

Selling Smarter![®]

RADIO

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OCTOBER'S TOP TIPS

- Be a name-dropper.** Use testimonials. If you can show that someone else risked believing you and benefited from the station experience, you make it easier for the prospect to take the same risk.
- Return potentially unpleasant and frustrating phone calls first thing in the morning.** By getting these calls out of the way, you won't dread making them throughout the day and you'll find your workday to be more productive and pleasant.
- Planning a business luncheon?** Consider breakfast instead. Why? No alcohol is served, minds are fresh, there's a built-in deadline (people have to get to work), and it's the first activity on everyone's agenda.
- Guarantee it personally.** A printed guarantee is fine, but your personal guarantee is better. You will assume responsibility. Individuals receive greater credibility than stations.
- If you can, demonstrate.** Nothing is more credible than a commercial or presentation that speaks for itself. If your station works, don't just say so — show it!

BEST TO READ
Selling Smarter!/Radio
with a pencil — ready to
check off the ideas you
can put to work
immediately.

Avoid Being Irreplaceable



Don't try to make yourself irreplaceable to your station on the mistaken assumption that it will give you more job security. In most cases, it's actually the opposite. In radio, people actually make themselves more valuable, and therefore more secure, by not being irreplaceable.

Fact: Managers and salespeople who hoard lots of information and refuse to delegate any of the work undermine the overall health and potential growth of the station, and the asset value of the organization along with its ability to function. When people are replaceable, those answering to them are not overly dependent on them, and the station isn't vulnerable to these people.

NINE WARNING SIGNALS OF IRREPLACEABILITY

You can determine if you are becoming irreplaceable by asking yourself these eight questions:

1. Do I take vacations one or two days at a time or not at all?
2. Do I phone in constantly while I'm away and try to perform my job by long distance?

3. Do I spend too much time trying to monitor and control the activities of my people rather than getting other necessary tasks completed?

4. Is there a constant parade of people coming to me with questions and problems but no recommended answers or solutions?

5. Am I often too busy to spend quality time with my salespeople except before and after the workday (or at live remotes)?

6. Is there poor morale and a sense of frustration among the people who answer to me?

7. Are my people not being promoted within the station (or group), or are they leaving to take higher positions in other stations?

8. When I'm away, do problems turn into emergencies and emergencies into major crises?

9. During my absence, does someone higher up in the station have to handle my responsibilities?

Our source: The Unnatural Act of Management

One Step Ahead

FROM THE PUBLISHER...



They say you can lead a horse to water, but you can't make the horse

drink. *Question:* What have you (as manager) done to take your horses to water? What tools have you provided so you can say you've done your absolute best to get them to where they need to be?

We've all heard it before: Give people what they want, and in return you'll get what you want. It certainly makes a lot of sense, doesn't it?

Irwin

Selling Smarter! RADIO

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...“mirroring” others

Adopt the other person's posture, eye contact and hand movement. Breathe at the same rate and at the same depth. Even tapping your finger softly on a table to the rhythm of the other person's breathing can help deepen rapport; so can adjusting your voice tone and quality.

Use anchoring techniques. It's something you deliberately do to set the mood. For example, if you want a raise, get your boss to talk about someone whose work they really like and whose gotten several raises.

...why advertise

To increase sales. There's an unmistakable correlation between successful businesses and advertising volume. Growing businesses invariably increase their ad budgets. And companies experiencing a dip in sales need to promote in order to reach their customers more effectively.

To succeed in the long run. Advertising on a consistent basis increases your name recognition in the marketplace — a long-term advantage over competitors who frequently cut back or cancel their ads.

To meet the competition. Today's marketplace is more competitive than ever. Quality advertising counteracts the advertising of your competition and helps you gain and retain your customers.

...time management

Establish priorities in the way you use your time. What can you adjust?

Rank priorities in order of importance. *Best:* Introduce the concepts of sold time, maintenance time, and discretionary time.

...winning phone tag

When talking to someone with whom you need to follow-up, schedule a specific time for the next call.

Be courteous to administrative personnel. Ask for their advice as to a convenient time to call back.

