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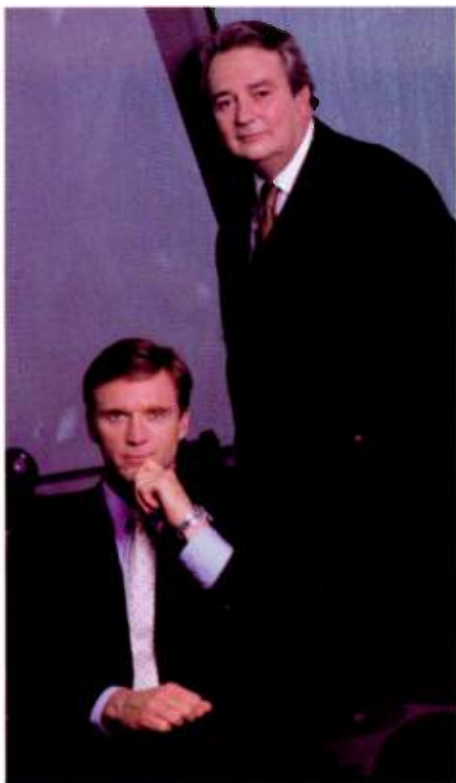


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RADIO'S PREMIER MANAGEMENT & MARKETING MAGAZINE™

VOL XIII • NUMBER 22 • October 26, 1998



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They could be considered the most aggressive company in the industry. About a year ago, Cumulus Media owned 61 stations. Today, they are at nearly 200, with no end in sight. Find out what Cumulus Media is all about in this month's *Radio Ink* Interview.

Cover and interview photographs courtesy of Jim Moy Photography.

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Advertisers have long played Radio stations against one another as a tactic in negotiations. "Divide and Conquer" is a time-tested strategy, and it works every time. Advertisers pit station against station because it helps them get more stuff for less money. Get it?

Sun Tzu, the ancient Chinese war strategist, wrote about it and Klausowitz, the great German war strategist agreed, "When you have created dissension within the ranks of your enemy and caused them to begin fighting one another, you have already won the war." In the Book of Luke, Jesus warns his followers, "Any kingdom divided against itself will be ruined, and a house divided against itself will fall."

Radio is a house divided.

Group owners, general managers and sales managers from coast to coast continually tell me, "We don't believe in saying anything bad about other stations." Yet, most of their reps violate that credo on almost every sales call they make. Who looks stupid? Radio.

When I conduct training sessions on the road, I often will use a deck of cards to illustrate how negotiations happen. There are three players in my card game: your station, your competitor and the buyer. Each party begins with five cards. The buyer gets a card every time he or she causes a station to become defensive or to trash another station. In

every instance, after just a few exchanges, the buyer ends up holding all the cards.

You see, the stations were not really competing against one another. They were competing against the buyer, who played them against one another.

Will you never understand that you're losing the card game when you sell Radio against Radio? We must start selling against other media. When the buyer says, "Which station should I buy?" the only correct answer is "You should buy both of us and take the additional money from newspaper or direct mail. Radio stations used in combination can kick the collective butts of print. "Media mix" is a thing of the past.

Radio must have a cease-fire, but it cannot be negotiated by the commanders of Radio. It can happen only as individual soldiers lay down their arms. Will you do it? Will the other reps at your station do it? If you will, I want you to tear this column from the magazine, sign it and fax a copy with your signature to the other stations in your town. Maybe they will respond by doing the same thing.

The Radio Revolution has barely begun. We have a war to win and butts to kick! But Radio won't be kicking anyone's butt until we stop kicking our own. ☎

Eric

B. Eric Rhoads, Publisher

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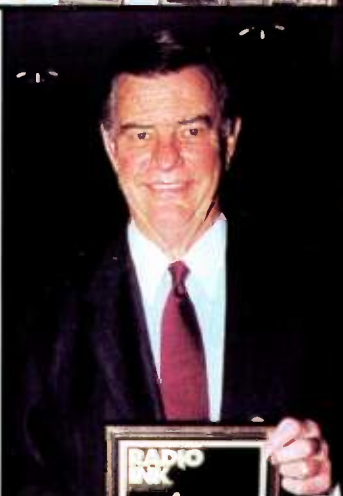
RADIO INK HONORS RADIO'S TOP 40 — The Most Powerful People in Radio have a great time at *Radio Ink's* bash at Seattle's Space Needle.



John Cullen of Capstar and Gulfstar and Eric Rhoads, *Radio Ink* Publisher.



Talk show host Doug Stephan was the first through the door.



Lowry Mays, Chairman/CEO of Clear Channel Communications.



WAIT! WHO OWNS WHAT?! — (l-r) Dan Mason/CBS, Randy Michaels/Jacor, John Gehron/CBS, and David Pearlman/CBS joke around with Mel Karmazin's and Lowry Mays' plaques.



Low Dickey, Executive Vice Chairman of Cumulus.



(l-r) Bob Lawrence, President and COO of Jacor, and Jeffrey Marcus, President/CEO of Chancellor.



Sam Zell (Jacor) and Lowry Mays (Clear Channel) yuk it up. Clear Channel became the No. 3 Radio company after merging with Jacor.



AMFM's David Kantor.



President/CEO Joseph M. Field, of Entercom.



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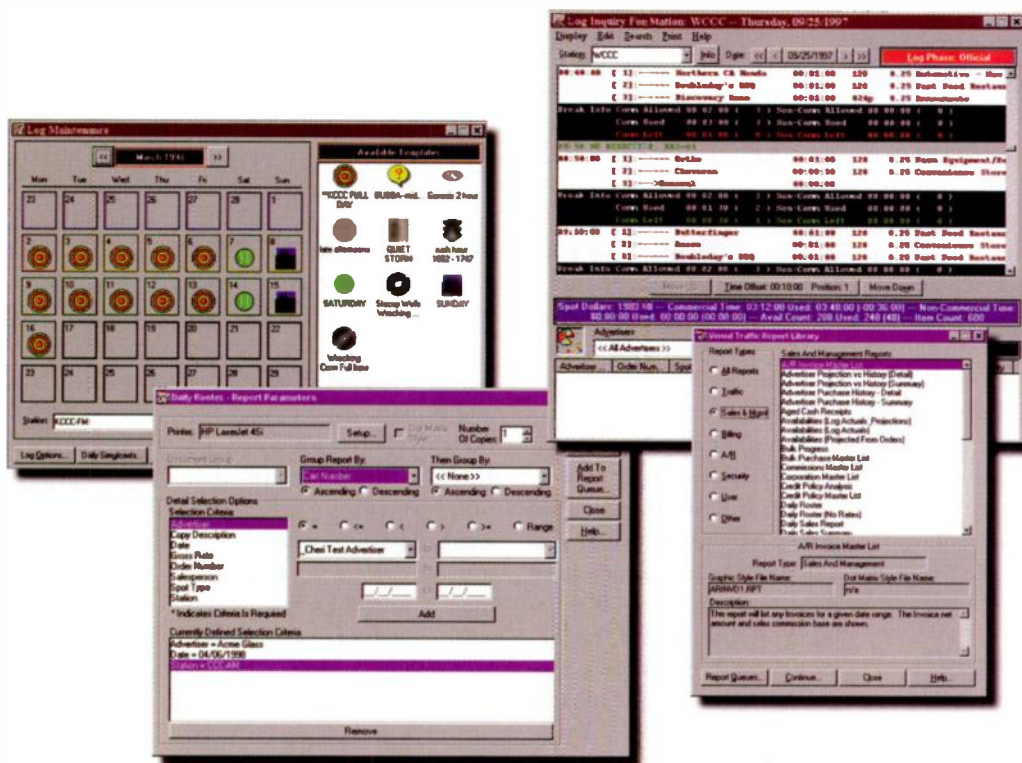
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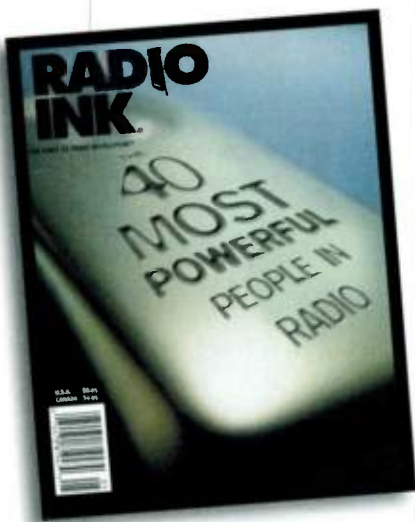
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Thank-You Notes

Just a brief note to thank you for my inclusion, and Saga's inclusion, in your group of 40 Most Powerful People in Radio (*Radio Ink*, July 6, 1998). You are indeed the *Forbes* of the Radio industry.

Edward K. Christian
President/CEO
Saga Communications



First, let me commend you on a fine publication. You're probably the classiest trade in the industry. I love the feature interviews.

Second, I wanted to thank you for running the photo of the Smooth Jazz WJJZ 106.1 fully wrapped bus in your June 22, 1998 issue (see "People in Ink"). We're very proud of it, and it sure has people talking!

Sil Scaglione
VP/GM, WJJZ-FM Philadelphia

More "Competitive Dilemma"

Of course I'd run Mr. Culbertson's spots (refer to *Radio Ink* Case Study "The Competitive Dilemma," July 20, 1998), but only after I'd gotten him to allow my Radio station to broadcast from his event at no charge

— a complete remote broadcast with all the glitzy showbiz trimmings. We'd proudly drive our station vehicle — a brand-new Toyota splashed with brightly colored logos from Culbertson's competitor — onto his lot. Our enthusiastic morning show jocks would greet his customers donned in T-shirts from the dealership across the street and introduce the competitor's popular little costumed mascot. The mascot and talent would generously toss competitor coupons for free oil changes into the crowd and extend an invitation to join them later that morning for a free register-to-win contest in the competitor's showroom.

[Am I] "jealous," Mr. Culbertson? Maybe "offended" might be a more appropriate word. We live in a competitive world where businesses are trying to stand out, brand their products and services in the eyes and ears of consumers, and win customer loyalty. Competition isn't evil and it isn't a new concept. It's a part of everyday life and a big part of business.

The biggest offender in this ridiculous "dilemma" is Bob Dellert. We all understand the importance of pleasing the customer and putting the customer first, but the unreasonable requests should not be accommodated. That's abuse — something our industry has experienced in unfair doses for too long and something we are guilty of perpetuating ourselves. Mr. Dellert is more than partially responsible for creating the dilemma and putting other Radio stations in an

uncomfortable position and negative light. He created hassles and a bad taste for Radio for his client.

Annmarie King, SM
WLZR-FM Milwaukee

Wal-Mart Stand-Off

I liked your piece on Wal-Mart (*Radio Ink*, Publisher's Notes, Sept. 14, 1998). They are indeed a big target for Radio, and certainly they are a retailer who should spend lots of money on Radio. I have traveled to Bentonville myself, trying to sell them on our media — to no avail I might add. I even tried to buy a billboard across the street from their headquarters to say, "Did you know that there are 35 Wal-Mart stores covered 24 hours a day by KTTS-FM?" Unfortunately, the closest board I could find was about 15 miles away.

Here in Springfield, we [are home to] the national headquarters of Bass Pro's Outdoor World, the largest outdoor catalog in the nation, with new stores in Texas, Florida, Tennessee and Illinois. (By the way, we do syndicate an outdoor Radio show on more than 600 stations.) I have worked hard to get them on our air. [We are] a perfect match, and they have been a "fair" advertiser for the last several years.

Another way we all can push Radio is via our Websites. We broadcast live and get responses from Australia, Canada and all over the U.S.

Curt Brown, VP/GM
KTTS-AM/FM, KLTQ-FM
Springfield, Mo.

Radio Stories Wanted

I am looking for former Radio professionals to contribute their views, opinions and insights to a new book that will examine the role of Radio in U.S. society since World War II (or since the arrival of television). I am especially interested in the way television impacted and influenced the role, value and quality of Radio after TV's debut in the late 1940s.

Please send your written contributions (any length is fine) to: Dr. Michael C. Keith, 153 Lindsey Street, Attleboro, MA 02703.

The book is to be titled *No Sound on the Moon: Radio in Society Since WWII*. It is essentially an oral history, which will feature your words along with those of many others, including Norman Corwin, Art Linkletter, Himan Brown, Les Tremayne, Ray Bradbury, Casey Casem, Paul Harvey, Karl Haas, Bruce Morrow, True Boardman, Daniel Schorr, Elliot Reid, Gary Owens etc.

Please include with your story a brief statement regarding your own involvement in the magic medium.

Dr. Michael C. Keith
Attleboro, Mass.

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COMMENTARY

Jack M. Rattigan

Marketing To the 50+

It's the fastest growing and most financially secure demographic, yet Radio appears to ignore those who have celebrated their 50th birthday. Many Radio stations continue to try to serve everyone (the 25-54 myth), yet we promote ourselves as "the niche media." There is obviously a contradiction here.

In the past few years, I have traveled the country to speak to stations about various marketing concepts. One of the most requested subjects is "Marketing To the 50+." These stations know what a powerful listener base they have, but they have to break down false impressions that "older people" have no money, don't buy anything etc. Now there is research to demonstrate the value of this demo. The facts prove that this underappreciated group is prosperous — and not afraid to spend.

Fortunately, from major markets to small towns, there are more and more stations now programming to the 50+. Some of these stations originate their own programming featuring local talent well-known in the market. Others are taking advantage of syndicated services such as *Music Of Your Life*, *Westwood One's Adult Standards* and *ABC's Stardust*.

The affiliates are growing day by day. In 1996 when *Music Of Your Life* went on satellite, they had 26 stations. Today, they have 114 stations, and the list is growing. The growth pattern with *Stardust* and *Adult Standards* is similar. These formats are successful on AM and FM. They feature nationally known talent such as Gary Owens, Jeff Rollins and Eddie Hubbard.

The sales opportunities are untapped and phenomenal. This demographic is the ultimate in niche marketing. Every 7.5 seconds another American turns 50 — it is a gold mine waiting for more pioneers. 50+s represent 43 percent of all American households. The 50+s are active, adventuresome and



affluent: 77 percent own their own home, they have 70 percent of the nation's personal wealth, they hold 80 percent of U.S. savings and take 163 million trips a year.

Who are the prime advertisers for this demo? Car dealers (43 percent of new cars), fast foods (they take their grandchildren), toy stores (25 percent of all toy sales), pharmacies (70 percent of all prescription medications), real estate (condos and second homes), health clubs (38 percent of health-club memberships) ... and the list goes on. There are few businesses that cannot benefit from this audience.

