation**

Presentation of the 5th annual awards, the only ones dedicated solely to Hispanic radio. Who will this year's winners be? Who will receive the Lifetime Achievement Award? Don't miss this always-moving ceremony.  
**Sponsored by**



**6:10-7:30 p.m.**

**Cocktail Reception**

**March 11, 2014**

**8:00-8:45 a.m.**

**Continental Breakfast**

**8:45-9:25 a.m.**

**Investment Strategy: The View From Wall Street and Main Street**

As the growing Hispanic population continues to fuel consumer trends and spending, how does that translate into Hispanic radio as a business? Our panel of bankers, brokers, and equity investors will consider the investment opportunities of Hispanic radio as an investment. What does a radio company, specifically a Hispanic radio company, need to look like in 2014 to attract today's more cautious investors? And what is the environment for

private equity, debt financing, and privatization options over the next 12 months for Hispanic radio operators?



**Moderator:**  
Francisco  
Montero,  
Co-Managing  
Partner, Fletcher,  
Heald & Hildreth



**Elliot Evers,**  
Managing  
Director, Media  
Venture Partners,  
LLC



**Andrew  
Salter, Media  
Investment  
Advisor**

**9:25-10:10 a.m.**

**Politics Latino: Left, Right, or Down the Middle?**

The growing number of Hispanics in the U.S. has made them an increasingly vital voting constituency to all political parties and office seekers. But Latinos do not vote as a cohesive bloc. While nationality can play a role in political allegiance, Hispanics, like all Americans, have become a more diverse group with interests represented in all parties. They share the same concerns as most Americans: the desire for good jobs, education, and affordable health care. When the topic turns to immigration, however, the lines become more distinct. How will the need to influence and pitch the Hispanic voter in the upcoming midterm election impact radio? This is a session you can't afford to miss.

**10:10-10:30 a.m.**

**Break**

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

**Inside the Minds of Hispanic Radio's Top Programmers**

A panel of top Hispanic radio program directors address the biggest programming opportunities and initiatives facing Hispanic formats today. Who, and where, are tomorrow's top morning talents? How can Hispanic formats reach into the general market for a larger overall share of listeners? What can stations do to fortify and protect their market shares against increased competition coming into the market? And the big question: What's on the horizon? How are millennials impacting Hispanic programming? And what is the best way to reach bilingual listeners — in Spanish, English, or both?

**11:10-11:20 a.m.**

**Información Romper**

**11:20 a.m. - Noon**

**Ties That Bind: Ratings, Revenue, and Methodology**

Are Hispanic and Urban audiences being represented accurately in PPM? Since revenue is tied directly to ratings, what are the implications when measurement methodology may be a greater influence on the format than the audience? Will Nielsen Audio do enough to measure Spanish-dominant Hispanics and are its universe estimates for market-level data accurate? Why are Hispanic stations that performed in the top three in diary finding themselves second-tier stations with PPM? What is going on with the Adults 25-34 sample, the lifeblood of many Spanish stations? Expect a spirited session that raises critical issues when research rubber meets the revenue road!



**Moderator:**  
Charlie Sislen,  
President,  
Research  
Director

**Noon-1:15 p.m.**

**Lunch**

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**1:15-1:25 p.m.**

**Hispanic Radio Trivia**

Answer fun Hispanic radio trivia questions and win prizes!

**1:25-2:10 p.m.**

**Keynote**

**2:10-3:00 p.m.**

**Advertiser Super Session**

This session will provide some one-on-one with advertisers who will "tell it like it is" and give stations the opportunity to respond. These leading clients will tell you what they need from marketing partners, their expectations of digital and social media platforms and how radio can best enhance its share of their ad dollars. Plus, you'll hear what they don't need - and why - and how radio stacks up against the competition - where it shines, where it doesn't. This session is guaranteed to be the best sales call you'll make all week!



**Moderator: Karl  
Meyer, EVP/  
Western Region,  
Entravision  
Communications**

**3:00-3:20 p.m.**

**Break**

**3:20-3:30 p.m.**

**Información Romper**

**3:30-4:20 p.m.**

**Group Head SUPER SESSION Roundtable**

Hispanic radio's leadership sounds off with their vision and outlook for the future of the industry. What they say is always a revelation and a window into what to expect tomorrow.

**4:20-4:30 p.m.**

**Closing Remarks**

*\*Sessions and times subject to change.*

**"We are excited about the opportunities for terrestrial radio and a terrestrial radio platform, and the opportunities that presents to build a multi-product local media company."**

**-Steven Price**

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

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# **5 REASONS** **DAVE RAMSEY** *Makes It Easy for You to Win*

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- 2. Local Sales Support**
- 3. No Outside Barter**
- 4. Custom Endorsements**
- 5. No Make Goods**

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The Dave Ramsey Show not only gives listeners compelling content they can relate to, but it also changes lives. The by-product is unparalleled word of mouth and increased ratings and revenue for our affiliates without the typical hassles of syndicated programming.

[daveramsey.com/arc](http://daveramsey.com/arc)





**B. ERIC RHOADS**  
FROM OUR CHAIRMAN

# Playing The 'What If' Game

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**S**ome call it negativity, while others call it preparedness. Exploring worst-case scenarios not only helps us prevent problems, it can actually save an entire industry — like ours. When was the last time you played the “what if” game?

During a recent visit to one of our offices, I asked the team what they would do if they walked in and found the office empty. People rolled their eyes, as though that could never happen. Yet it happened to us about 10 years ago, when we opened the office door on Monday morning and found all of our computers gone, our server gone. We were devastated, and utterly unprepared. Fortunately, it was an inside job by the cleaning crew and the loot was discovered in a storage room before the culprits had a chance to remove it. We got lucky. What would you do?

It's really a no-brainer to decide how to handle something like computer crashes or theft in today's era of cloud storage and easy backups. Yet without asking these questions, you might just as easily forget to do it.

The “what if” game can get very challenging when you ask tougher questions, like “What if a listener or employee is killed at a station promotional event?” It may seem odd, but I ask questions like this in advance of events. Again, eyes roll because of the unlikely scenario — yet it happened at a station promotional event many years ago. I know, I was there.

Though the “what if” game should be played with your team to explore worst-case scenarios, I think each of us should also be asking questions about our industry's future. We should know what we will do if the worst conditions that could affect our industry ever arise.

## WHAT IF:

- The FCC re-regulates the industry and disallows continued consolidation?
- The FCC changes the rules for Talk radio and brings back some form of the Fairness Doctrine, or comes up with something even worse?
- The government decides to enforce an advertising tax?
- Your valuable licenses are suddenly in jeopardy because of some arbitrary new legislation?
- Congress decides to tax you heavily for the right to operate an FCC-licensed station?
- The FCC imposes new public service requirements that hamper programming — or perhaps returns to controlling formats by market or requiring top- and bottom-of-the-hour newscasts on all stations?
- The government decides that Internet radio is all consumers need and nationalizes all transmitter-based radio? Or decides it wants broadcast radio's spectrum for other purposes?

These things seem unlikely, perhaps so much so that they're not worth considering, yet what would you do if any of these things occurred? Though we have a strong NAB to fight unreasonable or destructive regulations, government priorities change with each administration, and we've had to live with such regulations in the past.

The “what if” scenarios that keep me up at night are those related to new technology. What if all national advertisers abandon traditional radio and move their budgets to services like Pandora? A recent story about Pandora's selling in-car ads and its announcements about new national advertisers made its stock soar. What if we awakened to find that a majority of listening has shifted online? A recent report revealed that 56 percent of all listening in the United Kingdom is taking place online. What if local and national advertisers start abandoning terrestrial radio? What if radio loses its predominance in the car?

Will these things occur? Some digital prognosticators think so. Radio industry experts, for the most part, don't. No one really knows. But what would you do? How would you respond? If you knew these things were absolutely going to happen, what could you do to prepare?

Everyone needs to play the “what if” game at the start of every year. It's always good to have a plan in mind — just in case. **INK**

*B. Eric Rhoads*  
B. ERIC RHOADS, PUBLISHER





# A New Way To Look At YouTube

I was teaching the third day of a three-day class. A hand went up in the second row. "Yes?"

"What's the next big thing?"

The answer leapt from my mouth before he had even finished the question.

"YouTube."

Everyone laughed. This confused me until I realized the class thought I was trying to be funny. Yes, of course, YouTube was already big.

But not in the way I meant.

Chad Hurley, Steve Chen, and Jawed Karim founded YouTube in February 2005. Google purchased it the following year for \$1.65 billion.

YouTube was an idea whose time had come.

During the 365 calendar days of 2011, YouTube delivered more than 1 trillion views. Viewership in 2012 was up by more than 40 percent: 1.46 trillion views.

One million seconds is about 12 days.