...managing expectations

Successful people know the important role they play in creating and modifying customer expectations.

They ensure their actions create only those expectations their station can meet.

...increasing energy

Make certain you're eating properly and getting sufficient vitamins and minerals. Poor eating habits can lower your energy.

Step off the treadmill. Set one morning aside each week to be by yourself to read, listen to music, or just sit on the patio and think. It will help you to recharge your battery.

HAS YOUR ADDRESS CHANGED?

Please write to:

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For faster service, include your mailing label from a recent issue or call us at (508) 653-4000. Please allow up to two weeks for change of address to take place.

Stay Cool During Crisis *(It pays off!)*

Did you know that the perception others have of you can be based upon how you handle tough situations or heated scenarios?

When a crisis strikes, you should serve as a "mood manager," says consultant Michael Armstrong.

Good crisis managers, in situations when all hell breaks loose, and people and pieces of paper are being thrown about in all directions, and three telephones are ringing at once, will from time to time lean back in their chair, sip a cup of coffee, and idly gossip about last night's football game or any other light subject. Then they resume work with redoubled energy.

Robert Townsend, former president of Avis car rental agency, also advocates changing pace to help lift peoples' spirits. "There is a time for engagement and a time for withdrawal. A time to contemplate it, and a time just to laugh at it."

This approach is exemplified by the airline pilot who speaks over the intercom with a deliberate folksy, reassuring drawl (as the plane is caught in thunderheads and goes bolting up and down a

thousand feet at a gulp) to remind passengers to check their seatbelts because "it might get a little choppy."

A few points to ponder over:

- If you get upset in the middle of a crisis: try to calm down. Most wish they had counted to 10 before getting upset in front of others. Learn how to cope effectively.
- Remember that what is spoken can never be taken back. However, when putting thoughts in writing, you can write a letter, put it away, then review it the next day to remove excessive emotion.
- What you say is not nearly as important as how you say it. Focus on your delivery if you are too upset. *Remember:* It's not always the message — but the messenger.
- Winning the battle (the incident) and losing the war (long term relationship or others' perception of you) is the worst case scenario. Ask yourself if it's just better left alone. Maybe you should just let it go!

Our source: Michael Armstrong

WAYS TO COLLECT FASTER



COLLECTION NOTES

GEOFFREY RUPPRECHT

Just because the Summer months are behind us, don't rest on your laurels. Doesn't the sales process end at the collection process? Here are some points to ponder over:

First and foremost, start the collection process the minute the order is signed. Don't even allow it to go to 30, 60, or 90 days. Inform the sales staff of the station's collection policy. Have them read the back of contracts. Quiz them on policies in sales meetings. Have every new client fill out a credit application. Have it signed by an officer of the corporation or partnership. When making collection calls, keep copious notes. Finally, consider paying the staff on collections, versus billing. Take half away on the 90th day, with an opportunity to recoup it at 120 days. If they want their money quicker, watch — they'll collect it faster!

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Manager's Notebook

Delegate sales meetings. Why do each of them yourself? Have salespeople invite leaders from the community in to lead a meeting. Delegate the responsibility to them. Or, have each seller become an expert in a pre-determined category and conduct a "what's up" report on their subject.

Know your role when going on calls with salespeople. Observe; don't be a superman. Use a checklist which suggests you fill out how they use questions and probes. How they discover prospect's needs, wants, and goals. How they use sales material. How they conduct customer focused interviews instead of a station tell-all.

Although you don't want to become known for your long "stories on the soapbox," let salespeople know how you handled problems when you were in their shoes. Use specific examples whenever possible.

Key point: Post a sign in the sales arena that says, "REMINDER: Accounts belong to the station and will be distributed for the best interest of all parties involved."

Frequently hold small brainstorming sessions where the ground rule is there are no "dumb ideas" — just ideas that work or don't.

MANAGER'S

FOCUS

How to Avoid Firing from Backfiring

Not long ago, the pain of firing was felt exclusively by the unfortunate employees. Now — more than ever — employers are suffering severe financial repercussions of termination as more and more aggrieved pink slip recipients take their cases to state human rights agencies...the Equal Employment Opportunity Commission...or to lawyers who are delighted to help them because of potentially big contingency fees.