Today's seniors are redefining the concept of growing old, so don't stereotype them. They are into everything that is new and exciting. Computers and the Internet are not just for the young. According to Craig D. Spiesel, Director of Emerging Markets for Microsoft, "Older Americans are the fastest-growing purchasers of computers ... retirees are the most-active users of any age group on the Web." Aggressive Radio salespeople shouldn't overlook any business. Seniors like to be "invited to shop." Radio can get the message to them. ☎

Jack M. Rattigan, CRMC, a station consultant and motivational speaker, is CEO of Rattigan Resources. He may be reached at 757-484-3017 or by E-mail at jmr crmc@pilot.infi.net



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- "As I told you at the conclusion of your Grad School in Boston, I wish I had taken your course 30 years ago." — Joe Amatore, President, The Amatore Groups
- "You have to be the Michael Jordan of Radio sales and management consultants!" — Bill Wells, Director of Sales (a six-station megaopoly in Des Moines, IA)
- "For two days we heard the most astounding presentation. It was incredible! And we highly recommend it. But beware! If you're used to doing things like you have always done them and feel that's the best you can do, you may be in for a rude awakening." — Bill Sims, Owner/Manager, KIOT-FM Santa FE, NM (a former competitor of Giff's)
- "I now have an *explosive* system! By far the meatiest, most influential, most valued-packed, most real-world, have-you-got-the-guts, put-it-to-work seminar I have ever attended." — Bill Guertin, Sales Manager, WKAN/WLRT Kankakee, IL
- "This is BIG! 100 percent sell-out for 52 weeks. Now we can create a higher rate demand." — Tom Gaertner, Sales Manager, WKLH-FM Milwaukee, WI
- "Giff, you have a sense of what salespeople actually encounter in the street, and offer realistic solutions to solve their problems." — Chris Painter, VP/SM, KXLP/KYSM Mankato, MN
- "Dave Gifford is the ultimate sales pro, the greatest salesman since the Pied Piper, the King of the Closers!" — Ken Costa, Former VP/Marketing, Radio Advertising Bureau
- "Your presentation touched all the bases and delivered far more information than we could ever have expected. You targeted your presentation to our needs. You were sensational! What more can be said?" — Art Rowbotham, President, Hall Communications, Inc.

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What techniques, products, promotions or ideas do you implement to try to increase ratings?



MAJOR MARKET

**Joe Cariffe
DOS**

Chancellor Media
San Francisco

What ultimately drives ratings is what gets listeners to listen longer and record that listening. Know what listeners want, and give them lots of it.

Great programming is the foundation of winning in the ratings, aided by fun contests and promotions. A healthy marketing budget won't hurt either. You stay top-of-mind when your station is visible.

In preparation for a book, I first lay in those marketing and promotion elements that are the successful staples of the station. Then, I look for new opportunities with the help of the best consultants and advisors. Part of that advisory board should include marketing and promotion people from outside the Radio industry. Innovative ideas frequently come from such people, who are not encumbered by past experiences. Just the presence of guests in a meeting can invigorate your next strategic brainstorming session and make it more productive.



MEDIUM MARKET

**Ed White
Group Manager**

KLCN-AM, KOSE-AM/FM, KHLS-FM,
KAMJ-FM
Memphis

One thing that has increased our ratings is our high level of severe weather in this part of the country. We're not afraid to blow out regular programming and go wall-to-wall with our weather coverage. It's something to which we're committed.

Listeners call in and tell us where they are and what's happening. That brings in more listeners as well as positive letters. It's a different approach from giving away a house or a car, which a lot of the bigger stations do. But it's just as effective.

We also get out into the community in our service area. We do a Town Salute series that kicks off in the spring and runs through the fall. We go into towns, set up for a few days and do live broadcasts. We also are involved with county fairs. There is a lot of listener contact during the county fairs.



SMALL MARKET

**Dave Aamodt
GM**

KIT-AM, KATS-FM, KQSN-FM
Yakima, Wash.

Even though Yakima is not a continuous measured market, our listeners don't know that. We strive to deliver a quality product every day: PDs work with music consultants; music directors use Selector to manage music rotations; the production director keeps promos fresh and images the station to our audience. Entertaining and listener-involved morning shows that are visible and topical set the table for the rest of the day.

Contesting and promotions are secondary to putting out a quality product. We believe only a small percentage of listeners are interested in contests and prizes. Yes, during the ratings period the prizes are enhanced. However, the music, morning show and marketing of the stations are key to ratings success. Using TV, print, direct mail, remote broadcasts and personal appearances can make the station more tangible to the masses. ☐

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Selling the Inside Champion

Who Has the Ear of the Decision-Maker?



ROY H. WILLIAMS

As a little kid, I watched a clown named Ronald launch a worldwide fast-food empire by winning the hearts of "inside champions" all across America. Ronald found his champions watch-

ing Saturday-morning cartoons, and he impressed them with the idea that a toy should be included with the purchase of every hamburger and fries. Ronald knew that each little inside champion rode in the back seat of a car driven by a decision-maker, and that when the time came for that decision-maker to make a decision, his inside champion would fly into action.

Don't fall into the trap of thinking you must target "the decision-maker" in your advertising. In reality, our irrational tendency to over-target becomes even more pronounced in face-to-face selling situations. Perhaps it's be-

cause sales trainers have long insisted that, "The first step in making a sale is to reach the decision-maker. Don't waste time on people who have no authority." The result of this horrible advice has been that salespeople habitually ignore the very friendly and readily accessible "inside champions" who could make the job of selling so incredibly easy.

Your inside champion may be the secretary, the file clerk, the husband, the wife, the golfing buddy or the friend of a friend. But *never* try to target an inside champion. (No one likes being "used.") Just realize that inside champions are all around you, every day. All you need to do is tell your very convincing and compelling story to anyone and everyone who will listen to it. You never know whom a person might know.

While it always has been difficult to reach the person who has final authority to make a decision, reaching all the people around that person is usually incredibly easy. And if even one of these people is deeply impressed with your story, what do you think is going to happen — especially if you haven't asked that person to "talk to the boss" for you? Remember: It's not who you reach, it's what you say that counts. Or, as my friend Rich Mann says, "It's not who you know, it's who knows you."

How many strangers do you impress with your story each day? Have you been ignoring all the friendly, powerful inside champions who surround you? Have you mistakenly assumed that they couldn't help you because they weren't "decision-makers"? Are you proud of the product or service you sell? If so, then talk about it (even if the people who are listening all seem to be small potatoes)! 📧

Roy H. Williams is President of Roy H. Williams Marketing, Inc. He may be reached at 512-295-5700 or by E-mail at roy@rhw.com

QUICK READ™

- ▲ Don't fall into the trap of thinking you must target "the decision-maker" in your advertising.
- ▲ Salespeople habitually ignore the very friendly and readily accessible "inside champions" who could make the job of selling so incredibly easy.
- ▲ But *never* try to target an inside champion. (No one likes being "used.")
- ▲ If even *one* of these inside champions is deeply impressed with your story, what do you think is going to happen?



Roy's new book, *The Wizard of Ads*, is available in bookstores nationwide and is rapidly climbing the charts to become the best-selling business book in

America. Foreign publishers are now bidding for the rights to publish *The Wizard of Ads* in all foreign languages, including Chinese! Best of all, this book is pro-Radio!

JONES RADIO

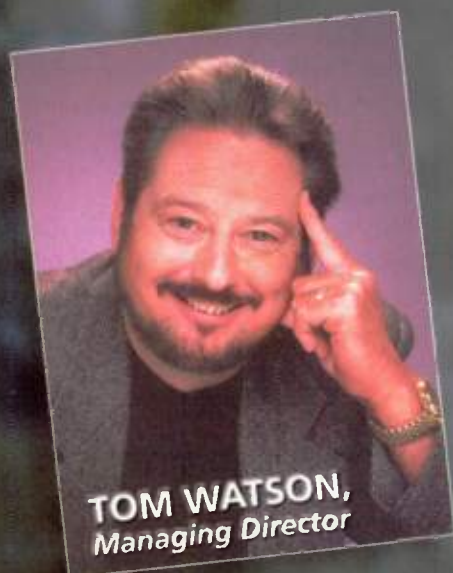
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Top-Secret Sales Strategies

A Dialogue to Sell Results



KENT MALINOWSKI

The best Radio sellers are masters at creating flanking/guerrilla/re-direct sales strategies. Their best re-direct strategies are closely guarded secrets. Here are some simple strategies that work well.

In this dialogue, our "Master Ninja" seller has three great campaigns to help a furniture store increase store traffic and sales. The problem: He knows the store owner has complained in the past about the Radio station's rates. Our seller's objective is to get the prospect to think about results, not rates.

Prospect: I'd consider buying some spots from you, but you have to get your rates down. If we do business, I won't pay you any more than \$X per point.

You: I appreciate your willingness to give us a try, and I really wish I could help you. Do you want cheap spots or do you want results?

Prospect: Both.

You: Of course. But which is more important, cheap rates or results beyond your wildest dreams?

Prospect: Results, of course.

You: Fair enough. So, what results are you looking for?

Prospect: I want to increase store traffic.

You: I understand. For a reason? (This move gets the real issues on the table.)

Prospect: My floor planning is exhausted, and I need to move it so I don't get hit with a big interest charge.

You: When you say "big", you mean ...

Prospect: \$60,000.

You: That's not a lot for a company your size.

Prospect: Are you kidding? That comes out of my pocket!

You: If you turned the inventory, how much profit would you generate, in round numbers?

Prospect: Roughly another \$80,000.

You: So should we talk about how to help you turn the inventory, or do you want to talk about spots?

Prospect: Turning the inventory.

You: Okay, but how open-minded are you



to new ideas and approaches for the campaign to turn the inventory?

Prospect: Very — because I have to move it.

You: How much would you spend if you were convinced it would work?

Prospect: I'm not sure.

You: Think about it. You have a \$140,000 problem. What would you spend to fix it?

Prospect: I'd spend \$20,000.

You: I thought you wanted to move it quickly?

Prospect: Well, I might spend \$30,000 if I knew it would work.

You: Even if my rates are higher than any other media in town?

Prospect: If your ideas work and I can move this inventory, it will be worth the premium.

You: Okay, I'll lay out my ideas. If you don't like it, would you be okay telling me "no"?


Prospect: Sure.

You: Thanks, because some people would say rather say "maybe" when it's really "no." What happens if you like it? Would you be equally comfortable saying so?

Prospect: Sure.

You: Good. I just wanted to make sure we're both okay with what would happen at the end of my presentation. In summary, I'll lay out my three ideas. You can say you don't like it and I'll leave. Or you can say "yes" you like it, and we'll schedule the campaign. Are you okay with that?

Prospect: Sure. What's your idea?

Now you simply have to present your ideas for the campaign. The sale is done. 

The best
Radio sellers
are masters
at creating
flanking/
guerrilla/
re-direct
sales
strategies.

Kent Malinowski is Managing Partner of SuccessWorks, a sales consulting and training firm to Radio industry CEOs. He may be reached at 888-667-7253 or by E-mail at successworks@usa.net

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When to Close Shoot for More than One Sale



DAVE "GIFF" GIFFORD

For starters, there are up to 12 opportunities to close a sale within a sale. Closing ...

1. A call-in lead.
2. After the opportunity presents itself, during the fact-finding call.
3. After you get a confirmed kill of their only remaining major objection.
4. After you set up an action close with a string of minor agreements.
5. After you gain a crucial agreement.
6. After recognizing you've scored with benefits the buyer relates to.
7. After their non-verbal communication tells you that you have the ring in their nose.
8. After you have confirmed definite interest.
9. After confirming that a condition of "implied consent" is present.
10. After confirming the buyer's intention.
11. After you get a "buying question."
12. After you get an order.

Nos. 1-11 don't require much explanation. No. 12 does:

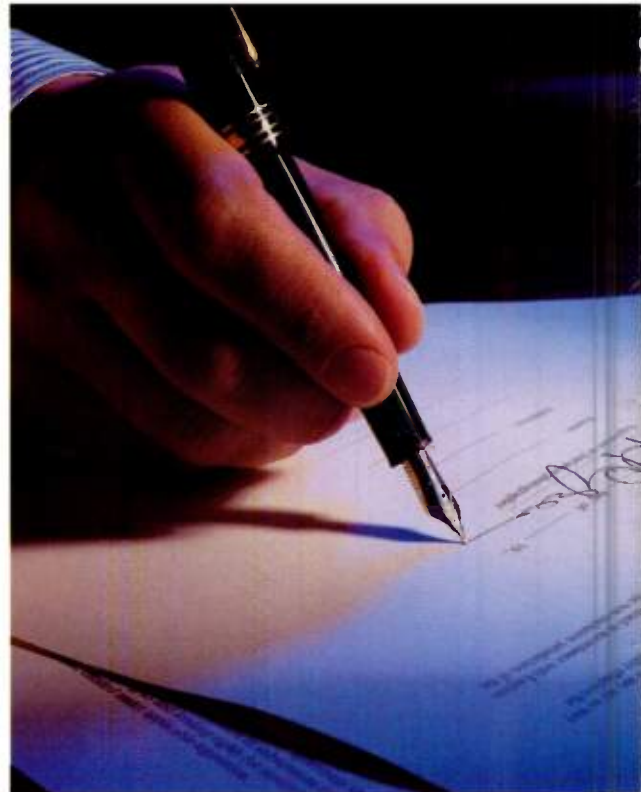
You've just closed a sale. Now what do you do?

According to the book, you're supposed to head for the nearest door before "buyer remorse" sets in. Note: Buyer remorse sets in when, in second-guessing themselves, buyers regret their decisions and cancel their schedules before they start.

Rubbish.

To prove it to yourself, keep track of the percentage of your orders that actually get canceled "before start." Why? Because only an infinitesimally small percentage of orders actually cancel before start, that's why. Which means, in heading for an exit because of the fear of buyer remorse, you've just made a decision based on the least-likely expectation.

So, what should you do? Go after another order. Every time you get an order, here is what you should say to yourself: By the numbers ...



1. Buyers don't buy unless they believe. And, because I just got an order, this buyer believes. This is not the time to leave.

2. This buyer just made a decision that he/she wants my time more than the money my time costs. Otherwise, why would such an exchange be made — the buyer's money for my time? The buyer wants my station, period. This is not the time to leave.

3. In selling, after getting a "no," the mathematical probability is that another "no" will follow. But after getting a "yes," the mathematical probability is that another "yes" will follow. I just got a "yes." This is not the time to leave.

4. Psychologically, therefore, the buyer must still be in a "buying mode." This is not the time to leave.

5. This is the time to ask for another order. For example, having just taken an order for Christmas, here's your speech:

"OK, we've taken care of Christmas, now let's take care of 1999. How many commercials do you think you'll need over an entire year? 1,000? 1,500? 2,000? More? Here are three schedule options that I worked up to start on the first Monday of the new year. Which one makes the most sense to you?"

Lesson: Forget "buyer remorse!" Always be prepared to go after more than one order at a time.

And one more thing: Try not to think about the money you left on the table because of the potential threat of buyer remorse. It will only make you sick. ☞

QUICK READ™

- ▲ There are up to 12 opportunities to close a sale within a sale.
- ▲ According to the book, you're supposed to head for the nearest door before "buyer remorse" sets in. Rubbish.
- ▲ Keep track of the percentage of your orders that actually get canceled "before start."
- ▲ Why? Only a small percentage of orders actually cancel before start.
- ▲ What should you do? Go after another order.

Dave Gifford is President of Dave Gifford International and Founder of The Graduate School for Sales Management. He may be reached at 800-TALK-GIF

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CUMULUS CLIMBING

Like a freight train rolling through small and medium markets across America, Cumulus Media is gobbling up Radio stations at a record pace.

With just over one year in operation, Cumulus now operates almost 200 Radio stations in nearly 40 cities. They are ranked fifth in total number of stations and 13th in estimated revenue. And they recently went public. Chances are, if you work in a medium or small market, you may have heard the Cumulus name circulating as a possible buyer.

Radio Ink spoke with Executive Vice Chairman Lew Dickey and Executive Chairman/Treasurer Richard Weening. Dickey brought his expertise from Stratford Research and his lengthy Radio background to Cumulus. Weening's background encompasses 20 years as a CEO and investor in book and magazine publishing, as well as other fields. Together, they are making waves in this free-wheeling post-Telecom buying frenzy. Why did they form this mega Radio company? How are they financed? Where are they headed? We put those and other questions on their table.

TAKEDOFF

INK: How did Cumulus get started?

Dickey: I was doing some consulting through Stratford Research with a company Richard Weening had an investment in through his venture capital company in the Caribbean, Caribbean Communications. Richard and I were in Trinidad working on the stations there. On a long flight back, we were talking about the changes in the industry due to the Telecom Act and what deregulation was going to bring.