One billion seconds is nearly 32 years.

One trillion seconds is 31,688 years.

A trillion is a lot.

The statistics page at YouTube currently says the number of views delivered in 2013 was "50 percent more than last year." This means they've jumped from 1 trillion views per year to over 2 trillion views per year in just 24 months. It would appear that you and I and the rest of the world are watching a lot of online video.

Sometimes a prospective client calls your station to ask you a question. You answer. Occasionally they walk through your door. You greet them. But as Apple co-founder Steve Wozniak wryly observed in 2010, "We used to ask a smart person a question. Now who do we ask? It starts with G-O, and it's not God."

Prospective clients are gathering information about marketing through Google and YouTube. This means your station website and your online, informational videos are vital new half-steps that fall between prospecting and face-to-face selling.

Are your prospects finding the information they need online?

I'm not talking about search engine optimization. I'm not talking about responding to customer queries made by e-mail. I'm talking about crafting an informative answer to the question you believe your prospect will ask and then posting that answer in a video on YouTube. You can also embed that video on a special website designed to teach advertisers about radio: how it works, what to expect, how long it takes, the importance of a strong message, the importance of frequency.

How many questions can you answer intelligently?



That's exactly how many YouTube videos you should create.

Yes, I'm being serious.

YouTube is often called "social media."

This is unfortunate because we tend to see "social media" as cotton candy that offers little real nutrition. *Entertainment value* is measured by the number of views a video receives. I am not suggesting that you should entertain the public, but rather

that you should inform them. *Information value* is measured by how well you anticipate and answer your customer's not-yet-asked question.

YouTube delivers entertainment when we want to be distracted, but it also delivers information when we are seeking answers.

Google and YouTube offer your prospective clients unprecedented access to information, 24/7. This is changing the nature of selling. As Steve Wozniak pointed out, we're no longer seeking the opinions of experts face-to-face, we're seeking them face-to-computer-screen.

This is not how the world functioned a short decade ago. Welcome to 2014.

Good video doesn't require a lot of money. But it does require a lot of thought, a lot of time, and a lot of follow-through.

You're full of valuable information, insight, and experience and you can tell amazing stories. Online video allows you to be everywhere at once, 24/7. The perfect explanation, delivered perfectly, every time.

You'll find online video to be an amazing time-saver. You'll find it to be the ultimate sales aid. You'll also find it to be the best quality-control insurance money can buy because you no longer have to say the same things over and over, one client at a time. You just e-mail your clients the link to your latest video. Be the person on the screen.

Your prospects are gathering more and more information from online video. Why not let them gather it from you?

The most common mistake is making videos too long. Break complex ideas into bite-size chunks. Shoot for 60-second videos. These are devoured like potato chips: "Just one more. One more. One more. OK, one more. One more."

Make a 90-second video only when it can't be avoided.

Yes, this means you're going to have to script your videos and read them from a prompter, just like a network newscaster. The outcome will be you – happy you – looking directly into the eyes of the viewer. Screen text and graphics are easily added.

So what are you waiting for? **INK**

Roy H. Williams is president of Wizard of Ads Inc. E-mail: [roy@wizardofads.com](mailto:roy@wizardofads.com)

## QUICKREAD

- YouTube had over 2 trillion views in 2013 but remains underutilized as a sales tool.

- Anticipate client questions and make 60-second YouTube videos that answer them.

- Using YouTube clips is not only the ultimate sales aid, it will save you time and provide excellent "quality-control" insurance. And it's easy to do!





**MATT SUNSHINE**  
SALES

# Understanding The Client's 'Need' Is Not Enough

## QUICKREAD

- Discovering a client's needs is still important, but it is not enough in the modern era of sales.
- Continue to ask questions, develop a priority list of client needs, and get them to give you an "assignment" of focusing on the most pressing one.
- The process can be broken down into five easy-to-remember steps that will greatly increase your sales conversion rate.

### IT USED TO BE ENOUGH

Back in the good old days of sales (the 20th century), salespeople were taught that the key to making a sale and helping the client was to uncover their needs. We had various phrases to describe this journey: "discovering their pain point," "uncovering their challenges," "determining their objectives," and so on. But in every case, we were describing the kind of detective work one had to do in order to understand exactly what the prospect felt was valuable enough to pay for.

Don't get me wrong, this is still as important today as it has ever been. But now it's just not enough. One of the best ways to fail today is to understand the client's needs — and stop there.

### HERE'S HOW SALESPeOPLE TODAY FAIL ALMOST EVERY TIME

It goes like this: You meet with a new prospect after working really hard to get the appointment, and you can't stop thinking about how much this sale would help you to make your budget. At some point during the meeting, you ask that magic question that reveals the client's needs, and you can hardly hide your excitement because you know you are on to something! (And you still can't stop thinking about how this sale will help you make your budget.) Suddenly, you realize that you have a product that could help with this exact need, and, without missing a beat or asking any more questions, you seize the opportunity and you go for the close. Turning on the charm, you explain the many features of this product and how it will address their needs perfectly.

We know how this story ends, don't we?

The prospect (whom you first met 15 minutes ago) tells you that your idea sounds really interesting and asks if you can put it in writing. Of course you can do that! So later that day, or sometime the following day, you proudly deliver a proposal. The prospect tells you they will think it over or show it to their partner. And, most often, that is where the story, sadly, ends.

Keep this up and, at best, you will make the sale one out of six times. So unless you have time to repeat this process five to six times a day, every day, it will be nearly impossible for you to ever grow your billing.

So how can you change the story to get the happy ending you deserve?



### HERE'S HOW IT COULD HAVE GONE DIFFERENTLY

Instead of pouncing on the need right when you hear it, this time you're cool. You make a note about their need, but you keep asking questions and continue to make valuable discoveries. Eventually you uncover two or three significant needs that this prospect has, so you ask if you can summarize what you've heard and ensure that you haven't overlooked anything. Following your summary, you invite the prospect to add any additional thoughts they may have, and then you ask them to prioritize the list according to what is most important and most urgent to them. With this information, you test the most pressing need by confirming that it is the one on which you will focus. Once they agree that you should spend time on that need, you tell them you will bring back ideas and a solution. At this point, you are ecstatic because you got the prospect to give you an assignment.

While getting to the need used to be enough, today the best salespeople know that in order to be successful, you have to take the next step: getting the assignment.

### REMEMBER THIS PROCESS WHEN YOU ARE DISCOVERING NEEDS

After you have identified two or three needs, follow these five steps: Summarize the needs you have heard so far.

Ask if you are missing anything, or confirm that your list is complete.

Have the prospect prioritize what is most important and most urgent.

Test the need to ensure the client is looking for a solution.

Agree upon the assignment on which you will laser-focus.

As you look for ways to improve, consider using this process to look beyond the need and earn an assignment.

**INK**

Matt Sunshine is EVP of the Center for Sales Strategy.  
E-mail: [mattsunshine@csscenter.com](mailto:mattsunshine@csscenter.com)





# How To Become *The* Resource For Local Advertisers

**"G**ood morning, Mr. Hausauer, my name is Jeff Schmidt from Magic 104, WMGV radio in Oshkosh. We have developed a six-minute video that we're sharing with area businesses. The video provides great information about how to improve the marketing of your business, no matter what kind of marketing you do. Whether you choose to do business with us or not, the video will provide you with valuable information that you can use immediately. Mr. Hausauer, I promise not to ask for your business unless I can first come up with a plan for improving it. Would Thursday at 9 a.m. or Friday at 11 a.m. work best for you?"

Twenty-seven years ago, that was considered a great prospect call to a local car dealer.

1. **Persuasion.** This was the era of the three-martini lunch, the feature-benefit analysis, and the "feel, felt, found" exercise. If you're not familiar with any of those things, consider yourself lucky.
2. **Consultant sell.** This was when we had to ask questions to determine needs.
3. **Source of business advantage.** Today, you not only have to come up with the right questions, you have to bring to your prospects information of value without ever having met them before.

Things have changed a lot over the years. Now, your prospects have Twitter feeds, Facebook pages, LinkedIn updates, and Pinterest pins, and the list goes on. Your prospects are inundated with information. They have more than enough places to spend marketing dollars. They are tired of people calling to "learn about your business." They don't need more information or conversation. They need help.

Once, when we were calling on a jewelry client to learn about his business and determine if we could help him, he pulled out a form with our competitor's logo on it and said, "Here, I'm tired of answering these questions. The rep from the other station gave me a copy of the answers in case any more of your kind showed up." Brilliant idea on the part of the other rep.

Here are seven things you can do to become a source of business advantage for your prospects:

1. **Read industry trade publications.** (Look at *Automotive News*, *Restaurant News*, *Funeral Directors Weekly*, etc.) These are a valuable resource for the problems and solutions specific to your client's industry.
2. **Use LinkedIn.** Identify the groups related to your client's industry and read the discussions.
3. **Handle the creative.** If you control the content of



the ads, you control the account.