Employees who win such unlawful discharge suits can win big — including reinstatement, back pay, future lost pay and damages for pain and suffering. If a jury thinks the employer acted willfully or maliciously, the employee can even receive punitive damages.

TIPS ON PREVENTING BIG PROBLEMS

- Treat each individual termination as if it could be challenged in court. Watch every detail. Have someone present as a witness in termination meetings. Give the employee anything you can as a way to prevent lawyer's fees, time wrapped up in litigation, and headaches.

- Prepare before hiring. When the station hires someone, it enters into a contract with that person, which usually includes oral discussion of wages, hours, commission policies, etc. To retain the freedom to terminate at will, have employees sign statements specifying that employment may be terminated at any time. Common wording is: "You understand that your employment is an at-will employment relationship. That means your employ-

ment is not for a specific period of time. You may terminate your employment if at any time you feel it is in your best interest. And, your employer may do the same." *Warning:* Even then, management can't terminate for reasons that are illegal or, in some states, contrary to public policy.

- Document reasons before firing. Make sure that there is an unassailable business reason for any termination — such as a documented record of warnings for poor performance.

- Buy out bad risks. If the station really wants to get rid of someone but fears it may look suspicious, consider offering severance pay in exchange for a signed release from any claims that might arise. And remember, severance pay doesn't have to be in one lump sum. It can be paid out over a period of time.

In any of these cases, a short consultation with legal counsel could prevent long-term problems. We've all heard it before — better safe than sorry. Right?

ACCOUNTABILITY WATCH

- Find a specific system which guarantees salespeople are being held accountable for covering every account on their list. Remember, the sales process starts with you. You can only close those who you call on.

- With accountability, remember SMART goals. They must each be specific, measurable, attainable, realistic, and on a timetable. *Most important:* If there's no date or deadline, it's not real.

Manager's Advantage

...self-assessment

- How often and in what ways do you give balanced, believable, and timely feedback about the specifics of day-to-day job performance so that people are clear on where they stand and how they're doing?
- When, and under what circumstances do you encourage people to become too dependent on you?

...management memos

- Be clear on what information you are trying to convey, which partly depends on who is getting the memo. What particular facts are important to them? Be careful of including too much background information, over-explaining a certain problem, or justifying why you are writing the memo.
- Less is more. This saying is particularly true of memos. The general rule is no more than one page in length.

...signs of complacency

- People are no longer willing to experiment, to take chances, or to try new methods or new ideas.
- These people are self-satisfied. They no longer have a program of self-development and self-improvement.

...how to get promoted

- Know every facet of your superior's job. Learn their duties completely and thoroughly. Be prepared to take over their job and their responsibilities at a moment's notice.
- In the absence of instructions, be prepared to seize the initiative. Take the action you feel your boss would tell you to take if they were present.

...understanding bosses

- Does your boss keep a positive mental attitude? Perhaps they failed once and are too afraid of failing again to really try. Always try to be sensitive and supportive.
- Does your boss trust and empower employees? Remember, most employees are there to learn how to do their jobs well. The better they are, the better the boss's entire department or on-air sound will be.

...people skills

- Focus on getting your sellers to make more money. Once you've given them what they need, you will get back what you want in return.
- Many claim a manager's best asset is their people. Treat them with respect. Getting huffy over one single order isn't really worth it, is it? Especially when it results in a loss of morale and precipitates a direct loss of future sales.

ASK TAMMY Advice

By: Tammy Kinzer

Q: When new salespeople start, is there a specific way to train them that seems to work best?

A: Just like in school, prepare a syllabus. That's a start. Your real message to the new recruit is that your organized effort will help to get them up and going faster.

Cover the basics: Why advertising works. Why radio makes sense. The value of your format. Why they as sellers make a difference. Benefit (versus feature) selling. Competitive media. What type of advertising schedule works.

Then, have them focus on some sort of activity goal in setting their first round of appointments. Review each with them before they go. Show a genuine interest in their getting going.