Richard was sharing his experience in raising money and building companies. So, we decided it would make a lot of sense for us to get together and leverage off of both of our respective strengths and form a partnership. We did, and it has worked out extremely well. We are both very pleased and have developed a strong personal relationship in addition to an excellent business partnership.

Weening: Absolutely! The result is a pretty powerful combination of Radio industry expertise and financial know-how — a combination that is necessary to build a great media company, which is what we're trying to do.

Are you always looking for more stations, or do you have a specific number in mind?

Dickey: There is no goal, per se, in mind. We have a very large and substantial base to work from today. We are not looking for deals. We are looking for good deals. As long as we can continue to acquire quality properties that meet our criteria, we are interested. However, we are not just out there buying for the sake of buying. We have no target in terms of size, or vanity contest in terms of who has the largest group.

THEIR PIECE OF THE SKY

Why have you chosen the size



Lewis W. Dickey Jr. (r) is the Executive Vice Chairman of Cumulus Media Inc. as well as Deputy Chairman and a Director of Cumulus Broadcasting Inc. He was a founder and co-investor with Richard Weening in Cumulus. Dickey also founded and was President of Stratford Research Company, Inc. Dickey holds B.A. and M.A. degrees in English literature from Stanford University, and an M.B.A. from Harvard University. E-mail: lew.dickey@cumulusmedia.com

Richard W. Weening is the Executive Chairman of Cumulus Media Inc. and Chairman and a Director of Cumulus Broadcasting Inc. He was a founder and the initial investor in Cumulus through QUÆSTUS, a private equity investment and advisory firm for which he served as Chairman and CEO until March 1998, when he assumed his current position in Cumulus. Weening holds a B.A. degree from St. Johns University, Minnesota. E-mail: richard@cumulusmedia.com

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JONES RADIO NETWORK

On being a public company: "We're aggressive operators, no matter what. It is just a little different to look in the paper and see what your company is worth every day when you never had to do that before." — Lew Dickey

markets you're in?

Weening: We chose the mid-size and smaller markets for a lot of reasons. First of all, they are growing faster than the larger markets. As people make the lifestyle-driven choice to live in less-complicated environments, the [markets] historically have been a bit more resilient in economical downturns for a variety of reasons. This makes them attractive as well.

Frankly, the mid-size and smaller markets were unconsolidated when we started all of this. So, there was an opportunity to go in and do what Lew and I really do best, which is the original work of consolidation — putting together optimal clusters from independent operators, as opposed to buying markets where the clusters have already been put together.

Dickey: What we've found is that consolidation adds the first round of value-added, if you will, then brings larger market expertise in terms of sales and programming into the smaller markets. Together, they are a very powerful combination. Between those two, we feel consolidating smaller markets, based on what we're able to pay for the stations and the value we're able to add, provides the best lift for our shareholders.

When you go into a station, do you have a philosophy about what you need to do first?

Dickey: "Secure" would be our overriding

philosophy. When we go into a market, generally we acquire a full compliment of stations.

Our game plan is to do two things. No. 1, we want each station to stand on its own as a brand and maximize each station's individual audience and revenue share. No. 2, we want to optimize our cluster against the rest of the market.

With those two things in mind, and by having each station as an individual brand, we look to make sure we have the right management in place, separate sales forces for each of the stations and separate programming staffs for each of the stations. We don't have add-on stations that just operate out of a closet. All of these stations are run aggressively as if they were our only asset in the market. We have the advantage of having several of them in the market that we can collectively program to op-

timize against the rest of the market.

An early consolidation question was: Should sales staffs be separate or consolidated? It sounds as though your philosophy is that they must be separate to be successful.

Dickey: It is a combination of both. We are very buyer-focused and customer-friendly in that respect. Where it makes sense for advertisers to buy an individual brand targeted for them, that's what we'll focus on. However, when an advertiser is blanketing the market and we can provide a broad reach for that advertiser, who has a broadly targeted product or service, it makes sense for us to offer our entire basket of assets.

CENTERS OF GRAVITY

Where have you found and hired the people you have brought to your company?

26 ►

HOW THEY STACK UP

Company	Total Station Count
Chancellor Media	479
Clear Channel/Jacor	454
Cumulus	195
CBS	161

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LaLaine

Sam Stock



JOHN DICKEY

is Director of Programming for Cumulus Media Inc. and VP of Cumulus Broadcasting Inc.

Dickey is also a co-owner and former Executive VP of Stratford Research Company, Inc. Dickey holds a B.A. degree in American history from Stanford University. E-mail: john.dickey@cumulusb.com

Dickey: We generally go into a market and buy from two to four different sellers in a market, which means we generally have two or more ... different managers to choose from in a given market, [one of whom] ultimately [becomes] our market manager. For the most part, we have found very capable and qualified people in each of our markets. In some instances, where we haven't, or where sellers have decided that it was time to retire, or get out and do something else, we've had to bring some managers in.

In many instances, what we've found is ... that when we acquire four to five FMs in a market and put together a cluster, [we have] stations now that are billing substantial amounts of money — what would previously have been done at top-25 markets on stand-alone stations. [The cluster] is a significant media outlet now, which is what we feel is really going to bring and give small Radio its just due in these markets.

It is no secret that there are a lot of managers out of work today [because of] consolidation. So, there are a lot of very qualified, capable and talented people floating around with major-market experience as well as small-market experience. When we are able to establish these kinds of outlets in the markets, we can attract the industry's best

talent. Where we haven't found it locally, we aggressively recruit and bring it into the markets.

Do you have to educate your managers on the financial end of the business as it pertains to Wall Street?

Weening: We try to keep our managers focused on managing quality Radio groups, to focus on advertisers and listeners. One of the things we've done very successfully in our organization is to bifurcate the operating side from the corporate finance/Wall Street/merger/acquisition side of things.

Lew and I do a lot of the Wall Street and merger/acquisition work. Bill Bungeroth, who is the President of our operating company, runs the day-to-day operations of the business. Bill and his managers can spend all of their time focused on building the company at the operating level. Lew and I can spend our time on expanding it and taking care of our shareholders while finding the capital we need to fuel the business' growth.

Dickey: From a manager's perspective, they all have stock options. They open the paper and see the price of the stock every day. The tie-in for them is they all know the implications of their work on a daily basis. They know that, if each person is pulling his/her oar, collectively the company is going to grow, and the stock price is going to continue to increase.

Weening: There is a lot of enthusiasm and pride about the fact that we are public. People are very enthusiastic about being part of something new that is striving to succeed, which is now public and well-regarded. It is a great motivator for people.

Beyond that, the center of gravity within this organization is in each market. It is not in the center, like Milwaukee, Chicago or Atlanta. It's where the rubber meets the road.

AIMING SKY HIGH

Are your stations performing the way you need them to, to see return on investment?

Weening: If you look at our second quarter, you would see that our same-station revenue was up 21 percent and our cash flow was up to a mid-30-percent over the prior year. We are really pleased with that. It demonstrates that once we get control of these properties and are able to integrate them into our culture and put them together as clusters, we can drive top-line revenue and increase productivity in the properties.

The historical cash-flow level of the stations we've acquired as a group is well below the industry average in the mid-20s. We have to take them to the industry average, which is at least 37 percent across the public companies — 37 percent broadcast cash-flow margins. This is an 18-month or so process of bringing them up to that level. The answer is that we are not where we want to be, but the early indications from Q2 results are very positive and suggest that we will get there when we plan to.



WILLIAM M. BUNGEROTH

is the President and a Director of Cumulus Media Inc., as well as the CEO and a Director of

Cumulus Broadcasting Inc. Bungeroth joined Cumulus in April 1997 from WPNT Radio in Chicago, the flagship property of Century Broadcasting, where he was VP/GM. Bungeroth holds a B.A. in economics from Lafayette College, Easton, Penn. E-mail: bill@cumulusb.com

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What specifically needs to be done to achieve those results?

Weening: It is the consequence of the branding strategy of treating each of these stations as its own asset and matching their programming to the listener preferences by using research and by driving top-line revenue with a professional, well-trained sales organization that is delivering good service to advertisers. It is being a good operator and delivering a really good product.

Is it more difficult to operate stations with Wall Street looking over your shoulder?

Dickey: We're our harshest critics and our toughest bosses. With that being said, I would say that we're aggressive operators, no matter what. It is just a little different to look in the paper and see what your company is worth every day when you never had to do that before.

Weening: Isn't that the truth? We are far tougher than Wall Street ever could be in terms of the demands we place on ourselves. It is a little different and it does take time, because you have a whole new universe of people who want to talk to you, know how things are going, and with whom you have to engage in uniform and fairly complete communication.

You touched on the fact that all the stations together provide something different for the advertiser. Tom Hicks and Jeff Marcus talked about this in our last issue. They now have Radio, TV, and outdoor to provide to advertisers. Do you look at different things, or is it strictly Radio?

Weening: Lew is a pretty creative guy, so we're always looking at where things might go in the future, but right now we're pretty focused [on Radio].

Dickey: I think there will be cross-media synergies. My hunch is they will

28 ►

WHERE THEY ARE

Market/City	Number of Stations	Market/City	Number of Stations
Abilene, TX	4	Lake City, MN	1
Albany, GA	6	Laurel-Hattiesburg, MS	3
Albert Lea, MN	1	Marion-Carbondale, IL	6
Amarillo, TX	6	Mankato, MN	2
Ann Arbor, MI	4	Mason City, IA	2
Appleton-Oshkosh, WI	5	Montgomery, AL	7
Augusta, GA	6	Myrtle Beach, SC	5
Augusta-Waterville, ME	5	New Hampton, IA	1
Austin, MN	1	New Ulm, MN	2
Bangor, ME	2	Odessa-Midland, TX	5
Beaumont-Port Arthur, TX	5	Osage, IA	1
Bismarck, ND	4	Owatonna, MN	2
Boothbay Harbor, ME	1	Rochester, MN	2
Brooksville, MS	1	Salisbury-Ocean City, MD	8
Charles City, IA	2	Savannah, GA	7
Chattanooga, TN	5	Sleepy Eye, MN	1
Clear Lake, IA	1	Springfield, MN	1
Columbus, GA	5	Starkville, MS	2
Columbus, MS	2	Tallahassee, FL	5
Dubuque, IA	5	Toledo, OH	7
Fairbault, MN	1	Topeka, KS	4
Florence, SC	9	Tupelo, MS	7
Grand Junction, CO	6	Wabasha, MN	1
Green Bay, WI	2	Waseca, MN	2
Greenville-New Bern, NC	2	Washington, GA	2
Kalamazoo, MI	3	Wichita Falls, TX	3
Keene, NH	2	Wilmington, NC	3
Lake Charles, LA	4		

Source: MEDIA Access Pro, BIA Research, Inc.

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JONES RADIO NETWORK

be slower to develop than what everybody is hoping. However, I think, eventually, they will be more and more prevalent.

At this stage, people still require individual sales staffs to call on them for the different media and, with the way media planning is done, it is indicative of that. I don't think you're going to change the way all media is bought overnight. So, for that reason, we are extremely focused on building our Radio clusters and optimizing them in each of the markets. We're big believers in Radio and feel, with the clusters we're able to develop, we have perhaps the most powerful marketing weapon in each of our respective markets for all of our clients.

DERRING-DO

We talked to a banker who said Cumulus is as daring as a large company can be, referring to all the turnarounds with which you're involved, without having pockets as deep as other big companies'. What is your comment on that?

Weening: We don't do turnarounds and have not acquired that way. Our acquisition model is to go in and acquire the leading Radio stations in a market. We may fill to the legal max with Radio stations that are underdeveloped, but we're not a turnaround-strategy organization.

For example, look at the way Randy Michaels buys underdeveloped properties and builds them from nothing. We certainly admire what he does, but it is not our strategy. Our historic broadcast cash-flow margins are lower than the industry average, but keep in mind, we paid as a multiple of cash flow consistent with what everybody else paid, but we've got more upside.

Can you be more specific?

Weening: We come from, and agree with, the school of thought that broadcast cash-flow margins in a consolidated Radio market should be mid- to high-40, maybe even 50, percent. A lot of our markets perform at that level.

Yet, a lot of our markets' margins, because they were unconsolidated, were lower than that because they were independent Radio operators doing in the 20s. What we did was acquire these stations at 10 times the current year or better cash-

"When you have more cume than the local newspaper, you've got a hell of a story to tell advertisers." — Richard Weening

flow multiple, and since they had historically low margins, our opportunities were to put them together and bring those margins up to the industry average. Therefore, turnaround is not the accurate way to characterize what we've done.

Dickey: When you talk about turnaround, the company that comes to mind would be Radio One. They go in and buy "sticks," as they've done in Philadelphia, Detroit or Atlanta. They're generally buying peripheral or fringe signals, going in and trying to turn them around. This is a turnaround strategy.

Weening: Here's a statistic that will interest you. We once did an analysis of how many "sticks" we had in our [195] Radio stations. If I told you it was 11, would you see what I mean?

Dickey: It's an inaccurate perception.

THE SKY'S THE LIMIT

What are your views on the consolidation that is taking place in the industry today?

Weening: Look how far it has come since Jan. 1, 1996. This pace is going to continue until there is not much left to do. It makes a lot of sense. Consolidation is good. We have seen the value of it. You can run stations more efficiently and more effectively. So, as long as there is a compelling reason to continue to consolidate, it will continue to happen. We think it will continue to play itself out over the next couple of years, very much like it has over the last couple of years.

Do you believe this will lead to a bigger piece of the advertising pie?

Weening: It has already.

Dickey: It is going to be close to 8 percent for us this year.

Weening: One of the misunderstood things about these clusters — and what is one of the good things about consolidation — is they really, for the first time, put Radio in a position where it can actually compete with the other media. When you have more cume than the local newspaper, you've got a hell of a story to tell advertisers.

Consolidated Radio clusters are able

to tell this story for the first time. Take Toledo, for example: Last year, it was regarded as the second-fastest-growing Radio market in the U.S. This isn't because Toledo is the second-fastest-growing city. It is because Jacor and Cumulus, two good operators there, are expanding the Radio pie. We are competing with one another, but we're mainly competing with the other media to expand the overall media pie. We believe you are going to continue to see this happen.

ON CLOUD NINE

Do you receive offers for the company?

Weening: We never talk about that subject. The slightest hint about that would move our stock around too much. We are building a business and are focused on making it a wonderful company.

How long will you be in Radio? Are there any plans to sell anytime soon?

Weening: Listen, Lew has turned me into a Radio pig.

Dickey: Well, that's an affectionate term. We are trying to build a very substantial media company that can be competitive for a long time to come. Therefore, we're doing it methodically and have a great group of [people] who are working extremely hard — from our local managers, which are our cornerstones and the centers of gravity, to our operating team that is in the field on a daily basis: Bill Bungeroth, the operating CEO, and John Dickey, the Director of Programming. Together, these two operate the business day-to-day and, as well, they are flanked by our regional Directors of Sales and all the other very important hardworking people we have on the corporate staff, whether it be in engineering, information technology or the entire group.

We have a very solid group of people who are dedicated. Together, we are building a wonderful company. We haven't set a limit on the number of stations or what we want to do. We'll continue to grow the company and increase the value of the shares. ☐

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HOT



Are you giving customers a bad name?

Many salespeople do not pay attention to an important detail: getting the customer's name correct.

Using nicknames and contracts with misspelled names is a turnoff and an insult.