4. **Sign up for Google Alerts for your client's business and for their category of business.**
5. **Look for trends and information on related industries.** What does a car dealer need to know about banking, a restaurant about farming, etc.
6. **Research and provide information on topics of interest to your clients.** (Social media, for example.)
7. **Read books, and attend seminars and webinars.** Learn about broad business concepts and new trends.

What do all these pointers have in common? The sincere desire to learn about your client's business, and business in general, so you can be a valuable resource.

Mr. Hausauer became "George" to me that day, and we connected. He admitted that he knew very little about marketing and advertising. I admitted that I knew very little about the automotive business. On that first prospect call, George and I came to an agreement. I would teach him marketing, advertising, and branding and he would teach me the car business.

Over the next 25 years, George invested over \$2 million with me. He was able to take small dealerships and build them into new multimillion-dollar facilities. I helped him with compensation systems for his staff, conducted sales training for them, and even helped him negotiate his personal contract with his boss.

I was a source of business advantage for George. What George bought from me was advertising. What George got from me was a partnership that we both valued. A partnership that started very successful careers for both of us.

What can you do today to make yourself a source of business advantage to your clients and prospects?

Think big, make big things happen! **INK**

Jeff Schmidt is EVP and partner with Chris Lytle at Sparque Inc. You can reach him at Jeff.Schmidt@Sparque.biz, Twitter: @JeffreyASchmidt; LinkedIn: linkedin.com/in/schmidtjeffrey

## QUICKREAD

- Prospect calls have changed radically over the years.
- Prospects don't want you calling to learn about their business or ask the same old questions. They need your help.
- Aim to develop a mutually beneficial business partnership with your prospect and to become a resource for them.





# The Radio Ink Radio Executive of the Year

By Editor-in-Chief Ed Ryan

**In April of 2011**, the first time Steven Price appeared on our cover, Townsquare Media owned 166 radio stations in 36 small to midsize markets, and Price was more than happy to stay under the radar. Since then, Townsquare has nearly doubled the number of stations it owns; it now has 312 in 66 markets spanning 25 states.

With the company's largest shareholder, Oaktree Capital, providing the funding, Price is executing a game plan of becoming the local "town square" in every market where the company operates. "It's where people aggregate, whether that's on air or online or on site," he says. His big deal in 2013 was a \$281 million transaction in which Townsquare picked up 71 stations

from Cumulus and Peak. Townsquare also purchased an event company and assets from AOL Music.

For Price and Townsquare, there is no more staying under the radar. Price is now one of the most powerful people in radio and Townsquare one of the biggest companies. Price went from number 16 in 2012 to number 9 on the 2013 *Radio Ink* list of the 40 Most Powerful People in Radio, and the company also saw EVP/Radio Erik Hellum and EVP/CFO Stu Rosenstein added to the "Top 40." And, as you'll see throughout our interview, Townsquare managers love working for the company. Here's our interview with the 2013 *Radio Ink* Radio Executive of the Year, Townsquare Media Chairman/CEO Steven Price.

**What is your day like? What do you spend most of your time on?**

I don't differentiate between radio and the other stuff. It's sort of all one, because we are trying to build a local media and entertainment company in small-town America. I would say my days are pretty crazy, like a lot of people's. We try to think of Townsquare as a start-up within an established company. We need to run as hard and as fast as the people who are doing start-ups out of garages. If we aren't thinking ahead, planning ahead, figuring out new things to do, new ways to engage our audience, I don't think we can succeed. A lot of my time is focused with people who are in and are running our markets. I would say I probably spend 25-30 percent of my time on the road in our markets, and another chunk of time talking to the people in our markets. What we have

seen in our company is that we have 2,700 or so employees with us, and there are a little bit less than 30 of us in our corporate office. If we're going to figure out the best ways to innovate and make ourselves better, me and the rest of our senior team have to be out there talking to them, understanding what our audience and clients are looking for.

The mindset is that we work for our teams in the markets, therefore we have to be there. A lot of our time is spent there. Clearly, there is some time with investors, with our board, thinking about strategic things, and meeting with people who can help us with new products and the like, but a lot of it ends up being internally focused.

## THE TOWNSQUARE PORTFOLIO

- 2,700 Employees
- 312 Radio Stations
- 66 Markets
- 25 States
- 325 Local Websites
- 500 Live Events
- 1 Streaming Radio App called "radioPop"

**Townsquare recently purchased an event company. How does that fit into your strategy?**

We're trying to be, in small and midsize towns, the "town square," which is where people aggregate, whether that's on air or online or on site. The radio business has historically been pretty good at promoting at events and doing local events. So we just see it as the logical extension of being where our

audiences are. Our audiences are listening to us, they are viewing us on our websites, and they should be going to see our brands, or things that our brands sponsor. Events are an important part of what we do, to try to surround our audience.

You talk about building a local media and entertainment company in small-town America. Are all the elements that you want to be part of that in place? The radio? The online? The on-site? Or is there something else you don't have yet?

That's what we spend a lot of time thinking about. If we want to be the dominant local media/entertainment commerce company in small towns, we need the right pieces. What we start with is great brands, great radio stations that have lots of listeners, and a great local sales force. Then we think about the other things we can do to leverage the fact that we have a big audience, a big megaphone, and a big local sales force.

Do we have all the pieces in place today? No. There are tons of things we either think about and want to do, are planning, or haven't even thought about yet. But nobody who's standing still today is succeeding. There are lots of ways that our audience, our consumers, and our business clients are going to be consuming and wanting to market their brands, and we have to figure out the right products to go meet that. I think we've done a pretty good job of turning our company into a multi-product cross-platform company, but I don't think it is by any means complete.

**What do you like to do the most, with all these different things going on? I am sure you enjoy everything, but what do you enjoy the most?**

I am not sure everybody enjoys everything. I like doing our part to help transition and re-imagine a traditional media company for the new-media world. As I said, we are trying to leverage great radio brands and great local sales forces to become the "town square" in a community. That's not an easy task to do. It's exciting and fun.

I think we're going to have a great company with great brands for the next 100 years, but that means changing culture, changing product mix, changing the way we interact with our clients, compensation plans, changes across the board. I like doing that — helping build a company around an audience's passion — and our audience is changing every day. I also like dealing with our people. We have some

**"STEVEN IS REALLY SMART AND VERY DETERMINED. HE HAS A COMPELLING VISION FOR LOCAL MEDIA AND HAS ASSEMBLED A TALENTED TEAM TO HELP HIM EXECUTE IT. IT'S BEEN A PLEASURE GETTING TO KNOW HIM THROUGH THE DEALS WE'VE DONE TOGETHER. I CONSIDER HIM A FRIEND, AND HE IS AN ASSET TO OUR INDUSTRY."**



Lew Dickey  
Chairman/CEO  
Cumulus Media

phenomenally talented entrepreneurs in Sioux Falls, in Tyler, in Atlantic City — in a lot of our markets. Learning from them is energizing every day.

**You must have some interesting and fun idea sessions trying to figure out what else to add into Townsquare.**

We do. In every one of the markets I go to, we hold what we call a town hall meeting, keeping with the "town" theme, where we get all the employees together, usually over pizza and soda, and sit around for 90 minutes, give a little overview of where the company is, and then do a brainstorming session. What things should we be doing? What things can we be doing better? I try to get to each market at least a couple of times a year. We find lots of interesting things — things we are doing well and, frankly, some things we are not doing so well. The latter is probably more interesting to us. It is easy when the corporate suits come to town to say things are great. But it is much more impactful for us to know the things that we are not doing as well and find ways we can help them.

**When you came on board, you were not a radio guy. Give us your impression of the industry now that you've been around a little while.**

I would say, after about three years, we are excited

about the opportunities for terrestrial radio and a terrestrial radio platform, and the opportunities that presents to build a multi-product local media company. When we first came into the business, in early 2010, I would say that the industry was playing defense. There were economic problems, people were wondering if it was secular, is it cyclical, those kind of issues. I think most of that is behind us now.

In our view, in our company, that's all behind us. The industry is in far better shape. There is real leadership, which is critical — whether it is Bob Pittman telling the story on Madison Avenue, or Jeff Smulyan leading the way on the FM chip, or Lew Dickey, Dan Mason, or David Field, or any of the people evangelizing both on Madison Avenue and on Wall Street. I think most people, and I think you can see this by how Wall Street is behaving, think that radio is alive and well. That's not how people felt in 2009-2010.