Giving Criticism

Successful managers execute the following strategies when discussing short-comings with salespeople:

1. *Try to say something positive about the person first.* This is one way we can make our criticism more constructive and easier for the person to accept. Say "I'm very pleased with the overall quality of your work, and your attitude has been excellent lately, but these rates need some big improvements."
2. *Be even-handed.* Give praise where you can. This helps ensure that the recipient will remember that their good points are valued by you, so your criticism can be more readily accepted without causing an unnecessary loss of self-esteem.
3. *Make sure your criticism refers to specific behavior and does not label the whole person.* For example, compare, "Haven't you been promising to call on them for months now?" Instead say, "I see you haven't yet had the opportunity to call those guys. Perhaps now is the ideal time to do it."
4. *Express feelings honestly.* Do not assume that a person is aware of the effect their behavior is having on you. Avoid angry scenes, choose your time and place, and state your feelings calmly and without hostility.
5. *Make a clear, constructive suggestion as to what you'd like done.* Vague hints about what you would like will be of no help to the other person.
6. *If you roleplay what you're going to say in your head first, remember the goal is for the person to walk away from the incident better off than they were when starting.*

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Here's How Hotline

...crucial client moments

- When you meet your customer outside of the business environment. This is when you should let your personal warmth show and, perhaps, even to transform your relationship into a friendship.
- When you must fight to retain their business. There may come a time when you'll have to compete to retain business. They're testing you!

...better calls

- Get to the point gradually. First ask the easy questions about the business. Then, ease your way to the vital areas.
- Once you discover the objectives, needs, goals, you may be able to get a budget range by asking the right questions.

...closing retailers

- Get your prospect to say "yes" right away. As you talk to a customer, ask questions that they will answer yes to. This helps to establish the right frame of mind.

- Keep digging for the reasons behind your client's objections. Probe and question your prospect. To every objection, ask a "why" question.

- Find out what the prospect wants. Show them in a convincing manner how your station will help get it.

...handling stalls

- Find out the reason for the delay. There could be problems of timing, finances, personnel, overstocking, or just indecision. A simple question may bring out the real reason, "May I ask why you want to wait?"

- Make an appointment. Keep the potential sale alive by making a definite appointment for the call-back. You have a greater chance for success.

- Give reasons for buying now. If the prospect gives a reason for delaying buying, point out the losses they will experience in the interim, and the benefits of making the decision to buy the time now.

...steps to extra effort

- When the day appears to be over and you think about going back to the office, make two more calls. After an entire year, this adds over five hundred extra times that you are asking for the order. At a 20% closing ratio, this equals one hundred more orders a year.

- Twice a week, ask someone within your station to assist you in making a closing call.

- When the client says they have no money for advertising, make a strong extra effort to find additional OPM to use (co-op, vendor, and budget from other media).

SalesCalendar

A Look at October's Opportunities

- Computer Learning Month
- National Adopt-A-Dog Month
- Frozen Food Month
- International Microwave Month
- AIDS Awareness Month
- National Car Care Month
- National Kitchen and Bath Month
- National Seafood Month
- National Dessert Month
- Energy Awareness Month
- National Popcorn Popin' Month
- Spinal Health Month
- Cosmetology Month

Becoming a Stellar Seller

The latest Top-10 tips on customer service:

1. Prepare customer proposals on weekends and evenings.
2. Never say no to a customer; everything is negotiable.
3. Make prospects feel good about you, not just your station, by sending cards for birthdays and anniversaries...taking them to lunch, etc.
4. Meet client's requirements, even if it means fighting for them at the station.
5. Do things you don't get paid for, like solving billing problems.
6. Know your competitor's product. Learn how to counter their strengths effectively.
7. Be early for appointments.
8. Dress and groom yourself well so you look like a superior product.
9. When it's time to go home, think about making just one more face-to-face call. Add up what it means to you after a full quarter. An entire year.
10. If you don't look forward to going to work, find another job.



BRIGHT IDEAS!

Kids Night at the Supermarket: Great way to get families into the supermarket so that they can "experience" the store. Have a "We Love Supermarket Kids Night" between 5 to 9pm for children from different elementary schools. Listeners show up to play games for themselves as well as earn donations for their school library.