Keep name-related problems to a minimum:

1. **Pay attention:** Listen to how people pronounce their names.
2. **Eliminate uncertainty:** If in doubt, ask them to say it again.
3. **Don't assume:** Avoid nicknames. Be sure the name indicates male or female.
4. **Proofread carefully:** Go over letters with a fine-tooth comb and have someone else double check your work.

Source: Michael Palmer, Enlightened Products & Services (enlightenedproducts.com)

How does your company rank in supporting your sales-skills development?



- Great — It's continual and consistent . 19%
 Good — Something's done at least once a month 9%
 Fair — Every quarter we do something sales-skill related 14%
 Poor — A motivational speaker pops in at our national sales meeting once a year at best 7%
 Forget about it — I'm on my own . . . 51%

Source: <http://www.justsell.com>

More Clients

Finding clients is the key to continued growth in Radio sales. Ask the following three questions in your sales meeting. Then discuss the answers with your team.

1. I make at least five cold contacts per week — yes or no?
2. I currently am working on six qualified new-business prospects each quarter — yes or no?
3. I get one referral per quarter from each of my active accounts — yes or no?

Ask your reps to keep a tally of these requirements. In two months, start your sales meeting with reps listing the clients who fit into the above questions.

Source: Ken Scott, Selling with Heart (ken@kenradio.com)

SALES MEETING

Help Sales Take Off

When new local direct business isn't flying, try holding your next sales meeting as close as you can get to your nearest airport runway. Even just a few minutes there can help sales take off and can land new revenue for your station.

There is nothing like feeling your whole body vibrate from the power of jet engines. It reminds us that real sales force comes from focusing all of our energy in one direction.

Strong declarative statements of intent are powerful engines. They help clients feel secure about following the course your salespeople chart. Whether taking off on a new presentation or approaching the final destination of a closing agreement, good pilots control direction.

Sales leaders know this. They lead by continually making strong declarative statements as to where they are headed. Getting out on the runway is an innovative way to remind salespeople how it feels to be in command.

Jay Steven Levin is SM, KOCN-FM Monterey, Calif. He may be reached at 831-422-7484 or by E-mail at jlevin@ccmonterey.com



Fast Factoid

There are more than 550,000 franchise businesses in operation in the United States today, ranging from fast-food restaurants to car dealerships and generating more than \$800 billion in sales. Source: Franchise 500

New Product

From the advantages and disadvantages of telephone selling to selling credibly over the telephone to how to pitch your product, author Dan Coen details telephone selling techniques. For more information on his book, call Dan Coen at 818-228-6057 or E-mail him at dcdcd@aol.com



Station Success

KMOX-AM St. Louis recently raised more than \$53,000 for the American Cancer Society during their Voice of Caring Radiothon. For more information on how to pull off this promotion, call VP/GM Rod Zimmerman at KMOX 314-621-2345.

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Business Bits

News and gossip you should know and be able to discuss with your clients. Remember — knowledge is power. Know their business.

SB SmithKline Beecham has hired McCann-Erickson Worldwide, N.Y. to help launch Paxil, an antidepressant. The account is estimated at \$25 million.

DSW Partners and Messner Vetere Berger McNamee Schmetterer/Euro RSCG, N.Y. are creating a joint team to manage Intel Corp.'s \$100-million media account.

Nike will be spending up to \$50 million in early '99 to introduce its new swooshless sub-brand, Alpha.

The Gap is sending E-mails to customers, informing them of the ability to purchase khakis online (www.gap.com).

Miller Brewing Co. plans to position Southpaw Light as a low-calorie companion to Red Dog beer in 1999.

Procter & Gamble will offer Radio listeners a chance to identify the new Nyquil pitch man. A trip to anywhere is the grand prize. 800-number callers will have a chance to enter.



Arby's is expected to spend \$60 million in advertising in 1999 in a major brand evaluation to position the company for growth.

Pepsi-Cola Co. is using the World Series to launch its newest diet cola, Pepsi One.

All advertising for **The Motley Fool** Internet site is now being handled by The Martin Agency, Richmond Va.



Hills Department Stores will be refurbishing its 155 stores to add to its recently added \$3-million inventory tracking equipment upgrade.

Eddie Bauer has started a relationship management program to manage key customer information, including Web info (www.eddiebauer.com).

Sources: Advertising Age, AdWeek, Brandweek, Supermarket News, Furniture/Today



OBJECTION Rejection

"I only use the newspaper."

We have a good newspaper. Many of my customers previously used the newspaper exclusively. Once they discovered these other options, they were pleasantly satisfied to find they could advertise even more efficiently by adding Radio to their advertising mix.

Source: Debbie Whitaker-Platt, Solutions

FUEL UP AGAINST ENERGY SLUMPS

Ever feel like canceling those afternoon sales calls because that high-carb lunch and the drive have you feeling as though you need a nap? A survey conducted for PowerBar by Market Facts listed the following energy boosters most-often used:

Fruit, bagel, granola, energy bars	50%
Chips, popcorn, other salty products	20%
Candy	18%
Cookies	7%

The study also revealed that people in the 25-34 and 35-44 brackets experience their energy slumps most often between 1 and 3 p.m. Energy levels for those 18-24 appears lowest between 8 and 10 a.m. [What, no breakfast?]

Another fact of interest is that women are slightly more likely than men to eat fruit at low-energy times — by a margin of 30 percent to 27 percent.

Source: AdWeek

Floral Facts

How many times have you taken an idea to the flower shop in your local supermarket?

- Retail sales of the total floral market stand at \$14 billion.
- Retail florists enjoy 49 percent of those sales. Supermarkets have 21 percent.
- Fresh cut flowers are marketed by more than 84 percent of supermarkets.
- Floral departments equal 1 percent of total store sales.
- The month of May accounts for 11 percent of annual sales (21 million people give flowers for Mother's Day).

Source: Supermarket News

Online Idea

Have you pitched your station Website to a local grocery store? You may want to start out small, but the opportunities are limitless. Create a link on your Website where local residents can shop for their groceries and have them delivered. It's a great way to develop a database and get the specific likes and dislikes of your listeners.

If you're creative, you can create a fun promotion around the delivery of the groceries. Chances are your local grocer is already knowledgeable about this concept. Grocery chains are exploring whether or not on-line shopping will catch on. Schnuck Markets in St. Louis recently expanded its Internet-based home-shopping service. At Schnuck's, delivery fees cost \$12.95 for same-day service, \$9.95 for in-store pickup. Source: Retail Systems and Marketing



WHAT ARE YOUR AUTOMOTIVE CLIENTS' CUSTOMERS THINKING?



A study conducted by the NPD Group finds that new-car buyers take an average of six weeks to make a purchase. Fifty-eight percent say they know in advance what brand they want. Eighty-five percent say they buy one of the makes they'd first considered.

Factors that shape how consumers choose a new car:

Appearance	74%
Functionality	71%
Features/Options	69%
Good Reputation	63%
High Quality	51%
Best Value	47%
Low Price	25%
Luxury Features	25%

Source: AdWeek

Fast Factoid

The percentage of people who enjoy shopping for food has grown from 46 percent to 57 percent over the past few years. And, 54 percent now enjoy shopping in supermarkets, as opposed to 46 percent just a few years ago. Source: Rogers Public Policy

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Would You Hire You? Are You A-OK?

by Sam Parker

Tomorrow morning, wake up 30 minutes before your usual time, grab a legal pad and consider the following: If you were trying to recruit someone to fill your spot, would you hire you? This is about helping you become more effective. The idea is to evaluate yourself from a business standpoint. It's not personal.

This kind of objective analysis is difficult. If it's going to be helpful, you have to become an onlooker. You have to become your manager and interview yourself without giving yourself the job just because you think you're a hard worker or you "really feel like you could be the company's next superstar salesperson."

You're sitting across from yourself, and you explain the position. You're the manager. You're trying to find the best person for the job. You need someone who will support the goals you have for your sales effort and the goals of the station. You'd like to have someone in the spot who'll generate explosive revenue and be a motivator to others in the entire organization. You want a revenue machine who will make you look like a star for hiring the best AE on the planet. Long-term, you want someone who can take over as manager. Let's start learning about the job candidate.

Tell me about your sales experience to date, successes and failures.

Awards, market penetration and past earnings are great starts to your successes, but dig a little further. Write about the new proposal system you developed or the presentation you created that's now being used by all the sales reps because it's so successful.

If you don't have any successes beyond the numbers and you want to move into other roles in the company during your career, consider what you could do and then get to work on it (on your own time — you'll get handsomely paid, whether it lands you a higher paying job at another station or within your company).

Failures?

This is you evaluating you. This will help you identify where you need to improve. Your boss is doing it now, and you don't need to have it pointed out to you as s/he prepares the proverbial file. If you don't have any failures, there's no way you're trying.

What do you like and dislike about the sales process and why?

Do you like a quick sales cycle or one that takes a year but is more complex? Why do you like these aspects of the sales cycle and the clients you're calling on? Answering these questions will help you determine if you're in the right type of sales environment or selling to the right type of customer. If the positives outweigh the negatives, you'll be much more likely to succeed than if there's a long list of issues that make you dread your selling day.

What do you like and dislike about the products or services you sell and why?

Obviously, if you have more problems with the products you sell than excitement about selling them, you're not in the right place. So either work on getting excited about some of the aspects of your product, or consider a change. If you're not in the right place, you're of little value to your station in the long run, and your personal opportunity cost is huge. As anybody will tell

You have to become your manager and interview yourself without giving yourself the job just because you think you're a hard worker or you "really feel like you could be the company's next superstar salesperson."



you, if you love the stuff you sell, you'll rarely get bored trying to bring in the revenue. Genuine enthusiasm excites prospects and customers into taking action with you instead of your apathetic competitor.

Tell me about your most recent three days at work, beginning to end.

If at least 75 percent of the 24 hours you worked over the last three days wasn't spent in front of a prospect or customer or wasn't engaged in prospecting itself, you might have a serious problem in regard to the headline of

this article. Even if you have a call-report maniac leading your sales team, more than 25 percent of your time spent on administration means more than a full day a week spent on non-revenue-generating activity.

Describe how your prospects and customers feel about you as their sales representative.


Everyone's not going to like dealing with you — you can count on it — but the key is that most should. If this isn't the case, what can you do to improve? They don't have to like you personally; they just have to want to work with you more than with your competitor.

How would those with whom you work — across all areas of the company — describe you and the work you do.

You have to be a positive force in your company, someone on whom people can count and with whom people enjoy working. Don't forget to be brutal — this is about improvement.

If management is your next goal following the direct sales role, what are you doing now to prepare yourself for that position beyond the mentoring and coaching your station might provide?

Sure, a stooge gets put into management every now and then without doing anything special, but that's not the way to bet. Plus, you don't want to be one of them. If you're lacking in this area, put in some time on the weekends and start prepping yourself. Read what managers read. Attend their classes and association meetings. Play the part before you're there.

Life is quick and seems to get quicker each month. Stop for a second and evaluate yourself like a cold-hearted manager who doesn't care one bit about where your next paycheck comes from. Wake up a little early tomorrow, do it on the plane instead of watching the second-rate movie you've already seen, or do it during your "dinner for one" time on the road. More importantly though, take positive action now — this exercise means nothing without subsequent action. 

Sam Parker is President of just-sell.com, the Web's sales community and resource. He may be reached at 703-920-0483 or by E-mail at sam@justsell.com



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PROMOTION

Christmas Wish Promotion Tug Heartstrings at Holiday Time

by Greg Thomas

This is your opportunity to use the power of Radio to make Christmas wishes come true for those who have fallen on hard times. There are two approaches. The listener approach will make your listeners respond and look good. The sponsor approach will make your sponsors look good and probably make you more money.

Listener Approach — Contact a local mall, large discount store or any local retailer who handles everything from food to clothing to medical supplies. Get a local social-service agency, like the Salvation Army, to help screen requests. In early November, begin running promos (on an OES schedule) saying you'll be granting Christmas wishes for the less fortunate.

Have in-coming wishes screened by the service agency, then put the best ones on the air, beginning the Friday after Thanksgiving. Put each wish on an ornament on a Christmas tree at the retailer's location. Listeners go to the retailer, select a wish, purchase it and leave the merchandise at the store for distribution.

Sponsor Approach — You will need a social-service agency for screening and four nontraditional advertisers (large manufacturers, law firms, discount stores, banks or utilities). Sponsors purchase a marketing plan that includes name and location in the promos and mentions in the wish announcements, and entitles them to decide the wishes to be granted. Sponsors are not required to grant any wishes at personal expense, but merely to act as advisors.

Beginning the first week of November, broadcast promotional announcements telling listeners you will grant someone's Christmas wish. Run the promos on an OES schedule. Listeners mail

their wishes to the station by a deadline. Store the wishes in a safe place. When you have a good number of envelopes with which to start, open them with the four sponsors, sometime near Nov. 20. Meet with sponsors weekly until the end of the promotion to check on progress and evaluate more wishes.

Sort wishes into categories: "No Way" (obviously selfish requests), "Possible" (an excellent addition to the plan if time permits) and "Absolutely" (you *have* to find a way to grant these). List the wishes by number and the action taken.


Follow up immediately. If a third party agrees to grant a wish, determine who should contact the wish recipient and when it should be done. Note when it should be complete, and check to see it is done.

Once complete, prepare a promo for the wish by reading the letter on the air. Be careful to remove all names and other information that would reveal the recipient.





Tell listeners what you and your sponsors did, but don't tell them everything. Make a chart of wishes granted, ranking them in order so the biggest, neediest or most heartwarming is at the bottom. Start your Christmas Wish Granted promos at the top of the list and schedule them according to your chart as you get closer and closer to Christmas. Start them about Dec. 10 and run them through Christmas Eve.

Have one more meeting with sponsors to discuss the progress and review the final batch of letters. If letters come in after the deadline, decide whether they are serious enough to merit a special meeting. 

Greg Thomas is Co-Owner of KELI (K-Lite) Radio, San Angelo, Texas. He may be reached at 915-655-7338 or by E-mail at tailguy7@airmail.net



"Tom, we bought another radio station last night."

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Radio Shines for *Radiance*

Radiance is a new time-released multi-vitamin formula that provides all the traditional vitamins and minerals plus the newest factors recognized by science for their valuable nutritional support: Co Q-10, Pycnogenol, Ginseng, Green Tea Extract, Chromium Piccolinate, garlic and more. What follows is an interview with Jim Flaherty, VP of Advertising and Marketing for Nature's Bounty, regarding the role of Radio in the success of *Radiance*.

INK: How have you used Radio?

FLAHERTY: Our initial Radio advertising was in June, July and August of this year. Our ad agency, Chase/Ehrenberg & Rosene in Chicago, bought markets locally, market-by-market, covering most of the U.S. We tagged our spots with supporting retailer names in each market. For the second half of the year, our agency recommended all-national Radio. We're now on all the top networks and programs such as *Dr. Laura* and *Larry King*.

What is your budget for Radio?

I cannot disclose the actual numbers, but it's a multi-million-dollar campaign.

What is the target demographic?

The target is women 35+. Sixty-five percent of all vitamin purchases in the U.S. were made by women, primary purchasers of vitamins for themselves and their families.

Why did you choose Radio?

Radio's :60 commercial format allows ample time to describe *Radiance*'s attributes in detail. Radio also enables us to target our specific audience with minimal waste of ad dollars. Overall, the cost efficiencies of Radio helped make this an "easy buy" decision.

Can you give us more detail on why it's easy to buy Radio?

Sure. Let's say I wanted to buy one of the top markets to reach women 35+. I can buy Radio at 90 percent efficiency. If I buy newspaper or TV, I'll buy at 30-50 percent efficiencies. I can target on Radio. Radio has the ability to reach more than 90 percent of my market. As budgets increase, we add new listeners by adding stations and/or additional time periods. By comparison, newspaper readership is limited to its circulation.