For now, that lets the industry play offense much more. I think there are lots of initiatives that are underway. People are really trying to understand the full potential of what the radio business at large, which is really just a local media/entertainment business, can do. I think the industry is much better off. It was sort of a contrarian

**PREVIOUS  
RADIO INK RADIO  
EXECUTIVE OF THE  
YEAR WINNERS**

1992 Gary Fries  
1993 Mel Karmazin  
1994 Eddie Fritts  
1995 James de Castro  
and Scott K. Ginsburg  
1996 Bob Sillerman  
1997 Steven Hicks  
1998 Lowry Mays  
1999 Mays Brothers  
2000 Jeff Smulyan  
2001 Larry Wilson  
2002 Lew Dickey  
2003 Bob Nail  
2004 John Hagan  
2005 David Field  
2006 Peter Smyth  
2007 Jerry Lee  
2008 Charlon Worfield  
2009 Bruce Reese  
2010 Dan Mason  
2011 Ed Christian  
2012 Josh Velle



**"STEVEN IS PERFECT FOR THIS HONOR BECAUSE HE'S NOT A 'RADIO GUY' — HE IS MAKING THE INDUSTRY, BY FAR, MORE RELEVANT — AND ISN'T THAT WHAT WE ALL WANT? OUR COMPANY IS FOCUSED ON CREATING GREAT CONSUMER EXPERIENCES AND ADVERTISING VALUE PROPOSITIONS ACROSS A VARIETY OF PRODUCTS, AND STEVEN IS LEADING THE WAY. HE DOES THIS BY ASKING QUESTIONS SUCH AS, 'WHAT KEEPS YOU AWAKE AT NIGHT?' AND HE REALLY WANTS TO KNOW! STEVEN DOESN'T WANT 'YES PEOPLE.' ACTUALLY, IT'S QUITE THE OPPOSITE, WHICH IS VERY REFRESHING. STEVEN CHALLENGES ME AND EXPECTS ME TO CHALLENGE HIM AS WELL."**

LaDonne Craig  
RVP/Midwest  
Townsquare Media

bet, I think, when we pulled our investors together, at the end of 2009 and early 2010, to embark on a strategy to buy radio stations in small and midsize towns. I don't think people feel that it would be a contrarian bet today.

**You've been happy to be behind the scenes, but with Townsquare's growth, that's not really possible anymore. Among the names you mentioned and the leadership of the industry, where do you fit in?**

I am very happy to follow their lead, because there are some really good people who are telling the story. Our view is to be supportive of the industry. We understand that, while we have grown a nice footprint, we are not in the biggest cities, so we are not going to get the biggest mindshare among the biggest advertisers. We would love to, but oftentimes, smaller/midsize towns don't lead the way. We tend to follow.

With that said, we are trying to show the way in terms of building a multi-product, cross-platform business. I think some of the things that we've done — early on in 2010, we changed the names of our radio stations to radio brands; we changed the titles of our folks who run our radio stations to brand managers — so some of the things behind the scenes, the blocking and tackling, we've done, to try to reimagine our town squares. Hopefully some people feel that's been helpful in helping to innovate the industry. We will lead where we can, and follow where it makes sense.

**You and Cumulus CEO Lew Dickey seemed to have developed a relation-**

**ship that benefits both sides. Can you talk about that a little?**

I have nothing but good things to say about the folks at Cumulus. All of those guys have been terrific on the other side of transactions with us. We have had good discussions about what makes sense for them and what makes sense for us. We're trying to grow our footprint in small and midsize towns, and it seems to me they are really trying to build a terrific company in the top 100 markets, and with a national syndication business that I think will come together pretty well for them.

They are tough competitors in the markets where we compete against them. But when we are not competing, we are rooting for them. We are also rooting for Clear Channel and Entercom and CBS, because rising tides lift all boats. We are looking for the industry to continue to be seen as an exciting place where young, aggressive people at a college or at a business school want to come work. Not "Oh, that's an old, dying business." I think people might have thought that in 2008, 2009, 2010: "Oh, radio is going the way of newspapers, or Yellow Pages." I don't think that is the case anymore.

**In terms of the competition in the local markets, is everybody playing fairly? Is everybody doing what they need to do to keep their rates up so radio can continue to grow revenue?**

It's a hard question to answer, because it is so market-specific. We are in 66 markets, and my guess is there are 66 different answers to that question. Oftentimes we compete against the bigger companies that we have talked about. The vast majority of the time, we don't. In three-quarters of our markets, we

don't run into any of the big five or six competitors. We typically compete against either family-owned or smaller groups, or individuals. Not to say that those are better or worse competitors, but different. Look, I would say in general, when the economy is tough, and advertising is having a tough part of the cycle, people want revenues, and people generally, not just in radio, sort of across the board, will lower prices in order to gain revenues and to gain share.

We have seen, throughout 2013 and going into 2014, a much healthier economy. In our case, throughout the year, we have significantly raised our rates. It's not across the board, because we do this market by market. But as we look at our rates aggregated up, they moved up, in some cases quite substantially. We are really just trying to figure out what makes sense for us, given our sell-throughs and our product mix, and not worry about the other radio companies, because we're not just competing against radio. We're competing against TV, cable, newspaper, Yellow Pages, local digital businesses, and local promoters. Just to look at our rates versus another radio station, I think, is way too narrow. We try to tell our sales folks that it is a much broader set that we are competing against. We don't really worry about what somebody else's rates are, but what makes sense for us.

**Generally, do you believe there is room for radio to move rates higher and not scare off advertisers? We have so much inventory and so many stations.**

Absolutely, we can. It happened to some extent this year, and it can happen going forward. The problem that radio has had isn't a product problem. You can look at the number of people who interact with

radio stations. It is a perception problem. Hopefully, the work that some folks are doing, the work that Nielsen is doing in taking over Arbitron, we are going to be able to demonstrate how attractive radio is, with very low CPMs, with lots of reach, and with massive-scale audiences, which is harder and harder to find — very mobile, very targetable — and that will allow us to raise rates and show a return to our clients. So I do think that's possible.

**Do you believe that a lot of radio's listeners are listening on mobile devices, where we can't really measure them yet? Being able to track and measure online and over the air together so that it's easy for advertisers to understand — is that important to have?**

Can the radio industry thrive without that, with the two separate? Yes, we can. I would say in general, and Nielsen seems to be moving to make radio more accountable, more trackable, with more metrics. That's only going to help. So if we could

figure out a system to have better measurement, either terrestrially, over-the-air, or on a mobile device, or combined, it will be huge. I think the 7 percent share we get should double. I think part of the reason radio doesn't get its fair share is because of the perception that its measurement isn't quite as easy to understand as some other mediums.

**You mentioned the FM chip earlier. Do you think that has legs?**

I do. To have our radio station brands in a mobile device without using minutes, data charges, worrying about WiFi connections or cellular connections, having it easy to use in a mobile device is attractive. It's just another easy way to consume our content that would only increase audience and lots of other things. We are a fan of that strategy. We are not betting that it's going to be ubiquitous tomorrow. I certainly hope it is. I hope that Apple and AT&T and Verizon and some of the other folks get on board. I think it will help their sales. It's

**"STEVEN HAS CREATED A COMPANY OF NATIONAL SCALE THAT ENCOURAGES LOCAL IDENTITY. I DON'T JUST WORK FOR TOWNSQUARE MEDIA, I WORK FOR TOWNSQUARE MEDIA/ATLANTIC CITY. HE UNDERSTANDS THAT EVEN THOUGH WE ARE ONE COMPANY, THERE IS NOT ONLY ONE WAY OF DOING THINGS. JUST BECAUSE WE DO SOMETHING IN ONE PART OF THE COUNTRY DOESN'T MEAN IT NEEDS TO BE THE SAME WAY IN ATLANTIC CITY. ULTIMATELY, STEVEN WANTS A MARKET TO BE SUCCESSFUL AND KNOWS THAT SOMETIMES THAT MEANS ADDING IN YOUR OWN LOCAL FEEL. ONE OF THE GREATEST THINGS ABOUT STEVEN IS HE ACTUALLY COMES TO THE MARKETS TO MEET WITH OUR STAFF. WHO DOES THAT ANYMORE? HE CARES ABOUT THE LOCAL MARKETS AND GIVES US THE TOOLS NEEDED TO BETTER SERVE OUR COMMUNITIES."**

**Michael Ruble, Market Manager/GSM  
Townsquare Media/Atlantic City**



## Sidelines

**WHAT ARE YOUR HOBBIES (OUTSIDE OF RADIO)?** Time with my family, reading, golf, paddle boarding.

**WHO IS/WAS YOUR ROLE MODEL AND WHY?** My dad, a great person and an extremely successful businessperson, who drove a hard bargain while being fair.

**WHAT ARE YOU READING NOW?** *Like Dreamers* (a book about Israeli paratroopers) and *David and Goliath* by Malcolm Gladwell.