Dog-O-Ween: Stage an event where listeners are encouraged to bring their dogs dressed in costumes. Make it a costume contest. *Some categories:* Scariest, funniest, most original and dog/owner look-alike. Trophies and 25-pound bags of dog food are given to the winners. Consider inviting a local dog club to get involved.

25% Tuesday: On one select day, ten businesses feature everything in their stores at 25% off. The station and the businesses promote this incredible city-wide event with an on-air campaign beginning five days prior to 25% Tuesday. Posters and flyers will promote the event.

Halloween Safety Tip Bags: Bags are printed with your station's logo along with safety tips. They are picked up at participating sponsors, and have "walking billboards" (coupons) on the back. More info: Kenberma Products, 1-800-343-5978

from The Book of Promotions,
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Continuous Improvement

...reducing stress

- Use your answering machine to help you manage your time. Take phone calls on your schedule, not on everyone else's.
- Allow time for getting lost. Don't always push it to the minute. Don't overbook your day. Add in some time to window-shop, help others, take a stroll, or some other stress-relieving activity.

...workaholics' rights

- They have the right to say no to demands that work harder than creativity, health, or family obligations. You owe it to your peers, employer, and yourself to say no to those tasks you'll never be able to do well.
- Workaholics have the right to schedule rest, relaxation, and fun. Start taking personal plans and personal time as seriously as work. Avoid canceling breaks, exercise and vacations.

...losing clients

- Keep calling. You may not win your station's clients back immediately. Ask permission to call regularly.

- Invite the client back. Tell the customer sincerely that they are important to you and that you don't want to lose their business. You don't have to fawn or crawl to do this. Customers make quick decisions.

...portraying confidence

- Rehearse. Visualize a client meeting, a confrontation, a negotiation, a customer complaint. Then run through the scene. Practice an opening statement.
- Project energy and vitality. No matter how lousy or down you feel, don't let your body language show it. Take long strides. Pull your shoulders back. Hold your head up.

...reminders

- List the topic and page number of an article you want to refer to again on a Post-it note — and attach the note to the publication's cover. You'll quickly locate the article when needed.
- When you have a good idea, don't trust your memory. Record it immediately. *Reason:* Ideas are like trains. If you don't board them when they're in the station, you'll miss them.

New Ways

- It's not what you say, but how you say it. Probably the most neglected aspect of a person's image is their voice, yet the quality of your voice can have a profound effect on how you're perceived. *Heard:* In a first impression, voice counts for 37%, appearance 55%, and what you say only 8%.
- Update your Rolodex or personal directory once a month. In addition to adding and deleting names, and making whatever other changes may be necessary, make a note of four or five people you've been meaning to call but haven't.
- Be straightforward. Don't be a comedian. Be a persuader, not an entertainer. Humor doesn't overcome skepticism. Facts, sincerity, and honesty do.
- Revitalize your suggestion box. Offer a cash reward once a month for the best idea. Post a sheet near the box which says, "You too, can win," followed by the names of recent winners.
- To create an inexpensive system of color-coded files, consider using hi-lighters around the edges of manila folders. They'll stand out more.
- Jump-start your week by setting Monday appointments with those who you are pretty sure will buy. It will get things going on the right foot.
- Stress to salespeople that advertising is an investment, not a cost. Maybe you can get a prospect's mind off the usually disagreeable subject of cost by stressing benefits to come.

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Promotions Hotline

National Heart Month: In May. Get a tune-up center and health club to both commit to \$500-\$1,500 schedules. Any person tuning-up their car gets a one-week membership at the health club (suggestion is once you tune-up your car, tune up your body). The listener joining the health club gets a tune up. Point is suggested that after you tune up your body, tune up your car. Both clients benefit from twice the exposure.

Salute to Summer: A series of mini-remotes are sold to local retailers. Station offers free lunch (hot dogs and chips are O.K.) to listeners, provides a service to the community and offers a somewhat discounted rate for the mini-remote. *Everybody wins!* Best to end the pre-summer event with a giant picnic on a Saturday.