What kind of results are you seeking and how do you feel about them?

Our results were good enough from our first market-by-market Radio buys to

make a second flight by running national Radio from the end of September through mid-November. The reorders at the store level confirmed that we made the right choice.

What advice would you give people deciding whether or not to use Radio?

Radio is a pervasive medium. It's a wonderful way to target a clearly identified demographic and lifestyle, with very little waste. Radio can promote prompt consumer action because it reaches the consumer closest to the point of purchase. Our "reach" cpm outnumbered all other media. ☐



Jim Flaherty
VP of Advertising and Marketing for
Nature's Bounty



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MOVERS & SHAKERS



NATALIE SWED STONE

In New York, Natalie Swed Stone has joined The Media Edge, the global media services company of Young & Rubicam Inc., as VP and Manager of Network Radio. She most recently was National Account Manager and Marketing Director for MediaAmerica, Inc., a syndicator of national Radio programs. ☎

JOHN BURKAVAGE

Marlin Broadcasting has named John Burkavage as VP/GM of WTMJ-FM Miami/Ft. Lauderdale. He had been GSM at WTMJ during the past year. ☎

MATT GIANANTE

Mercury Radio Communications in Buffalo, N.Y., has appointed Matt Giansante as LSM for WEDG-FM. He will also oversee Mercury's United States sales for CKEY-FM. Giansante has had 12 years of advertising and marketing experience. Most recently, he was Senior AE for Tavco Direct Corp. ☎



ARTHUR HAWKINS

WBAL Radio has named Arthur Hawkins as its Sports and Events Marketing Manager, a newly created position. He will work with WBAL sales staff to generate sales through various sporting events, including those of the Baltimore Orioles and the University of Maryland. ☎

BRIAN BIELER

Chancellor Media Corporation has appointed Brian Bieler as VP/GM of KTXQ-FM Dallas. He was formerly Viacom Radio Group President and has had 28 years of Radio broadcasting experience. ☎



DAVID J. FIELD

Entercom Communications Corp. has named David J. Field as company President. He had been COO since 1996 and CFO since 1992. Joseph M. Field, who has been Entercom's Chairman/CEO/President, will retain the title of Chairman/CEO. ☎



Nearly a Blast!

Kevin Lockhart, Prophet Systems Innovations President, spent his early Radio days meeting the needs of the community. Here he is in 1989 with Miss Nebraska at a KOGA fundraiser. An unidentified volunteer and a station staffer (Yvonne Grotesluchen) stand by as designated chaperones. 'Nuff said!



You Dirty Rat!

Members of WRAT, WLTW and WPLJ celebrate the second anniversary of "The Rat" during Ratfest in Seabright, N.J. The Rat is confirmed to be an actual newspaper salesperson from the local community.



Who's Analyzing Who?

Radio psychologist Dr. Toni Grant shoots the breeze with Kelsey Grammer, AKA Dr. Frasier Crane. Wait — he just *plays* a Radio psychologist on TV!

Are your remote events big enough to fit your on-air image?

Think BIG!

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BIG NTR Source
BIG Revenue Generator

36' tall!



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BOOMBOX
PROMOTIONS

NOVEMBER

QUICKFIX™

Vote WXYZ — During election week, host a fun campaign to encourage listeners to "vote" for their station. Have polls open at different client locations, and offer special deals for listeners who come in and say they listen to your station. For example, have buy-one, get-one-free lunch; \$10 off shoes; free soft drink; free video rental with registration; or \$15 hair cuts.

Fall Fashion Preview — A mall or department store can host a fall fashion show. A mall can tie in several clients in the mall to participate. Make the fashion show a working-woman's show and have it during lunch hour in the food court. Tie in a hair show and demonstrate the latest fall hair styles.

DATES TO REMEMBER

- 1 New York City Marathon
- 2-8 Drug-Free Babies Week
- 3 Election Day
- 7 Sadie Hawkins Day
- 11 Veterans Day
- 12 National Young Readers Day
- 15 American Enterprise Day
- 15-21 American Education Week
- 19 Great American Smoke-Out
- 22 National Stop the Violence Day
- 22-28 National Adoption Week
- 26 Thanksgiving Day
- 27 Busiest Shopping Day

NATIONAL

Diabetes Month; Child Safety and Protection Month; Alzheimer's Disease Month; Epilepsy Awareness Month; Project Red Ribbon; International Creative Child and Adult Month

TARGET PRODUCTS AND ACCOUNTS

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

DECEMBER

CHRISTMAS FUN

Santa Calls — Parents can register at a retailer for their child to receive a call from Santa. There should be a form for parents to fill out, with information about their child — name, hobbies, age, best friend, school, Christmas gifts to come, address, pets, phone number and siblings.

Santa's Workshop — Work with a department store to offer free assembly of toys with purchase during a certain time period. You also can set up shop to assemble toys in a central location — listeners can stop by and get help.

Light Up the Night — Encourage listeners to send in photos of their homes decorated with lights. Station call letters and a major sponsor's name must be shown to win a prize. The prize needs to be substantial — cash, gift certificates or a trip.

Win a Free Office Christmas Party — Many offices cannot afford to give their employees a Christmas party, so have listeners fax in to win a free party for their office. Workers can have all employees sign a petition begging for a party, or use any creative idea for entries.

The Gift Tree — Work with a client to put a tree with envelopes attached to the limbs at a client location. Each customer can pull an envelope off the tree and win a prize (you can make the drawing available with a minimum purchase). One envelope should include a major prize. Other prizes can be CDs, coupons, discounts and store merchandise.

DATES TO REMEMBER

- 1 World AIDS Day
- 10 Human Rights Day
- 14 Hanukkah
- 16 End Fall Arbitration
- 21 First Day of Winter
- 25 Christmas Day
- 26 Boxing Day
- 31 New Year's Eve

NATIONAL

Stress-Free Family Holidays Month; Safe Tots and Gifts Month; Universal Human Rights Month

TARGET PRODUCTS AND ACCOUNTS

Sporting Goods; China, Silver, Crystal; Luggage; Banks and Credit Cards; Bakeries; Travel and Airlines; Toys; Christmas Sales; Credit Cards; Jewelry; Appliances; Office Supplies

**Radio Ink assumes no responsibility for the viability of the promotions mentioned. Stations are advised to check with legal counsel regarding legality and possible lottery. Sales Promotion Planner is compiled by Kim Stiles, creator of the Promotional Marketing Planner. She may be reached by phone or fax at 770-974-6390 or by E-mail at stiles@mindspring.com*



COPY CLIPS

Convenience Store

:30 Pioneer Plaza

(To the tune of Jingle Bells — sung quickly under — 33-rpm instrumental version played at 45) Browsing here ... Browsing there. Hunting high and low. (sfx: rifle shot) Knocking items off my list. A-shopping we will go! Spend it here ... (sfx: cash register ring under) ... Charge it there ... (sfx: cash register ring under again) But, before we buy, Pioneer Plaza's where we'll gas the car up 'fore we fly. (sfx: squealing tires under) Annr: Now may be your busiest time of year — with Christmas shopping, entertaining and activities — all the more reason to make a convenient stop at your any-time, every-time rest stop, restaurant and refueling center: Pioneer Plaza. Highways 41 and 145, Richfield. And, Pioneer Plaza gift certificates make great holiday stocking stuffers!

Ted Lyon, WBKV-AM
Milwaukee, Wis.

Have a few good spots you'd like to share? Send scripts to Amy Morrell at Radio Ink, 224 Datura St., Ste. 701, West Palm Beach, FL 33401 or E-mail to amymorrell@radioink.com

Pet Store

:60 Pugh's Petcenter

Pugh's Petcenter, the tri-state area's largest pet-supply store, has three holiday reminders for you. (sfx: dog barking) ... Uh, translated in English, that means, if you're a human, don't forget about your best friend this holiday season ... How about a great new toy from Pugh's Petcenter? Next ... (sfx: cat meowing) ... Uh, for those of you who haven't had the opportunity to study the wonderful language of feline, that means, if you have a cat, how about a stocking full of treats from Pugh's Petcenter? And, last, but not least ... (sfx: bird chirping) Our feathered friend reminds everyone who owns a bird that a new cage from Pugh's Petcenter would put a big smile on its beak! (music under) ... And, for everyone with pet lovers on the holiday list, gift certificates from Pugh's Petcenter are perfect! Pugh's Petcenter — the store with heart — in Hagerstown, Waynesboro and Chambersburg. Jeff Wine, WCHA-AM, WIKZ-FM Chambersburg, Pa.

Stoves/Fireplaces

:30 Rocky Mountain Stove and Fireplace

(sfx: very slow, romantic Christmas music) Annr: Don't put a "damper" on Santa's coming down your chimney this season! Install a new gas, wood or pellet stove or fireplace from Rocky Mountain Stove and Fireplace. Rocky Mountain Stove and Fireplace can fire up your holiday season with warmth, romance and elegance. They have a large selection of stoves and fireplaces to choose from, and a great selection of accessories that make great gifts. Right now, purchase a stove or fireplace and receive \$100-worth of free upgrades or accessories. Don't get caught in the cold — visit Rocky Mountain Stove and Fireplace — 990 South Main. Light your fire, and let Santa come in from the cold. Rocky Mountain Stove and Fireplace. Shandel Kelley, KNUC/KNFL Logan, Utah



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Program **INK**TM

Ideas About Radio Programming

Station Stuff

American Media, the nation's largest providers of prize insurance, has paid the single-largest prize in the history of Radio — \$1 million — to a KIIS-FM Los Angeles contest winner. The money was awarded to 22-year-old Karolina Khodzhyan of Glendale, Calif., during a "Birthday Game" contest.



TOP FORMATS IN THE COUNTRY

Format

No. of stations carrying the format

Country	2,470
News/Talk	1,141
AC	929
Oldies	822
Spanish	585
Adult Standards	565
Religious	362
CHR	312
Hot AC	300
Rock	295

Source: Interop's Station Scan database, based on M Street Corp. format definitions.

TRUE OR FALSE?

Top 40 is just a teen format.

FALSE — It is at or near the front of the market, 18-34 women in most markets: Washington, D.C.; San Francisco; Tampa; Buffalo; and it pulls big 25-54s in many markets: Pittsburgh, Huntsville, Dallas, Wilkes-Barre etc.

Source: Vallie•Richards Consulting

Chilling Quote

In *USA Today*, Anthony Debarros wrote, "The changes have raised concerns that Radio as big business is hurting diversity of content. It's also turning a business with deep local roots into one that's more 'distant,' undercutting local ties — a business where the evening weather forecast in Fayetteville, Ark., may have been recorded hours before, 500 miles away in Austin, Texas."



New Site

In New York, Interscope Records, the label for artists including Garbage, Marilyn Manson and Mya, has created an online store and Gen-X-oriented site. Designed by Reset, New York, the site (www.interscoperecords.com) features links to artist and fan sites, an audio and video jukebox, chats and contests. It will sell music, clothing and other merchandise through N2K, Tower Records and others.

Source: AdWeek



Americans are early risers. Radio listening leads during the 7:30-7:45 a.m. quarter hour, with 7:00-9:00 a.m. the most listened-to hours in Radio.

Source: Interop

To Impress Your PD

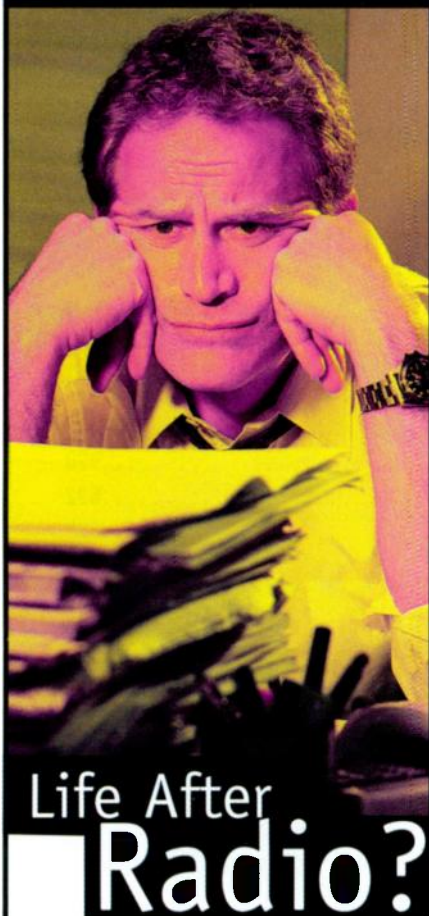
More PDs now are doing an air shift and are in the studio daily. Still more are off-air and now managing two, three or more stations, where they once oversaw just one. Become a conduit for feedback. What are you hearing on the phones? What's not working, and what part of the station's presentation has become stale? Most importantly, offer solutions. Source: Don W. Hallett, *The Positioning Works*



Hey! Remember Me?

He's a little bit ... older now. Donny Osmond was caught mingling with (l-r) Karen Holmes and Ellen Naumann of L-Envision, Christina Kelly of Mega-100 and Kelli Gates of The Museum of Television and Radio.

Is There...



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- Have you purchased items for your Radio stations?
- Do you enjoy selling?
- Do you want to help build clients' business through advertising?

If you answered yes to any of these questions then *Radio Ink* wants to talk to you. We have openings in our sales department. You would work with suppliers and vendors to the Radio industry.

If you want the best job in Radio — without being *in* Radio — call Jim Lobaito, Director of Sales, at **800-610-5771**.

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PROGRAMMING

Winter Weather Checklist

Preparation Loads Listeners in *Your Sleigh* by Gary Berkowitz

When bad weather hits, Radio is at its best. But beware — TV is moving in on us quickly. Here are a few tips to keep in mind so when bad weather or winter weather hits, you are ready to cover it and keep your listeners glued to your station.

- If a snowstorm is in the forecast, make sure you tell listeners that you'll be updating the forecast constantly. In bad weather, the word "update" keeps folks hanging on and listening longer. Good pre-promotion of an upcoming storm really can enhance TSL.

- When snow, ice or any kind of bad weather is in the forecast for overnight or the next morning, make sure the next-day morning promo talks about your services and your weather people (if you have them). Promote the fact that you'll announce school cancellations. These promos can be recorded early and left in the control room for use when needed:

"It looks like we're in for more snow and ice. Driving tomorrow morning could be treacherous, and WXYZ is ready to get you through the storm with WXYZ Storm Team Coverage."

- When announcing school cancellations, look for a unique angle. For example, give them alphabetically by county. This makes it easy for listeners to hear about their school systems. (It's also the way TV now scrolls them across the screen.) Promote it this way on the air.

- Always let listeners know when you'll do the school closings. For example:

"Every 30 minutes on the hour and half hour."

For the most part, business closings should not be announced, as they can go on forever. Say something like:

"Due to the storm, many events are canceled. We recommend you call ahead before going out."

- Have a plan. Put it in writing so that when storms hit, all involved understand the procedures. Make sure it details everything point by point. Have a meeting to review it with all involved; make sure a copy is in the control room. Included should be:

1. A list detailing who calls storm team members if a storm hits late/overnight. Use the "fan list" system where everyone calls someone else.

2. Have clearly marked special intros, sounders and beds ready to go.

3. Do all you can to refer to coverage as "Storm Team Coverage." It sounds big.

4. Make arrangements with a nearby hotel in case you need to have staffers stay overnight.

5. Have an emergency list of special numbers posted in the control room (weather service, City Hall, the airport tower, National Guard etc.).

6. Have a clock that outlines where you do what, so on-air folks are not running around getting crazy. Storm coverage can be planned and rehearsed.