**FAVORITE TV SHOW?** Yankees baseball games and *Homeland*.

**WHO IS THE MOST INTERESTING PERSON YOU KNOW (OUTSIDE YOUR FAMILY)?** George W. Bush, a great visionary who was able to adapt to a dramatically new playing field that forced him to alter some of his core beliefs.

**IF YOU HAD 30 MINUTES, A TAPE RECORDER, AND YOUR CHOICE, WHO WOULD YOU INTERVIEW, AND WHY?** The Pope. To be so humble and the leader of a billion people and able to change the world's conversation about caring and poverty — how does he do it?

**NAME THREE STATIONS YOU LISTENED TO AS A KID.** WNEW, WPLJ, WABC.

**YOUR MOST EMBARRASSING CAREER MOMENT?** When I was an analyst at Goldman Sachs and showed up for a meeting in Chicago and I was supposed to be in Boston.

**MOST PROUD CAREER ACHIEVEMENT?** What we are doing now — helping save, transform, and energize an industry while creating jobs all across the country.

**WHAT IRKS YOU MOST ABOUT RADIO?** Resistance to change and unwillingness to do new things. Also, being defensive about the future of our business, since it is bright.

**WHEN YOU DIE, WHAT DO YOU HOPE PEOPLE WILL SAY ABOUT YOU?** He helped make the world a better place. Also, he was honest and fair and treated people well — and made them and him money along the way.



# Congratulations Steven

# on being named

500+ live events

## 350+ web sites

## 312 stations

# 1 visionary leader – reimagining the town square experience



**"STEVEN IS RENAISSANCE MAN WHO DESERVES THIS RECOGNITION FOR ALL OF THE RIGHT REASONS. HE'S AN ENTHUSIASTIC ENTREPRENEURIAL-MINDED LEADER WHO UNDERSTANDS THAT HIS MOST VALUABLE ASSETS ARE HIS PEOPLE. STEVEN'S VISION, TRULY INTEGRATED APPROACH, AND WILLINGNESS TO TRUST HIS SENIOR AND LOCAL MANAGEMENT TEAMS TO MAKE DECISIONS IN EACH MARKET AS IF WE ALL OWNED THEM IS BOTH REFRESHING AND MOTIVATING. WE'RE MAKING A DIFFERENCE."**

Pat Kelley  
Market Manager  
Townsquare Media/Northern Colorado

what the audience wants. Apple says they want to be where the audience is, that's sort of their motto. They want to be the most user-friendly. The most user-friendly way to help the consumers is to activate the FM chip that is in the iPhone.

**A year from now, will we be talking about deals you made in 2014? Townsquare is already in 66 markets. Do you expect to be in more?**

It is hard to say. I wouldn't say I expect it. We don't feel like we need to buy any more. Like you said, we are in 66 markets. We are regionally set up pretty nicely. I think we have a big enough platform that if we aren't able to make any more acquisitions, we could still grow our footprint organically. We love the business. We like it as much or more than when we started. We like our strategy. We like being in small and midsize towns. If the opportunity presents itself, we will pounce, like we did this year. Do I hope we can grow? Yes. But if not, I think there is plenty of organic growth in our company.

**When your team is eyeing an acquisition, what specifically are you looking for?**

We look for the right kind of market. Our strategy has been not to be in the biggest cities. We understand it's probably not what we're good at. We understand small and midsize towns — how to market there, how to promote there, how to create products that are relevant there. So we look for size of market. If a top 10 city was available, that's not something squarely down the middle of the fairway for us. We look for market size, we look for region. We like the Northeast. We like the Midwest. We like the whole area of Louisiana and Texas.

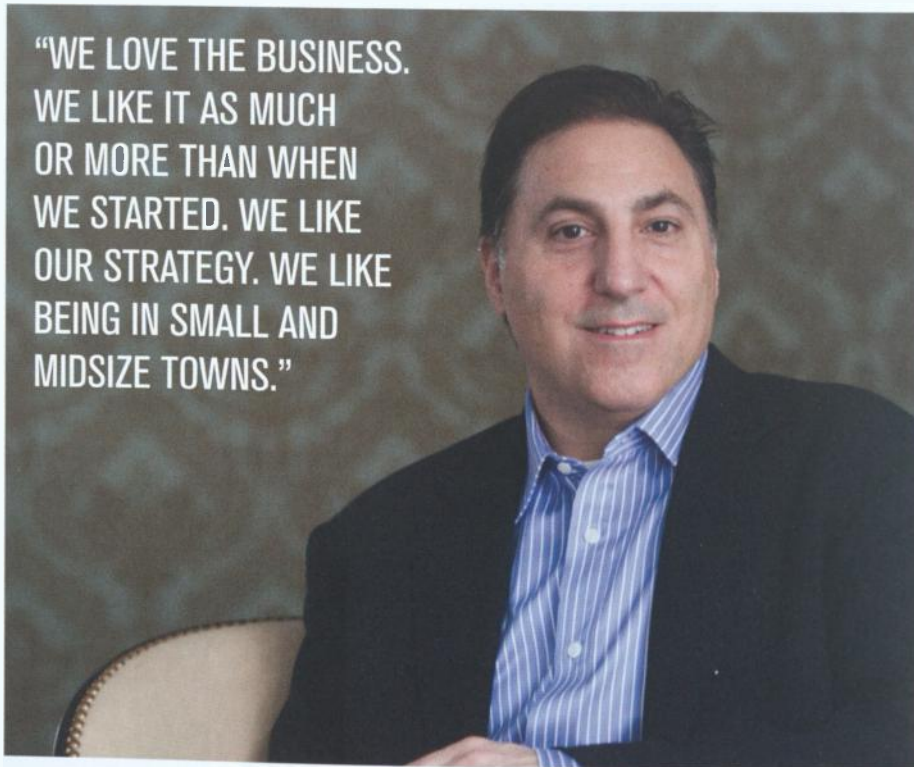
We like the Northwest. We like Montana, Wyoming, Idaho, Washington.

So that's one thing. We look for dominant brands. In our last acquisition, with Cumulus and then with Peak, buying Boise, these are great brands, dominant clusters, which are attractive to us. If there happens to be an army base or a state capital or a big university — some stabilizing force in the town — that's attractive. Then we look at the local team and see if we think it's a team that understands what we're trying to do, and moves as fast as we want to move. It's hard if the people in the market really don't embrace the strategy.

**What is your sense of the multiples out there and what they will be over the next five years?**

Well, they have clearly moved up, which is a good thing for all of us, even if we are trying to buy stations — where public companies are trading in the 10-times range, maybe in that zone. Now is that the private market? I don't know. There haven't been a lot of private-market deals. Where was the industry? It was sort of at the six or seven range four years ago. Clearly, people feel like there's some stability. The multiples moved up. Radio does have a very stable cash flow. Not a lot of working capital or cap-ex. So cash flow is very high. I don't

**"WE LOVE THE BUSINESS. WE LIKE IT AS MUCH OR MORE THAN WHEN WE STARTED. WE LIKE OUR STRATEGY. WE LIKE BEING IN SMALL AND MIDSIZE TOWNS."**





"STEVEN IS INCREDIBLY APPROACHABLE AS OUR CEO. HE CALLS TO TOUCH BASE AND REALLY WANTS TO LEARN MORE ABOUT THE CHALLENGES WE FACE IN OUR LOCAL MARKET. HE SHARES IDEAS AND HAS A CLEAR VISION BEYOND 'JUST RADIO' AND CHALLENGES US TO INTEGRATE THE POWER OF OUR LOCAL BRANDS AND THEIR MULTI-TOUCHPOINTS — ON AIR, ONLINE, AND ON SITE — INTO THE CORE OF EVERYTHING WE DO. TOWNSQUARE MEDIA REWARDS AN ENTREPRENEURIAL SPIRIT, SO IF YOU HAVE AN INNOVATIVE IDEA BACKED BY A SOLID BUSINESS PLAN, YOU ARE ENCOURAGED TO RUN WITH IT."

Karen Carey  
VP/General Manager  
Townsquare Media/Utica, NY

see any reason why multiples shouldn't be robust as we continue to show that this industry is healthy, stable, and growing. Does that mean the private multiple is at seven or nine or 11? I don't know what the private multiple is. There haven't been that many trades.

**What is the sense you get from your market managers about the economy?**

I would say better. It's stable. I say that because for the first couple of years, when we started, we sort of felt like there was wind in our face. I get that sense because when we talked to a local manager missing budget for a couple of months in a row, it would've been gas prices are high, or housing is struggling, or unemployment is up, or the convolutions in Washington scared everyone. Now, over the last six months, when I talk to our folks in the field when they are missing their numbers, it is more two sales reps left or we had a bad book or a particular industry shut down. It's more those kinds of things, as opposed to macroeconomic factors. That is sort of anecdotal evidence.