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**FREE Ideas
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HOW TO PRESENT PROMOTIONS THAT SELL



Picture this: *The station's Program Director commits the station to being an official sponsor of the tennis match.* Now the "trickle down" effect begins. Sales Managers call meetings. They let sellers know the station is an "official" sponsor of the tennis match. There are three packages available. It's got to be sold in three days.

Sound familiar? Frankly, too often sellers become discouraged when there's an opportunity to sell a package or promotion. Why? Because we have become pushers of promotions that solve our needs. Our problems. Not our clients'. Below, there's an 8-point "acid" test to review before putting your next package on the street:

1. Be sure your station ties-in with your customer's customer, thus driving traffic into their business.
2. If there's a package or promotion, try and find a way to offer the client an incentive. Examples could be a drawing of all clients who participated, or a free two-hour appearance for the business

who did the best job with the sign promoting the registration opportunity.

3. Without really bastardizing your inventory, do try to give the prospect the perception they're getting some freebies or added value.

4. Make it mass appeal. A \$1,000 drawing on paying off credit cards is better than money towards a down payment on a car.

5. Price the package to sell. Don't just put a price on it that looks nice to the General Manager, but won't really sell.

6. Don't forget a sales incentive for the sales staff. Get them to really move when you need them to.

7. Get the advertiser lots of store traffic. It generates them a "mental" return on investment.

8. Use the words "official" or "exclusive" when naming advertisers as sponsors. Remember, it's not the message that sells, but the messenger.

Shrewd Sales Management

- Keep your promises.** The big ones and the little ones. Few things in this world impress as much as someone doing what they say they'll do. Likewise, few things depress as much as someone who doesn't keep their word. That person is breaking the unwritten code of business. *Remember:* The starting point of any relationship is trust; not suspicion.
- Make a suggestion box work.** If the station has one, but nobody participates in using it, try a \$100 monthly award to the idea that saves the station the most money, makes the station the most money, etc.

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LMAs & Duopolies: *Glenn Bell, President, Stoner*
Broadcasting System

Motivation: *Robert K. Moore, President/Radio,*
Westwood One

National Sales: *Matthew Bell, Director of National*
Sales, Beasley-Reed Broadcasting

Packages & Promotions: *Kurt A. Mische, CRMC,*
General Sales Manager, KRLV-FM, Las Vegas

Recruitment: *Robert A. Stone, President,*
R.A. Stone & Associates

Research: *David Gingold, President, Barnstable*
Broadcasting

Sales Management: *Mark Kopelman, General*
Manager, KRQQ-FM, Tucson

Small Market Radio: *Kevin Lein, General Manager,*
KGLO/KIA, Mason City

Vendor/Co-op: *John Capuano, Local Sales Manager,*
WOR, New York

Better Ways

Best to read this section with a pencil — ready to check off the ideas that you can use immediately.

...better negotiating

- View negotiating** as a continuing process in which no issue is irrevocably closed, even after agreements are reached and papers are signed.
- Have an open mind** and be aware of the opponent's personal and business needs. Establish mutual goals and interests quickly. Never try to persuade opposing persons that their viewpoint is wrong and should be changed.

...better performance

- Follow the P.R.I.C.E.** principle. First, pinpoint your goals. Second, record. Third, involve sellers in setting their goals. Don't forget the importance of coaching. And, finally — evaluate.
- Start keeping** a notebook throughout the year. At the end of each billing month, note what went well, and what didn't go as well. What packages flew, and what didn't sell as well as they should have. Be sure to write what you could have done better with each. Then, sixty days in advance, start reviewing the notes from the prior year to plan your attack.

...better listening

- Limit your own talking.** By letting the other person talk more, you'll automatically become a better listener.
- Become more comfortable** with silence. Don't feel compelled to talk just because you're uncomfortable with natural conversational pauses.
- Take steps** to build your self confidence. This will help you become a better listener because you won't feel the need to hear yourself talk.

...better meetings

- Take an honest evaluation** — ask yourself how much these meetings really accomplish and if such a schedule is necessary to meet your goals.
- Try to control** power struggles between rivals. These are time wasters — and they irk others.
- Start on time.** End on time. Pass out an agenda beforehand to show you've got a definite plan. This will help you control the flow of the meeting.