- Check with engineering to make sure the generators at the studio and transmitter sites are fueled up and in good working condition. Do all operators know how to start them up? ☞

Gary Berkowitz is President of Detroit-based Berkowitz Broadcast Consulting, specializing in AC programming. He may be reached at 248-737-3727 or by E-mail at gary@garyberk.com. Website is www.garyberk.com



What Good Are Perceptual Studies? Great — But Don't Go In Blind

Perceptual studies can be of incredible help to stations, but the truth is that most of them these days are either 1) not generating the right kind of information or 2) not being used in the right way to enable the station to reach its goal.

How can you make sure they are going to be beneficial to you in

will assure your success:

1. When designing the studies, don't allow the research company or yourself to investigate things that are "interesting" if they are not really actionable. The company you use also should know enough about your specific situation and about the tenets of warfare strategy to help you not miss any questions that likely are to be strategically significant to your station when it's time to plan. This is the talent, developed over a lot of years, that separates the good study designers from all those who hang up a shingle or a doctoral degree and start "researching."

2. Choose a firm and a person at the firm with top-notch strategic credentials — one who won't just present the findings of the study but who correctly can point out what in the report is strategically significant. The real value is not having answers, but knowing the ones on which to focus.

3. Choose a firm that has a well-thought-out process or system for using the data of the report and your knowledge

terms of real ratings and profit impact? Here are six things that

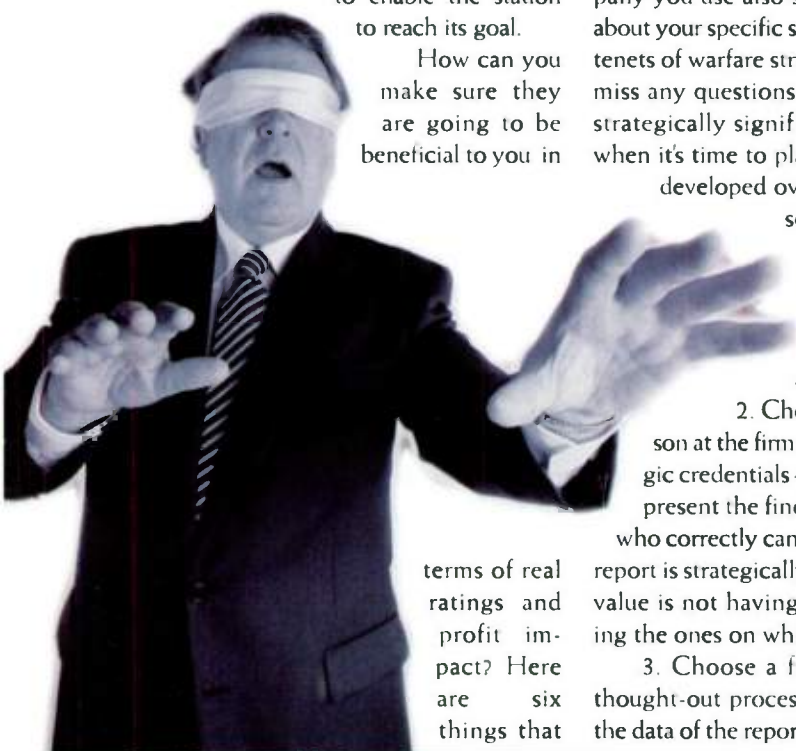
of the market situation to develop a brilliant strategy. At the very least, make sure they have a process that keeps you from coming up with strategies that won't work or will take you in incorrect directions.

4. Choose the right goal for your plan. I recently saw a "plan" that had seven ratings goals and two goals for changes in perceptions it hoped to create over the next year. The idea of having nine goals is a serious problem. Would get anywhere if you drove your car in nine different directions at once?

5. Once you develop a smart strategy, allocate the resources necessary to implement it. If you're not willing to invest to make the plan happen, it won't.

6. Stay focused. A while back, we could go into a market, work with a management firm to set up a smart strategy, and the station would have a pretty good shot of hitting their goal even if they did a mediocre job implementing the strategy. There simply was so much "elbow room" between the market's stations that you just had to get the ball "near the hole." Not any more. You have to be exactly on your strategy, and you have to stay sensitive to the changing climate (and know, strategically, what to do about those changes).

Bill Moyes is President of Moyes Research Associates. He may be reached at 719-540-0100 or by E-mail at bill@moyes.com



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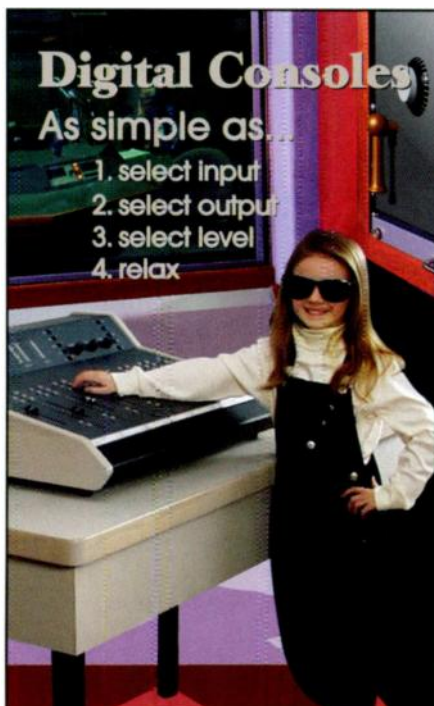
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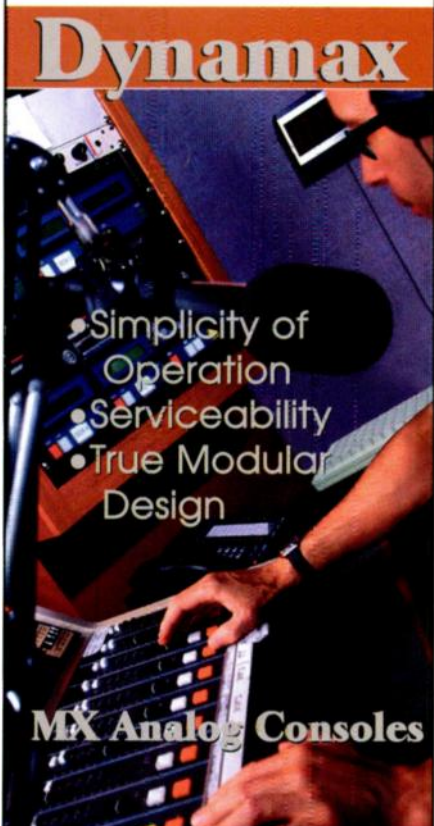


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TALK RADIO

You Can't Please Everyone

Targeting Your Talk Station by Walter Sabo

Have you ever started up a music station by saying, "Let's go music, allow the jocks to bring in their own songs and, boy, we'll have a lot of music listeners?" No, you'd first decide on your target and then make sure every element on the music station appealed to that target.

The laws of Radio physics (an advanced degree, I'm sure) work for all types of Radio, including Talk. Most Talk stations today are in one type of Talk format. Let's be kind and call it Leisure Village Talk (LVT). You've heard it. It's the one where hosts say, "Woaaa, we have to pay some bills. Gee, Frank, this is an awfully good call, can you hold on through the break?" And Frank always seems to have time — lots of time.

LVT is highly targeted. It's extraordinarily successful at appealing to people over 65. In fact, 44 percent of the average cume of AM LVT stations is over 65 nationwide. This has nothing to do with the medium of spoken word. It's because the topics, production, pacing — the format — appeals to people over 65.

The demo results of the LVT format are no more surprising than the results would be if a station played Sinatra and Glenn Miller or the Spice Girls and Hanson.

If you want to target your Talk station differently from that of a 65+ audience, apply winning techniques from music programming.

Steps to Targeting a Talk Station:

1. Select a single target — one sex, one age.
2. Research that target to learn what its members actually talk about and what they actually share with their friends in

conversation — not what they *claim* to care about but what they *really* care about.

3. Every element on the station must point in the same direction: from news to jingles to hosts and topics, just like music.

4. Giving up the 65+ means giving up a big 12+ number. The biggest lie in Radio (besides "Oh, we are thrilled that your company bought our station") is that the 12+ number doesn't matter. Brace yourself for better demos and a worse 12+. This is the step that determines success or failure.

Many established stations want to get younger listeners without losing any older listeners. Imagine playing music at a dance, music that absolutely has to appeal to a 27-year-old and a 77-year-old. You'd find yourself playing two titles. It would be equally difficult to talk to those two people at the punch bowl for a long time without excluding one of them with slang or topical references.

Don't expect to do on the Radio what would be tough to do in real-life conversation. You cannot appeal to everyone all the time. Give it up.

5. Be prepared to manage talent in a new way: directly. Talent will have to prepare topics that are pointed toward the target. You may need a more empowered PD and better phone screeners. But the results will be a targeted product that reaches precisely the demo you select. ☐

Walter Sabo is President of Sabo Media. He may be reached at 212-808-3005 or by E-mail at WalterSabo@CompuServ.com



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BACK



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SOUND BITES

TODAY'S WOMEN

United Stations has transitioned its 1998 summer series, *Today's Women*, from its two-hour weekly summer format into a new one-hour weekly program. *Today's Women* is targeted for the Hot AC, Modern AC and CHR formats and is available to stations on CD only, a market-exclusive, barter basis. Each week, *Today's Women* features a collection of top hits and live performances, as well as personal interviews with top artists. Contact Julie Harris at 212-869-1111 for more information. ☎

GROUP ROOM AGREEMENT

Vital Options® and Premiere Radio Networks have entered into an exclusive marketing agreement with Media AdVentures to market *The Group Room* to Radio stations across America. *The Group Room* is a Talk show for cancer patients, their families and friends, and health-care professionals. Each Sunday-afternoon program offers live information and support for more than 100,000 listeners in the U.S. and Canada. During the broadcast, the show also can be heard live on the Internet — with a 28.8 bps modem and real audio — at <http://www.vitaloptions.org>. For more information, contact Rivian Bell or Debra Leak at 310-827-2327 or by E-mail at jdicomm@ix.netcom.com ☎



NEW KLOTZ OFFICE

Thomas Klotz, President of Klotz Digital Audio Communications, has announced the opening of an American operation based in Atlanta, Ga. This new operation heads the company's sales, marketing, customer support and technical systems for North, Central and South America. Klotz also announced that Ramon Esparolini will be VP of Sales and Marketing for the new operation. Klotz manufactures digital audio mixing consoles and routers for the broadcast industry. Call 770-729-6811 for more information. ☎



NEW REPEATER

Mackenzie Laboratories released its latest OEM product, the diamond jm, a solid-state satellite download audio message repeater, which was developed for Muzak®. The diamond jm acts as a monitor for the satellite feed of business music. The unit automatically downloads advertising, marketing or public address messages, which are inserted into rotation and played over the satellite-fed music at predetermined intervals. All aspects of the diamond jm are controlled via the up-link, and there is no user intervention or configuration required. For more information, contact Robert Bird at 909-394-9007 ☎



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ED LENANE

In Sacramento, Calif., Ed Lenane has been promoted to Director of Operations for K-LOVE Radio Network. He has been local PD since January 1997. He will manage the day-to-day operations of the Network Programming Department and will continue to do his daily newscasts. K-LOVE Radio is a network of 16 noncommercial, Contemporary Christian music stations and 55 FM translator repeater stations. ☎



JIM DARBY

Jones Radio Network and Capstar Broadcasting announced in Englewood, Colo., that Jim Darby will be Executive Producer of the nighttime syndicated show *Nashville Nights*. He created and will continue as President of Backstage Productions, Inc., a syndication/programming company offering products to Country stations. Darby earned his station's recognition from the NAB as well as two national first prizes in commercial creativity from the RAB. *Nashville Nights*, a music-intensive show, features live interviews with Country stars, in-studio performances and listener interaction. Produced by Capstar's WSIX-FM Nashville, the show is distributed by Jones Radio Network. ☎



AL BROCK

Clear Channel Communications has named Al Brock as Program Director for WWBB-FM Providence, R.I. (B101-The Oldies Station, 101.5 FM). He was previously with Atlantic Star and WPKX Springfield, Mass. Brock's extensive Oldies experience includes work in the Indianapolis; Rochester, N.Y.; and Harrisburg, Pa. markets. He is one of the few programmers to work with two Radio stations with the same call letters in different markets (WKLR in Richmond, Va. and Indianapolis). ☎



GARY TAYLOR

Metro Networks Inc. appointed Gary Taylor as GM of their Seattle and Portland facilities. He will be responsible for Metro's marketing and operations in these two markets. Taylor has had more than 25 years in the broadcasting industry, most recently as President of Integrated Media Strategist, a financial solicitation firm for broadcast acquisitions. He was also formerly VP/GM of K101 San Francisco, KYCW/KBKS/KRPM-AM Seattle and KREM-FM and KZZU-FM Spokane. He served as Senior VP of Unistar Radio Network and CEO of what is now PROMAX. ☎

DON BRIAND



In New England, Don Briand has been appointed News Director for WOKQ 97.5 FM Dover, N.H., and sister stations WPKQ 103.7 FM, ARROW 105.3 and 102.1 FM/WXXB. He will deliver newscasts Monday through Friday twice an hour as part of the WOKQ *Morning Wake-up Crew* and will also produce the 30-minute weekly public affairs program *WOKQ Reporters File*. The accomplished actor and one-time lead singer of the rock group Twist and Shout was News Director/Talk host at WTSN Dover for 25 years. WOKQ and WPKQ are locally owned and operated by Fuller-Jeffrey Radio of New England Inc. ☎



Even if you're on the right track, you'll get run over if you just sit there.

Source: Will Rogers

Success

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Willhight Research, Inc. has been providing local market radio ratings data for over fifteen years to the broadcast community. Contact us for more information to see how we can help your state of mind.



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Is Your Station on Life Support?

(It's Time to Increase Your Ratings) by Dave Anthony

With the 1998 football season well underway, parallels can be drawn to Radio's challenges in the fall ratings sweep, likewise in progress. A powerful offense produces excitement whenever points are scored. Ratings points, of course, are as highly coveted as those accumulated on the gridiron. And without a near-bulletproof defense, the opponent can eventually catch up.

The parallels continue. Good coaches — and GMs — call for special plays at special times. This requires advance preparation, hiring qualified players and knowing their skills, and creating contingency plans and implementing them with confidence. Football is big business, yet it's entertainment to the masses. So is Radio. The most successful coaches aren't as afraid of losing their jobs as they are losing the game. The best Radio GMs correspondingly downplay day-to-day employment

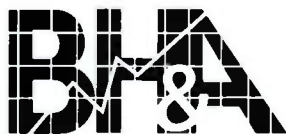
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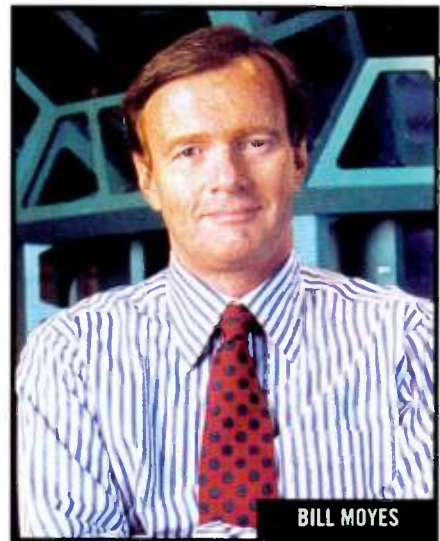
concerns while focusing on winning each quarterly ratings contest. Therefore, it's no surprise that the consistently successful stations — like football teams that win year after year — think and execute strategically.