We can also see it in our numbers, that things are stable. Are they rip-roaring? No. Are they growing like a weed? No. Does everyone feel phenomenal? No. But do people feel like the economy is stable and is poised to have some good housing growth and employment growth, and therefore people are starting to spend? That's how we feel in our markets. Of course, it could change on a dime. But, as we sit here today, that's how we feel.

**When you look back to those early years, when you started and the economy was so bad, did you and the investors think, "I can't believe we did this"? Or did you figure that you got in at the right time, and the bad economy couldn't last forever?**

I would say it was some combination of that. It was certainly like, "Wow. We like radio. We think it is pretty stable and could be growing when the economy turns. We like our strategy, but, boy, the economic situation on Main Street is taking a while to heal." We feel like the economy took longer to heal than we had probably thought originally. With that said, we have been able to show positive growth every quarter since we started. This year will be quite a good year for us. We feel like our strategy, to some extent, has been vindicated, as the economy is, at least, stable in our kind of towns. We entered sort of in the middle of a recession, so we knew we were investing into a downturn, and it didn't stop our investment strategy at all. But it feels better when unemployment is lower, housing prices are up, and gas prices are stable, and people feel a little bit better than they did in early 2011.

**Do your investors want to be in this forever? Is there a plan of years and an exit strategy? What's the long-term goal?**

Our long-term goal is to build a great company with relevant brands for the next 100 years. Does that mean I'm going to be here 100 years from now? I hope so, but probably not. Maybe my kids will be, or some of the other folks. We are trying to

build a great company. We are not thinking about what kind of exit, or if there is an exit. In fact, we just made a relatively large acquisition, which we just closed last month. If you were in an exit, get-out-of-business mode, you wouldn't do that.

Our investors are patient investors. We had our board meeting recently, and that didn't come up for a second — not one sentence. We are talking about the things we are investing in, how we are going to grow our business. That's what we are focused on. We are not focused at all on "Let's position ourselves so that somebody wants to buy us or because we want to buy somebody." We are going to focus on building a great business, and then good things are going to happen. Good things will happen for our brand, for our employees, and for the people in our towns.

**What can you say to all the salespeople in radio that would help lift the industry up? What is it that everyone could do better out on the street?**

Tell the story about being the best live and local medium that's out there. Radio is a pervasive, targetable, large-scale mobile business that has scale audiences. Ninety-three percent of Americans listen to radio every week. Eighty percent listen every day for many hours. The perception has to be that radio is alive, healthy, and relevant in people's lives. By the way, that is for young people, middle-aged people, old people — across the board.

Also, regardless of demographic background, radio is the backbone and a core enabler of people's lives. Our reps, both locally and nationally, and the leaders in

**"STEVEN IS EXACTLY WHAT THE INDUSTRY NEEDED AND HIS TIMING WAS PERFECT. HE IS A MAVERICK AND A NON-TRADITIONAL VISIONARY LEADER. HE HAS A CONFIDENT, DIRECT, AND CLEAR VISION OF WHERE THE INDUSTRY IS HEADED AND KNOWS HOW TO GET THERE WITHOUT DOING THINGS THE WAY WE'VE ALWAYS DONE THEM – AND HE HAS A TALENT FOR SETTING THE BAR!"**

Johnny Lathrop  
Regional Vice President  
Townsquare/Tyler-Longview, Killeen/Temple, Lufkin/Nacogdoches, TX

the industry, have to continue to talk about what a great, relevant business radio is in a digital world.

**Why do people like working for Townsquare?**

You are welcome to talk to any of our employees and ask them. I think a couple of things. We have been pretty clear in our strategy. We really haven't deviated since we started. We're trying to build a local media and entertainment company in small and midsize towns with a diverse product set that is relevant to our audience, wherever

that audience is, and to advertisers. I think people know where we are trying to go. We have tried to keep a low profile in the industry, but we haven't in our markets. When we do our town hall meetings, we are pretty open with our employees as to what we are trying to do.

The second thing is that we are pretty decentralized. We view ourselves as an entrepreneurial company, with 66 entrepreneurial leaders in our local markets running their businesses, and we want to give them the latitude to grow their business. What we know is what works in Lubbock may not

work in Odessa, only a couple of hours away. What is the right strategy in Utica, NY, might not be the right strategy in Albany, NY, a couple of hours away. We are focused on getting the tools to our local teams and having them operate. Of course, with that comes responsibility, and if they are not hitting their numbers and entertaining their audiences and providing an attractive return for our clients, the advertisers, they know what that means. I think, in general, people want to feel empowered to help grow the business. And that's what we try to do here. **INK**



**"WE HAVE SEEN, THROUGHOUT 2013 AND GOING INTO 2014, A MUCH HEALTHIER ECONOMY. IN OUR CASE, THROUGHOUT THE YEAR, WE HAVE SIGNIFICANTLY RAISED OUR RATES."**



# FANTASTIC FACILITIES

No matter how flimsy the economy or how deeply they are in debt, radio companies big and small are spending the money to rebuild their facilities. Radio studios are becoming more and more high-tech, with room for live performances, cameras to stream video, and state-of-the-art broadcast equipment. Radio is back in the show business game, and we've found some stations that take that very seriously. You can sense the pride, hard work, and dedication put into every design element, architectural detail, and piece of broadcast equipment. The finished products are amazing, and improve the morale of those broadcasters lucky enough to call them their on-air homes every day. The biggest project of 2013 was the new world headquarters for NPR, in Washington, DC. The final product took six years and fills up nearly half a million square feet. Here's a look at that facility, the new NASH-FM digs in Nashville, and many others.





## NPR's New Worldwide Headquarters

NPR made a big splash in 2013, unveiling its new worldwide headquarters on North Capitol Street NE in Washington, DC. The new HQ united divisions and employees that had previously been working from three separate downtown DC buildings. The heart of NPR's new facility is an open two-story newsroom with broadcast and production studios that can accommodate the public broadcaster's 24/7 schedule.

NPR's new location was designed by the DC-based firm Hickok Cole Architects and built by Balfour Beatty Construction. The 440,000-square-foot building started life as a four-story 1926 warehouse, the facade of which was preserved and combined with a new seven-story office tower. Maintaining the "NPR sound" was an early design directive: Virtually every studio surface is tunable through a combination of absorptive, reflective, and diffusive panels. Lighting and finishes were designed to create an intimate and comfortable environment allowing guests to relax, focus, and open up.

Where NPR's 1994 headquarters was built around 1990s technology – tape machines and analog equipment – its new headquarters is built around digital audio and technology, including smartphones, which are now important news- and content-gathering tools. The location includes public spaces and a performance studio, and ADA-compliant elevators that feature the voice of NPR special correspondent Susan Stamberg announcing the floors.

To fulfill NPR's diverse programming and broadcasting needs, four studio types were developed: Studio One, production origination centers, self-operated production studios, and booths. There are about 25 studios in total.

The exterior of NPR's new DC-based worldwide headquarters



A view from inside an NPR broadcast studio.

Another studio view. Almost every studio can be tuned to maintain the "NPR sound."



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## Beasley's New Las Vegas Facility

Beasley Broadcasting/Las Vegas Director of Engineering Lamar Smith reports that this 14,000-square-foot remodel was for a 12-studio buildout that now houses Beasley's five Las Vegas radio stations. The project was started in April of 2011 and took about a year and a half to complete. The architect was Kurt Kurns from V-3 Studios, and construction was completed by Strata Construction.

Top flight gear is integral to Beasley/Las Vegas' recent studio buildout.



Beasley's five Las Vegas stations got a high-tech (and comfortable) update that took about 18 months to complete.



A look inside a new Beasley/Vegas studio.



Beautiful inside and out: Beasley/Las Vegas headquarters has been remodeled from the ground up.



NPR's new facility houses news, music, programming, and digital staff in an open two-story newsroom.







# MARCH 10 & 11, 2014

HYATT REGENCY MISSION BAY  
**SAN DIEGO, CA**

**WWW.SPORTSRADIOCONFERENCE.COM**

## March 10, 2014

**8:00 a.m. - Noon**  
Exhibit Setup

**Noon-1:15 p.m.**  
Registration (Exhibit Area)

**1:15-1:30 p.m.**  
Opening Remarks:

**1:30-2:45 p.m.**  
Keynote

**2:45-3:30 p.m.**  
**How to Sell Sports Radio: It's Not Spots and Dots**  
In sheer numbers, Sports and Sports Talk radio have grown every year for the past 10 years — up 64 percent during that time. And there is no sign of that growth stalling. The advent of more FM stations converting to Sports and Sports Talk and the impact of PPM on all formats across the dial have created new and compelling strategic opportunities for programming sports on radio and radio's digital platforms. But selling sports is not just about selling numbers -- or even about numbers at all. Learn what it takes to sell

sports successfully. We guarantee you will leave this session with at least three new ideas you can use right away!



**Moderator:**  
Joe Bell,  
Miami Market  
Manager,  
Beasley  
Broadcast Group



**Lauren McHale,**  
VP/Director  
of Sales,  
Katz Sports  
Marketing

**3:30-4:10 p.m.**  
**Tips for Growing Your Sports Brand Across Emerging Demographics**  
The Sports radio audience has changed dramatically since the launch of the first Sports radio station more than 25 years ago. Shifting demographics and exploding ethnic trends point toward a more culturally diverse audience for

sports programming and open the door to new advertising clients. What does it take to get inside the heads of the new core listeners? And what unique selling proposition in terms of audience dynamics does Spanish-language Sports radio offer? Finding the right approach on the air and in front of the client can score home runs in listeners and revenues if you deliver the right pitch. Slide into home plate with the ideas you'll take back to your station after this session.



**Moderator:**  
Berry Jasin,  
SVP National  
Sales/  
Consolidated  
Operations,  
Spanish  
Broadcasting  
System



**Dick Kalt,**  
EVP/Partner,  
CRN  
International



**4:10-4:20 p.m.**

On Deck Presentation

**4:20-5:00 p.m.**

**Developing Tomorrow's Sports Radio Stars Today**

As in any team sport, developing a strong bench is critical to continuing station success at all levels. Where do you find tomorrow's talent? What are the keys to building brand awareness for new players, and how do you motivate them to "come to practice" and run the laps necessary to scoring a lifetime career? This session will explore the ways some PDs have gone outside the box to find tomorrow's Sports radio super stars.



**Moderator:**  
Jack Silver,  
Program  
Director,  
NBC Sports  
Radio



**Jon Chalesnik,**  
CEO,  
Sportscasters  
Talent Agency of  
America



**Eric Weiss,**  
President,  
the Weiss  
Agency Inc.

**5:00-5:45 p.m.**

**Tapping the Full Potential of Your Talent**

What are the keys to unlocking the power that Sports radio talkers bring not only to the mic, but to today's diverse multiple platforms? How do you inspire top talent to play ball with your station? Does major league talent have to mean major league headaches? And how do you create a harmony between sales and programming that benefits your players -- and the station? Our panel of top programmers and talent offer real life examples of how they work together and what it takes to coach top talent to even greater heights.



**Moderator,**  
Rick Scott,  
President/CEO,  
Rick Scott &  
Associates

**6:00-7:30 p.m.**

Cocktail Reception

**March 11, 2014**

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

Continental Breakfast

**8:30-9:10 a.m.**

**The Social Media Effect on Sports & Sports Broadcasting**

As Twitter's impact and influence on sports and sports media continues to grow, individual athletes and sports teams are expanding their brands with all forms of social media. And more and more, they are discovering that the key to success is rooted in authenticity. Learn how to use social media tools that engage fans and advertisers more effectively from a panel of sports marketing experts.

**9:10-10:00 a.m.**

Keynote

**10:00-10:20 a.m.**

Break

**10:20-11:05 a.m.**

**Home Court Advantage: How to Make Money with Collegiate, High School, and Motor Sports**

From the Indy 500 to NASCAR, Formula One, and drag racing, motor racing drives attendance, fan support, and sponsorships to racetracks across the country. Meanwhile, local high school and college sports fill stadiums and arenas across the U.S. -- and local radio's coffers as well. What are the secrets to getting the station cash register ringing? Be prepared to take home winning packages that will help sell more local and motor sports.



**Moderator:**  
Brooke  
Trissel, SVP/  
Membership,  
Radio  
Advertising  
Bureau

**11:05-11:15 a.m.**

On Deck Presentation

**11:15-12:00**

**Advertiser Super Session**

Some of the biggest advertisers rely on sports to instill awareness and build loyalty for their brands. How can your station enhance and grow its role in these mega-dollar

marketing partnerships? Hear from top advertisers and agencies who will share what they need from you before they open their wallets.



**Moderator:**  
Thom Callahan,  
President,  
Southern  
California  
Broadcasters  
Association

**Noon-1:30 p.m.**

Lunch

**1:30-2:20 p.m.**

Keynote

**2:20-2:30 p.m.**

On Deck Presentation

**2:30-3:15 p.m.**

**Selling Sports Content & Platforms -- Any Market, Any Size**

How can networks help local Sports stations localize content for listener appeal in mid-sized to smaller markets? What are the differences in selling sports in large, medium, and small markets? And while play-by-play is a great Sports station asset, selling out the local avails can be a challenge. How do successful stations generate maximum local revenue from play-by-play? This session covers the bases on selling local and play-by-play platforms, along with where to score extra revenue points with fan loyalty programs and other marketing partnerships.

**3:15-3:30 p.m.**

Break

**3:30-4:15 p.m.**

**The Future of Sports Radio: Executive Focus**

Leading Sports radio executives and programmers present their views and visions of what's in store for Sports formats in the coming year, as well as their views on programming, talent, and where the sports ad market is headed in the coming year.

**4:15 p.m.**

Closing Remarks

*\*Sessions and times subject to change.*

**MARCH 10 & 11, 2014**

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## Greater Media's WROR/Boston

Paul Shulins, director of technical operations for the Greater Media Boston cluster, says WROR had been operating from its original studio since 1998, when it was consolidated under one roof with WMJX, WBOS, WKLB, and then-Greater Media-owned WSJZ. "The building included a total of 19 studios," he says, "and this was unheard of at the time since this was one of the very first major-market consolidations. Even though at the time many new technologies were being implemented for the very first time by radio — large-scale audio routers, digital STLs, and digital play-out systems — by 2013 the room layout and the older technology were beginning to limit the ability of our morning show to deliver the best possible product, so we knew it was time to modernize." The renovation was completed in September of 2013.

The engineers worked with the airstaff and program director to create a design that would be optimal for the air talent, particularly the morning show. After a design was finalized, the operation was moved to a backup studio for two weeks while the old studio was gutted and new paint, carpeting, furniture, console, and electronics were installed. When the morning crew returned from vacation, they were treated to a studio that offered all the tools they needed to do the best job possible, including redundant digital audio play-out systems, new phone systems with call-screening capabilities, direct line of sight to all talent, and all the audio devices and visual enunciators that the team had asked for.



Before and after: Inset, a typical WROR studio before the renovation. Above, an inside view of one of the new studios.



WROR staffers look pleased with the new state-of-the-art studios for the Loren & Wally morning show.

Each new WROR studio was customized to meet the needs of the air talent and production staff.



## Beasley Broadcasting/ Philadelphia

BBGI/Philadelphia, home to 92.5 XTU, Wired 96.5, and WWDB-AM, completed a total revision of its broadcast facilities in May of 2013. The ambitious project of demolition and construction was done in phases to avoid programming disruptions. One by one, the stations were moved to temporary quarters as new on-air and edit studios were built. The finished project includes not only the air studios, but a new production studio, a performance facility, and an interview studio. A media/conference room with attached hospitality station and new offices for the program directors, airstaffs, promotions departments, and engineering completed the design.

Sheryl Crow delivered the first concert in the new performance/recording studio. The space will hold a live audience of up to 50 people while outside video monitors allow additional guests to see and hear the artists.



92.5 XTU PD Shelly Easton hosts her midday show in the new studio.



Each station was relocated to allow the maximum outside view.



Greatly appreciated by the morning show producers, the new edit studios also help with the commercial production load.





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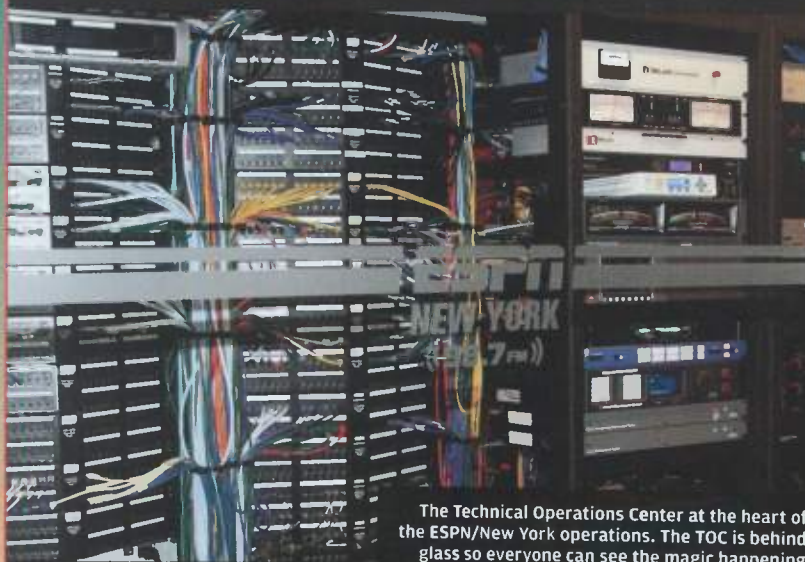
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ESPN/New York studios, before the move-in (inset) and after.