Supporting their team on the field are the other players in the box, constantly analyzing results and making smart adjustments during the competition. Assembling this team is just as crucial in the big-business world of Radio as it is in football. Only so many quality players exist, so sign them up before the other team does. Closely study offerings from those companies that know how the ratings really work. Budget strategically, gather your team, devise smart plans and unleash them at the right time.

Here then, are words of wisdom to assist you — the coach — to score the most points.

Question No. 1: What first steps should GMs take to increase their ratings?

John Martin, President, Critical



BILL MOYES

Mass Media: Do your homework on understanding Arbitron's methodology. They call people in their homes. Only phone-friendly people will get a diary. Your marketing efforts should mirror the Arbitron game. Everything else is noise. If you are marketing to people who will not 52 ▶

Kevin McCarthy

Randy Anderson

Sandy Sandersen

Dave Pearson

Bob Neill

Bob Cell

Doyle Rose

John King

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Jay Cook

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Scott Shannon

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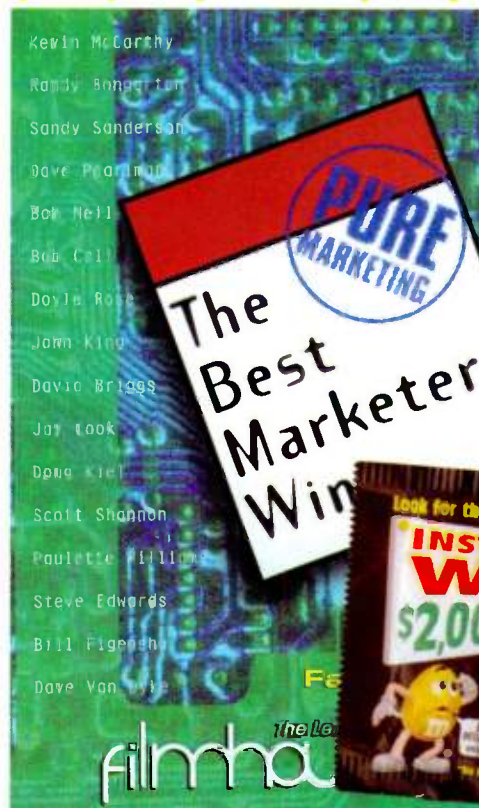
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Over the past 20 years, we've been privy to the intimate details of hundreds of radio battles. In many cases, we've witnessed tremendous victories; in others, abject failures. In nearly every instance, the station had employed someone to do a perceptual study for them. So, what made the difference? Almost every station that won big did three things:

- 1** They created a smart strategy that took advantage of an opportunity in the market.
- 2** They allocated the resources necessary to implement that strategy.
- 3** They stayed with the strategy (updating and revising tactics as conditions changed) until the goal was achieved.

Notice that we said "almost" every station did these things. There were stations that had success simply because they had very good luck. While we believe in the helpfulness of good luck, we don't like to count on it.

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Mike Shepard
Senior VP



Bill Moyes
President



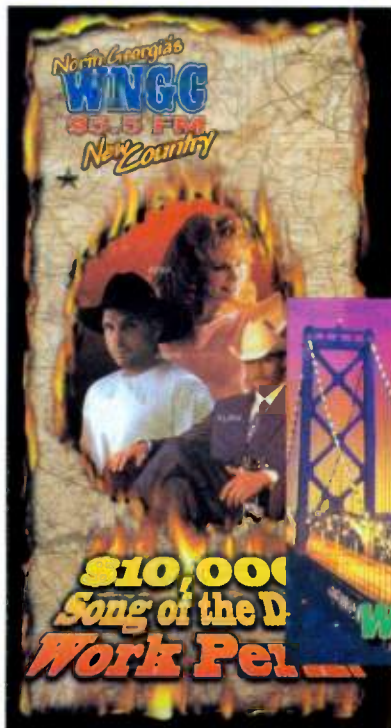
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cooperate on the phone, you are wasting your money because they never will get a diary. Find the 40 percent who will participate and are phone-friendly; then you want to hug them. You should talk to them with a high level of frequency and include them in everything you possibly can so you will remain top-of-mind when it is their turn to fill out the diary.

Bill Moyes, President, Moyes Research Associates: The first thing is to get strategic expertise. Second, this person really must take the time to learn your situation. This is not a quick phone call and then they send you a proposal. This really investigates what you're trying to do and why you're trying to do it.

Dave Nichols, Senior VP of Marketing, Filmhouse: Basically, there are two ways to increase your ratings. You either can attract more people to your Radio station or you can increase the amount of time each listener spends listening to your Radio station (or some combination of the two). The first thing a GM should do before they ever consider marketing their Radio station is to take a real objective look at the product they have on the air and make sure they have made that Radio station as attractive and listenable as it possibly can be. Make sure your music is right, you have good personalities and you've paid attention to those techniques and programming items that will maximize the amount of time listeners spend with your Radio station. Then you can get the most out of your investment in marketing that station.

Shelley McBride, VP/Owner, RadioVision: You always should be focused on the image of the station. Now 54 ▶



DAVE NICHOLS

When Hurricane Georges hit, did your station miss?

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is better equipped to handle the challenge of covering a hurricane than Metro Networks and Metro Source. When disaster strikes, Metro strikes back with resources, expertise and a talented top-notch team of professional meteorologists, journalists and broadcasters.

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Covering the fury of Hurricane Georges

THE PLAYERS:

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THE PLAY-BY-PLAY:

The Metro Networks and Metro Source team of over 15 reporters along the Gulf Coast States tackled the season's worst hurricane. Preparedness information was instantly fed to affiliates including:

- Short- and long-form programming coverage before and after the storm
- Coverage of local citizens, Mayors, Police Chiefs, and the Director of the National Hurricane Center in Miami
- Metro's airborne reporters covered evacuation routes before and after Georges
- Reports from Mississippi, Alabama, Louisiana and Florida Offices of Emergency Preparedness
- Reports from Metro reporters within the National Hurricane Center in Miami
- Reports from Harrisburg, Pennsylvania and Seattle, Washington and other outside areas who were sending truck loads of relief supplies to storm ravaged areas
- Access to full National Weather Service Weather Wire via satellite

THE OUTCOME:

Over 300 audio cuts over a two-day period on storm-related activity alone. Metro and affiliates were never at a loss for coverage. Metro not only provided the full story, but also the local angle.

Even as Georges was downgraded

to a tropical storm and depression, coverage of the aftermath continued, with digital audio from the field... including sidebars.

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“Research should be on-going. It is not something that stops or starts with a book.” — Rhody Bosley, Partner, Research Director

more than ever it is very important, especially in light of all the budget cuts that are taking place for advertising and promotions. There are a lot of opportunities for stations to continually get their message to their audience, letting them know “Hey, we’re still here. We’re still exciting and still kicking.”

Rhody Bosley, Partner, Research Director: Research should be on-going. It

is not something that stops or starts with a book. You constantly need feedback. Radio is kind of a strange little business. People go into a room and talk to themselves with no feedback. They make jokes and don’t know if anybody laughed. You have to build a mechanism to get feedback from your audience. Research is the method to do that.

Courtney Thompson, Founder and Managing Director, Broadcast Direct

Marketing: The first thing you should do is run a segmentation profile of your audience. The idea is to build a plan from the ground up. The architecture of that plan should be in accordance with the station’s audience and the habits and patterns the station’s audience develops. It doesn’t mean going on the air and saying we’re a mass-appeal station and, therefore, we’re going to buy 500 gross rating 56 ▶

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points of television per week.

The second step is taking a look at the lifestyle data and the other propensities within that audience. Then ask yourself if you should give away beach towels and sunglasses or a brand new Chevy Suburban on the air. Where is the popularity of these different things within your audience so that, whatever you're doing promotionally or from a concept standpoint, it is going to have the maximum appeal to your audience?

Question No. 2: What are some things Radio stations can do to increase ratings?



Downes: A lot of times, it depends

on the format. Within the niche formats, we've found that a Radio station magazine is going to be more effective over the long run than a huge TV campaign or a big outdoor campaign. This doesn't mean that TV and outdoor don't work. It just means you have to spend so much money to do them effectively that it is a real shotgun approach.

Martin: Make sure you are targeting where you can get the biggest return on an investment. We are big believers in targeting the work location, where you can fax these people at a high level of frequency and invite them to tune in multiple times throughout the day: when

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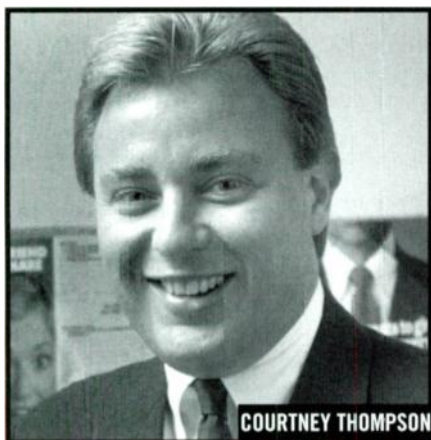
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they're getting to work in the morning, when they're coming back from lunch in the afternoon and mid-morning.

Bosley: We see Radio stations big and small use all sorts of tools like television, other Radio stations, bus cards, outdoor boards and bumper stickers. We use things like faxes and telemarketing, which are a

horizontal maintenance (to get people to listen for more days). No. 2, there are people who will play a contest actively or will play along with the contest in their mind. People seem to underestimate or don't understand the effect contests can have if they're done correctly. No. 3 is having a compelling Radio station based on a compelling strategy. It is very clear to the target audience you're after what you stand for. Because, when they get the diary, they vote for their favorite Radio station. If you're just another Radio station and it's not compelling, you're not going to get the average quarter hour.

McBride: First of all, the key is a great spot. Most people can produce a great spot. The important thing is to make sure you have the meat of the message in there so listeners are excited. Also, have a very good media buy in place. You need to place your media buy strategically and do a complete

this is [important] for a Radio station.

Thompson: Radio basically is perceived as a free utility. Being that it is a free utility, to get stations their rating objectives, you have to raise the overall combination of brand awareness and top-of-mind awareness. People who are non-voters don't count. For this, we have a zip analysis program that tells us where the diaries are falling. It is the ability to inter-link that with the right prospects at the individual household level that gets us the maximum effect of the direct-marketing efforts.

The net result should be to enhance and build the database, communicate with that database on an on-going basis, then reach out to the market and build new databases and raise the level of top-of-mind awareness, as well as brand awareness. It translates to diary mentions and ratings. What we're out there to do is change people's habits, as well. So, this not only trans-

“When they get the diary, they vote for their favorite Radio station. If you're just another Radio station and it's not compelling, you're not going to get the average quarter hour.” — Bill Moyes, President, Moyes Research Associates

little more direct in the way you're trying to get them to operate. This is certainly true in the area of direct mail.

Moyes: There are three ways that truly work on getting more ratings or more average quarter hour. No. 1, obviously, is

wrap-around so you have total continuity. In other words, when most Radio stations do a television buy, they only promote the Radio station from the television. They don't go on their own air with the same message. They don't have a one-voice system, and

lates to diary mentions but to some form of long-term brand loyalty, and it increases the threshold of diary mentions on an on-going basis, as well.

Question No. 3: What can your company do to increase the rat- 58 ►

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◀ 57 Special Report
ings of Radio stations?

Martin: We would do perceptual research with what we call a map. It is a multipoly action plan to figure out the best way to maximize the signals for our customers. Once we have conducted perceptual research, formulated a strategic game plan for each of our Radio stations, identified our target and how to position the Radio station, we will participate (typically for FM music stations) in music testing. Once we have a clear strategic direction, we typically will engage in marketing activities.

Thompson: We use direct media that

reaches a very specific target audience. We use the following forms of media on a selected basis: direct mail, telemarketing (both in-bound and out-bound), broadcast fax, Website and E-mail products, custom publishing (station magazines or newsletters) and other forms of media we know will directly reach them.

Moyes: We provide three things. No. 1 is strategic studies. Strategic studies take a basic perceptual study and bond to it a process of developing a smart action plan. No. 2 is tactical contesting. We have developed a game called Triple Cash. It is kind of like the Birthday Game. No. 3 is



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Happy Holidays

WHFS 99.1 FM

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Downes: Our company provides projects to Radio stations. These projects involve taking an idea from either our brain or our client's brain and getting it, one way or another, into a well-designed printed piece that is then distributed. Most of it has to do with direct mail of some sort. Our signature product is the fully cus-

McBride: Our company services include original and custom jingle production. RadioVision has produced TV promotions for more than 200 Radio stations. We are known as the company that originated or invented the dancing call letters.

Nichols: We market Radio stations on television. Our belief is that television is really the best available option for Radio stations. Radio is the best advertising media, but this generally is not an available media on which to advertise your Radio station. It doesn't make a lot

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The KFOX Ca\$h Cla\$\$ic Calendar

DAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
P	T	W	T	F
	23 Nash	24 Pink Floyd Money 10pm-12am	25 Tom Petty You Got Lucky 8pm-11pm	26 Rolling Stones Brown Sugar 8pm-11pm
	30 ZZ Top Sleep Drressed Man 8pm-9pm	F	T	F
	7 Heart Mazes Man 10pm-1pm	8 The Who Behind Blue Eyes 12am-2pm	9 George Thorogood Road to the Bone 1pm-3pm	10 Led Zepplin Stairway to Heaven 8pm-11pm
	14 Journey Lights 8pm-11pm	15 The Stranglers Money For Nothing 9pm-1pm	16 Neil Young Old Time Rock & Roll 12am-3pm	17 Eagles Take It Easy 8pm-11pm
	21 The Police Rassane 8pm-11pm	22 Eric Clapton Cocaine 1pm-3pm	23 The Roots Lola 9pm-1pm	24 Bad Company Bad Company 12am-3pm
	28 Rolling Stone and Red Band 3pm-5pm	29 Robert Palmer Red Case of Loving Her 8pm-11pm	30 Eric Clapton Jasper 9pm-1pm	31 Guns, Nails, & Nails Sonic - Judy Blue Eyes 12am-3pm
	4 Joni Mitchell Purgin Bear 8pm-11pm	5 Santana Black Magic Woman 9pm-1pm	6 Pink Floyd Comfortably Numb 8pm-11pm	7 The Who Who Are We 10pm-12am
	11 Steak Miller Little in the USA 8pm-11pm	12 Jesse McCartney Hurry So Good 8pm-11pm	13 Aventura Dream On 11pm-1am	14 Heart Crazy On You 10pm-11pm
	18 Iron All Right Now 10pm-1pm	19 The Doobie Brothers Backdoor - Down the Highway 10am-12am	20 ZZ Top Legs 8pm-11pm	21 The Beatles Come Together 8pm-11pm

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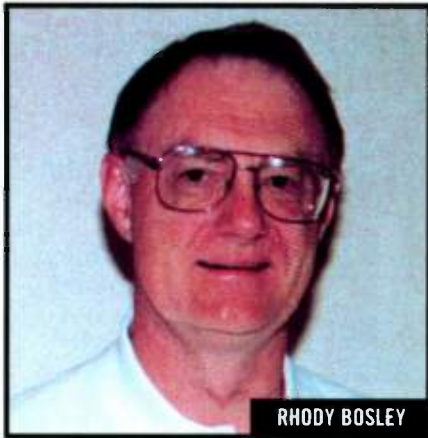
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RHODY BOSLEY

of sense to advertise your Radio station on other Radio stations in most cases, so television becomes the best way to market a Radio station.

Summary: Key concepts as you lead your staff into each quarterly ratings contest include the following:

1. Know your weakness. Know what to fix. Whether the problem is come, quarter hours, or vertical or horizontal maintenance, identify it first. Then you can approach an outside firm that has the specific tools to correct it.