The Technical Operations Center at the heart of the ESPN/New York operations. The TOC is behind glass so everyone can see the magic happening.

ESPN's sleek new newsroom.



## ESPN Radio/ New York

In the beginning of ESPN Radio in New York, WEPN-AM was a relatively simple operation. But as the years went by and ESPN Radio continued to grow, the needs of the operation started to outgrow the studio space. And when ESPN New York moved to 98.7 FM and added ESPN Deportes to 1050 AM, the time had come to build a new facility.

At the same time, space was just becoming available at the ABC/Disney-owned 125 West End Avenue facility in New York. While the structure of the original studios was kept, everything else was gutted and redesigned. Today every control room has a connected Talk studio to accommodate a host and at least two guests. The studios can be changed on the fly to operate independently, and are often used for guest hosts visiting from ESPN Radio affiliates around the country.

The new Technical Operations Center contains the broadcast equipment and the central wiring distribution for the floor. The facility features the most current technology while implementing tried-and-true emergency backup options — Studio 3 was designed for just that purpose, and could operate independently to keep the stations on the air even if the entire TOC were to fail.



Every control room at the new facility has a connected Talk radio studio that can accommodate a host and at least two guests.



# SAVE THE DATE

## JUNE 4 & 5, 2014



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## Cumulus/Dallas

The Cumulus Dallas Victory Plaza facility, built in Q4 of 2011, combines the Cumulus/Dallas stations and the former Citadel/Arlington stations: Housed here are KPLX-FM, KSCS-FM, KLIF-FM, KLIF-AM, WBAP-AM, and KTCK-AM. Cumulus also LMA's ESPN/Disney's KESN-FM, so that is currently moving into the facility as well. Telos Axia was chosen as the equipment provider for Cumulus Victory Plaza. The control rooms utilize the Axia Element consoles, with Axia Radius consoles in smaller rooms and Axia RAQ consoles for the news edit stations. Studio phone service is entirely SIP, using Telos VX.

This is the KTCK-AM Talk Studio, which has five talent positions using a mix of Rode and Electro-Voice microphones. Axia Analog Nodes provide the audio paths to and from the control room's Element console.



The KTCK-AM control room, with board operator and show producer positions. These positions have sight lines to the Talk Studio and the Sports Ticker Studio.



This picture shows three of six news edit stations shared by WBAP-AM and KLIF-AM news staffs. News Boss software is used in this operation.



The West Victory Plaza building where the Cumulus Dallas facility is located. Next door is the American Airlines Center, home of the Dallas Stars (NHL) and the Dallas Mavericks (NBA). This is especially handy because KTCK-AM and KESN-FM are the flagships for these teams.

## Cumulus Media's NASH-FM

Cumulus has been rolling its NASH-FM brand out all over the country, and that includes new studios in Nashville for *America's Morning Show With Blair Garner* and for Kix Brooks' syndicated program — and also for *NASH Nights* with Shawn Parr, which debuted this month.



Here's part of the audience area for Garner, which can hold about 15 people. It has a full PA system with custom-designed audio and speakers. The set can be moved off the stage to accommodate bands.

Inside the control room for *America's Morning Show With Blair Garner*.



It's not uncommon to find great kitchens around the recording studios of Nashville to feed guests and staff. There's also an outdoor area for barbecues.



The new *NASH Nights* studio, just before the show's January 6 debut. Some of the furniture was custom-designed (see inset).





## KWUR/St. Louis; KFUO/St. Louis

Kurt Kerns of V Three Studios shared these two projects with us. Washington University St. Louis recently relocated its student radio operation, KWUR, to the third floor of the Danforth University Center in St. Louis. The move integrated the station with other student and university organizations in a collaborative media center. V Three Studios was the architect; the broadcast design consultant was Ross & Baruzzini, MEP/FP engineering; Musick Construction served as construction manager; and Caputa Engineering Services handled the broadcast equipment integration.

KFUO, the longest continuously operating AM radio station in the U.S., was relocated, along with online station Classic99, from their longstanding home on the Lutheran Church's Concordia Seminary Campus in Clayton, MO, to the world headquarters of the Lutheran Church Missouri Synod in Kirkwood, MO. Architect V Three Studios handled studio furniture design and served as broadcast design consultant; Kaemmerlan Electric and AirMasters did the design, build, and MEP engineering; ISC Contracting was the general contractor; while Sam Caputa did the broadcast equipment integration.



Washington University's KWUR/  
St. Louis got new studios  
as part of its move into the  
Danforth University Center.

KFUO-AM/St. Louis'  
newly updated studios.



**Del Bryant**  
President, BMI



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**DEBORAH PARENTI**  
DIALOGUE

# Pogo Was Right

**C**harlie Sislen is a partner with the consulting firm Research Director Inc., which works with numerous radio groups around the country and in Canada on enhancing ratings and revenue development. As the new year begins, I thought it would be a good idea to tap in to Charlie's 30 years of experience and his perspective on what's coming in 2014.



**The radio industry has had several years where flat is considered good. How do you see 2014 shaping up?**

All signs are that 2013 will post flat, and spot business might even be down slightly. Although the economy has picked up, overall radio billing remains well below pre-recession levels. The only sign of significant growth is our digital assets. While still small, there is great growth opportunity here. My hope is that the economy

will accelerate. There are already signs that the automotive industry is going to have a strong year, possibly selling over 16 million cars in 2014.

Automotive has always been a crucial part of radio's success. I cannot tell you how much it infuriates me to see local car ads on television. Are you telling me that it is more effective to sell me a car while I am lying on my family-room couch? How about when I am sitting in my old vehicle with over 100,000 miles on it?

The potential for a good 2014 is there, but we need to act.

**If the economy is growing stronger, why is radio billing stuck in neutral?**

I think there are several reasons for that. The most obvious is new competition. The audio pure-plays like Pandora and Spotify are going after our business. They are the shiny new toy that advertisers like. However, that industry has not proven itself yet, and will go through a massive transformation in 2014.

It is difficult to impact how these pure-plays position themselves to advertisers, but we as an industry must be vigilant to keep them honest. As a researcher, some of their claims to advertisers appear to be suspect.

More important, we need to do a better job of telling our story. Many of our people on the street no longer believe in what they are selling. To quote Pogo, "We have met the enemy, and he is us." Our people, both programming and sales, need to believe in radio and be proud of what they represent.

We all know that radio reaches 90-plus percent of the U.S. population every week. How often do our salespeople remind advertisers of this simple fact? Radio reaches just about everyone.

We also need to better tell the radio story beyond the music. What a typical station does between songs lends itself to a great environment for advertisers. Great local programming and strong relationships with the local community cannot be measured by any cost-per-point.

I am not going to underestimate the value of transactional business, but we cannot grow with the existing dollars on the table. Let's do a better job of finding those non-radio users and converting them into users. Radio works, and we need to better document this.

**Has anything on the research side of the industry impacted radio billing?**

The conversion to PPM in the top 50 markets was a definite speed bump. That rollout occurred at the height of the recession. We as an industry were slow to tell the PPM story, and many did not understand that listening did not change, just the way it was reported. It also led to what many perceived as ratings compression, which allowed for a negative reaction. That's water under the bridge now, and we must move forward.

I started as a local salesperson in 1981 and quickly became reliant on qualitative research. Local tools like Media Audit and Scarborough are more important than before. With ratings compression, qualitative can help differentiate your listeners from those who have the same rating points.

**How do you see Nielsen's purchase of Arbitron impacting the radio industry?**

It's too early to say how it will impact our industry. Nielsen has a strong presence everywhere. Now that radio is part of this tremendous organization, it should be easier to tell our story. Cross-referencing the existing radio-listening data with Nielsen's other databases may result in better documentation that radio works for advertisers.

The possibility that sometime down the road we could see single-source research combining radio, television, and digital does exist. This would be a win for all involved. **INK**

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Deborah Parenti is EVP/Radio for Streamline Publishing. E-mail: [parenti@aol.com](mailto:parenti@aol.com).





## BLAST From The PAST >>

### EYES WIDE OPEN....

Longtime WJR/Detroit announcer Charles Park circa 1948, watching intently for his cue. This shot, complete with a big beautiful WJR mic, is courtesy of the Library of American Broadcasting.

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Dan Lawrie - VP/Market Manager  
Cox Media Group, San Antonio

**for more info, contact Keith Hastings at Cox Media**  
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