2. Talk with several different companies. Get ideas. Have them explain how their solution will impact diary keepers.

One final parallel: Football teams devise individual offensive or defensive tactics based on their probability of success. They don't just guess. Whatever tactics you have to choose from, don't guess. Select the game plan most likely to accomplish what you need. 

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4CX35,000C	3CX15,000A7	PL1057/YL1057
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Shoe Stores
Shopping Centers
Sportswear
T-Shirt Shops
Telephone/Cellular Stores
Toy Stores
Variety Stores
Video/Camera Stores
Western Wear
Wine/Liquor Stores
Women's Clothing

Volume Two: Entertainment/Food/Restaurants

Arcades
Art Galleries
Bakery
Bowling
Comedy Clubs
Deli/Sandwich/Coffee Shops
Diet Centers
Direct Mail Promos
Fine Arts
Fitness Centers
Fund-Raisers
Grocery/Convenience Stores
Ice Cream/Yogurt Shops
Lounges/Nightclubs
Miniature Golf
Miscellaneous Promotions
Night Clubs
Party Supplies
Pizzerias
Print Promotions
Restaurants
Rodeos
Ski Resorts
Sponsored Promotions
Station Promotions
Steak & Seafood
Theater
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- Oct. 26-27 — Women in Cable and Telecommunications (WICT) Women's Leadership Summit, Washington, DC
 ☎ 312-634-2330
- Oct. 26-Nov. 6 — Museum of Television & Radio (MTR) Fourth Annual Radio Festival, New York
 ☎ 212-621-6735 (contact: Chris Catanese)
- Oct. 27 — John Bayliss Broadcast Foundation (JBBF) 13th Annual Bayliss Media Roast, New York
 ☎ 408-624-1536, Ext. 240
- Oct. 27 — International Radio & Television Society Foundation (IRTSF) Newsmaker Luncheon, New York
 ☎ 212-867-6650
- Oct. 27 — WICT Gala, Washington, D.C.
 ☎ 312-634-2330
- Oct. 27-29 — Electronic Media Expo & Society of Broadcast Engineers, Inc. (SBE) National Meeting, Bellevue, WA
 ☎ 206-957-1801 (contact: Earl Fleehart)
- Oct. 29-Nov. 2 — World Broadcasting Unions (WBU) Asia-Pacific Broadcasting Union Associated Meetings, Shanghai, China
 E-mail contact: Doreen Lien at sg@abu.org.my

NOVEMBER

- Nov. 1-3 — Canadian Association of Broadcasters (CAB) Broadcasting '98, Vancouver, B.C.
 ☎ 613-233-4035
- Nov. 3 — National Association of Broadcasters (NAB) Executive Committee Meeting, Washington, DC
 ☎ 202-775-3527
- Nov. 4-6 — WBU's Asia-Pacific Broadcasting Union 35th General Assembly, Shanghai, China
 E-mail contact: Doreen Lew at sg@abu.org.my
- Nov. 7-10 — Radio Advertising Bureau (RAB) Board of Directors Meeting, Rye, NY
 ☎ 972-753-6740
- Nov. 9 — Broadcasting & Cable (BC) Broadcasting Hall of Fame, New York
 ☎ 212-337-6942
- Nov. 11-15 — National Association of Fair Broadcasters (NAFB), Annual Convention, Kansas City, MO
 ☎ 612-224-0508
- Nov. 15-17 — 1998 NAB European Radio Conference, Madrid, Spain
 ☎ 202-429-3191 (contact: Mark Rebholz)
- Nov. 19 — WICT "Gender Differences: Leadership and Influences," New York
 ☎ 312-634-2330
- Nov. 19-20 — North American National Broadcasters Association (NANBA) Board and Advisory Council Meetings, Mexico City
 ☎ 416-598-9877 (contact: Bill Roberts)
- Nov. 24 — IRTSF Newsmaker Luncheon, New York
 ☎ 212-867-6650

DECEMBER

- Dec. 1 — Entry Deadline, *Radio Ink* Radio Wayne Awards
 ☎ 561-655-8778 (contact: Amy Morrell)
 Dec. 1-3 — Electronic Retailing Association (ERA) Asian Conference,
 Singapore ☎ 202-289 6462

- Dec. 2-4 → NAB Executive Committee Meeting, Washington, DC
202-775-3527
- Dec. 2-4 → Digital Content Creation (DCC) Conference and Expo,
Los Angeles
☎ 800-331-5706 or 218-723-9130 (mention code 34)
- Dec. 4-6 → Association for Education in Journalism & Mass
Communication (AEJMC) Winter Meeting, San Antonio, TX
☎ 803-777-2005
- Dec. 4-6 → Association of Schools of Journalism and Mass
Communication (ASJMC) Seminar, San Antonio, TX
☎ 803-777-2005
- Dec. 9-11 → BCS India '98, Pragati Maidan-New Delhi, India
☎ +91-11-462-2710 (contact: Prem Behl)
- Dec. 15 → Radio Ink Radio Wayne Awards finalists announced
561-655-8778 (contact: Amy Morrell)
- Dec. 16 → IRTS Christmas Benefit, New York
212-867-6650

ARBITRON DATES

- Fall 1998: Sept. 24 – Dec. 16
- Winter 1999: Jan. 7 – Mar. 31
- Spring 1999: Apr. 1 – June 23
- Summer 1999: July 1 – Sept. 22

COMING IN 1999

- Jan. 7-10 — Consumer Electronics Manufacturers Assn. (CEMA/CES)
1999 International CES, Las Vegas
☎ 703-907-7600
- Jan. 9-13 — NAB Board of Directors Meeting, Naples, FL
☎ 202-775-3527 (contact: Kathy Muller)
- Jan. 20-22 — WICT Leadership Conference, St. Pete Beach, FL
☎ 312-634-2330
- Jan. 30-Feb. 2 — National Religious Broadcasters (NRB) 56th annual convention, Nashville, TN
☎ 703-330-7000, Ext. 503
- Feb. 4-7 — RAB '99, Atlanta
☎ 972-753-6740
- Feb. 10-11 — NAB Radio Group Head Fly-In, Arlington, VA
☎ 202-775-3527
- Feb. 15-17 — Broadcast Cable Credit Assn. (BCCA) Credit Seminar, Amelia Island, FL
☎ 847-296-0200
- Feb. 22-24 — NABBA annual general meeting, Washington, DC
☎ 416-598-9877
- Feb. 22-24 — Michigan Assn. of Broadcasters (MAB) Great Lakes Broadcasting Conference, Lansing, MI
☎ 517-484-7444 (contact: Mike Steger)
- Feb. 25-28 — National Assn. of College Broadcasters (NACB) 11th Annual Conference of Student Electronic Media, Providence, RI
☎ 401-863-2225 (contact: Laura)
- Feb. 26 — IRTSF Newsmaker Luncheon, New York
☎ 212-867-6650
- Mar. 7-9 — ERA 1999 Spring Conference, Miami
☎ 202-289-6462

- Mar. 10-13 — Country Radio Broadcasters (CRB) 30th Annual Country Radio Show, Nashville
 ☎ 615-327-4487 (contact: Paul Allen)
- Mar. 17 — The Peabody Awards (Univ. of GA College of Journalism/Mass Communication), New York
 ☎ 706-542-3787
- Mar. 18 — National Association of Black Owned Broadcasters (NABOB) Communications Award Dinner, Washington, DC
 ☎ 202-463-8970
- Mar. 19 — IRTSF Newsmaker Luncheon, New York
 ☎ 212-867-6650
- Mar. 24-26 — National Broadcasting Society (NBS) Annual convention, New York, NY
 ☎ 314-949-4835
- Mar. 27-29 — CAB's CANPRO 99, Ottawa, Canada
 ☎ 613-233-4035
- Apr. 16-19 — Broadcast Education Association's BEA 99, Las Vegas
 ☎ 202-429-5354
- Apr. 19-22 — NAB '99, Las Vegas, NV
 ☎ 800-342-2460
- Apr. 21 — Broadcasters' Foundation (BF) American Broadcast Pioneers Breakfast, Las Vegas
 ☎ 203-862-8577
- Apr. 26 — Broadcasters' Foundation (BF) Golden Mike Award, New York, NY
 ☎ 203-862-8577
- May 4 — IRTSF Foundation Awards Luncheon, New York
 ☎ 212-867-6650
- May 12-16 — National Public Radio (NPR) Public Radio Conference, Washington, D.C.
 ☎ 202-414-2000 (contact: Alma E. Long)
- May 17-20 — Broadcast Cable Financial Mgmt. Assn. (BCFm), 39th annual conference, Las Vegas
 ☎ 847-296-0200
- June 1-4 — Asia Broadcast Exhibition & Conference, Hong Kong
 ☎ 852 2804-1500 or E-mail to hongkong.oes@mcimail.com
- June 3 — Radio Creative Fund (RCF) Radio Mercury Awards, New York
 ☎ 212-681-7207
- June 7-8 — New Jersey Broadcasters Association and Mid-Atlantic Expo, Atlantic City, NJ ☎ 609-860-0111 (contact: Phil Roberts)
- July 7-10 — National Assn. of Black Journalists (NABJ) National Convention '99, Seattle, WA ☎ 301-405-8500
- July 7-10 — National Association of Hispanic Journalists (NAHJ) Unity Conference, Seattle, WA
 ☎ 202-662-7145 (contact: Jacqui deLeon)
- July 7-11 — Asian American Journalists Association (AAJA) Annual Conference, Seattle, WA ☎ 415-346-2051
- Aug. 31- Sept. 3 — 1999 NAB Radio Show, Orlando, FL
 ☎ 202-775-3527
- Sept. 29-Oct. 2 — RTNDA International Conference and Exhibition, Charlotte, NC ☎ 202-659-6510
- Oct. 3-5 — SPI National Convention, Indianapolis, IN
 ☎ 317-653-3333
- Oct. 4-6 — NANBA-EBU Radio Conference, Montreal, Canada
 ☎ 416-598-9877 (contact: Bill Roberts)

[illegible]

CLASSIFIEDS

■ GENERAL MANAGEMENT

GENERAL MANAGER MIDWEST

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Mr. Ernest J. Boch
95 Morse Street, Norwood, MA 02062
FAX: 781-255-6370
PHONE: 781-255-6369
EOE M/F

WANTED

Station Manager for new 100KW Country FM in Jackson, MS. Must be strong in sales, organization and people skills. Contact: Johnny Boswell at 601-991-9696.

■ SALES MANAGEMENT

REGIONAL SALES MANAGER

Are you a PD with the soul of a salesperson...or a salesperson with a significant knowledge of programming? I'm looking for a big hitter to market TMCI's production, sales & imaging libraries; jingles and music services to small, medium and large market stations. Fairly big bucks too, 80+...commission-based...success is dependent on drive, ambition and industry knowledge. Dallas-based with some travel. Sound interesting? Call me at 972-406-6809, e-mail me at DGraupner@TMCentury.com or send me your package: David Graupner, Executive Vice President, TM Century, Inc., 2002 Academy, Dallas, TX 75234. EOE.



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- Are you passionate about the radio business?
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- Do you want to grow?

Mail resume with cover letter to: Gerry Schlagel, Citadel Communications, P.O. Box 3113, Tempe, AZ 85280. FAX 602-731-5229.



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We are currently looking for one or two experienced sales managers to lead sales teams in suburban Chicago.

If you have a minimum of three years' sales management experience, a successful track record and the desire to grow with a forward-thinking company, FAX your resume in confidence to: Mary Miller at 815-455-4209. Pride Communications is an Equal Opportunity Employer.

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THREE EAGLES COMMUNICATION, INC. is looking for Sales Managers and experienced Account Executives to work in its Lincoln and Columbus, Nebraska properties. Profitable opportunity for motivated, organized individuals seeking growth within a Twenty-Station Broadcast Group based in the beautiful Midwest. Send cover letter and resume to: Jim Keck, Director of Sales, Three Eagles Communication, Inc., 6900 Van Dorn Street, Lincoln, Nebraska 68506. FAX: 402-483-4095. TEC is an EOE.

Growing Fast-Paced Multi-Station Group in the Midwest looking for Dynamic Salespeople who have a Passion for Radio Sales. Looking for individuals with Enthusiasm, Vision, and the Desire to be a Leader! Immediate openings! Respond to **Blind Box #85 at Radio Ink.**

LOCAL SALES MANAGER

Sinclair Radio of Milwaukee, WMYX/WEMP/WXSS is looking for a Local Sales Manager. Candidates should possess a minimum of two years radio sales management experience with proven success. Strengths must include recruiting, training, inventory management, creativity, great people and organizational skills and an unshakable desire to win. FAX resume and meaningful references to: Craig Hodgson, General Manager, 414-529-2122. Minority candidates are encouraged to apply. EOE.

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Engineer/Tech required. CJRT-FM Toronto. C1 facility. Listener and corporate supported. Current chief retiring. Call 416-595-0404, ext 265.

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KJFK-FM, home to Howard Stern, is seeking experienced board operators. Proficiency with mini-disc a plus. Send all inquiries to Asst. Operations Director, 12710 Research Blvd., Suite 390, Austin, TX 78759 or FAX to 512-331-9933. No phone calls. EOE.

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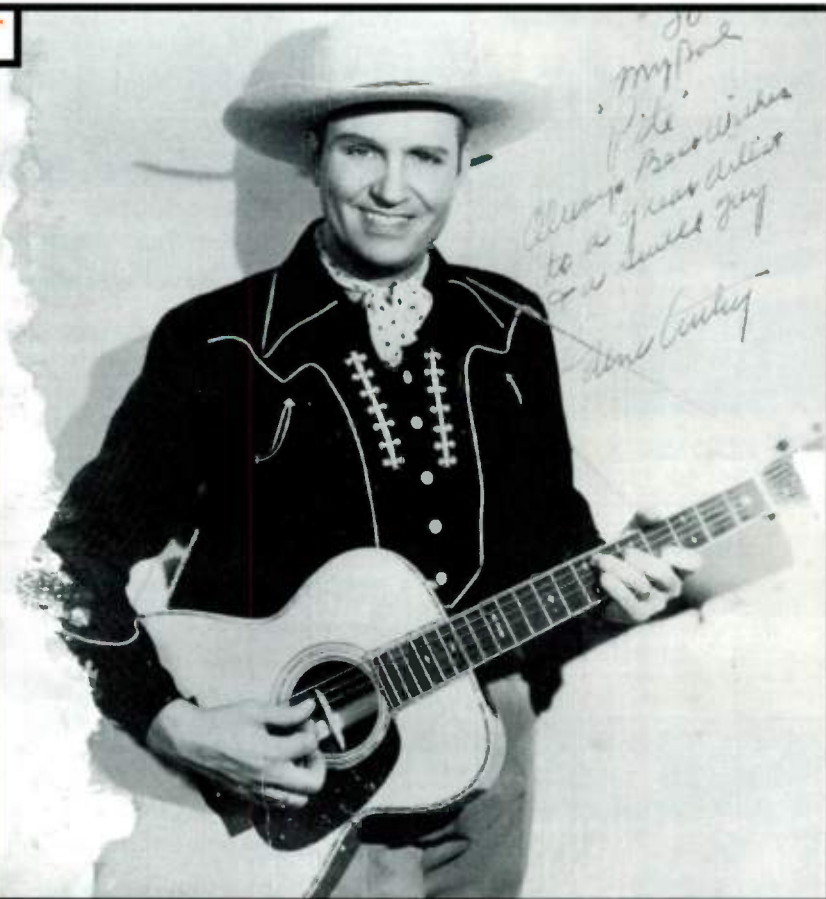
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