...better training

- Choose a single** person to train new employees. With a big staff, it may not always be you. Send the trainer to a seminar to learn teaching techniques.
- Try creating a training manual** for the person who will guide and standardize the training of new employees. This will insure that new employees are trained consistently with the same materials and procedures.
- Create a fun "test"** for all new employees on the job so you'll know whether learning has actually occurred.

...better leadership

- Always, always make the other person** happy about doing the thing you suggest.
- Use encouragement.** Make the fault seem easy to correct. *Better:* Give the other person a fine reputation to live up to.
- Talk about your own mistakes** before criticizing the other person. Let them know you're not perfect.

Selling Smarter BINDERS

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To You

Each week, you should track how many congratulatory notes you send. Let people know that you appreciate them and do it in writing. This pays off.

If you use voice mail or have an answering machine, when taking messages be sure to put each one on a separate piece of paper. When you've returned each call, toss the piece of paper.

When you're picking a password for your computer, consider an uncommon family name, a misspelled English word, or two words with a non-letter symbol in between.

Instead of subscribing to every industry-specific magazine you'd enjoy, ask your local library to subscribe to publications you enjoy, but don't like to invest in yourself.

To remind yourself to do something, write a brief note and crumple the paper into a ball. Put the ball in your pocket or purse — and you'll be sure to remember the task when you empty your pocket or purse.

TIPS • TIPS • TIPS • TIPS • TIPS • TIPS • TIPS

Help Salespeople Adjust To Change

Salespeople are usually reluctant to change their habits or to learn something new, but sometimes a change is necessary nonetheless. How can you persuade a reluctant seller to learn new ways of prospecting, developing new business, and cold calling?

● **Respond immediately.** When you notice resistance, don't wait for it to go away by itself. Confront the issue head-on, otherwise, it will only grow, and the employee's reluctance will get stronger.

● **Avoid anger or threats.** They may only solidify feelings of resistance. And, you'll eat your words tomorrow.

● **Talk it over.** State the problem clearly and concisely, outlining its importance to the employee and to the group as a whole.

● **Allow time to adjust.** Once you've discussed the problem, give the seller time to think it over and make a decision. But, try to have a date assigned as a deadline.

● **Offer praise, assistance and encouragement.** Not only will the person feel good, but sincere encouragement will reinforce improvement. Meet with the seller at regular intervals to discuss their progress.

Our Source: Technical & Skills Training

Manager's Notebook

✓ **Focus on a vision.** Once you have set your sights on a specific goal, it becomes easy to tune out all the information that does not relate to your goal. Your vision becomes a source of inspiration. Vision creates 100% involvement.

✓ **Both you and your employees** should break down your action steps into measurable goals and measure your progress every single day.

✓ **Break the procrastination habit.** Pick one problem area. Work on it exclusively until it's under control. The cold turkey approach to beating the procrastination habit is doomed to fail. Small steps toward a goal work better. Then, once one area is under control, you're ready to move to another.

Closing Often Isn't Pushy

Some people who don't close often will tell you they don't want to be pushy, and that if the prospect wanted to buy, they'd say so. We all know better than that.

Consider this: It is actually rude to not ask for the order. Why is that? Well, if you take the time of the decision-maker, asking questions, answering questions, and making a presentation of your benefits, you owe them the respect of offering what you have available. It is like having someone over for dinner, and assuming they don't want to eat unless they ask for food.

Closing is not pushy when done at the appropriate time during the call. Asking for the sale is the natural culmination of the call. Close more often!

Heard by Our Experts

Want easy vendor money? Just formulate a promotional idea designed to move a specific type of product at a large area retailer. *Our Source: Selling Smarter/RADIO Panel of Experts Member, John Capuano*

Push salespeople to increase their billing for the month up to the very last day. This doesn't mean they have to wait for the next month, but remind them it's not over until the last day of the month. *Our Source: Selling Smarter/RADIO Panel of Experts Member, Kevin Lein*

Reminder: Get today's dollar. Every day into the month that an order isn't written is lost inventory. Press for results. *Our Source: Selling Smarter/RADIO Panel of Experts Member, Steve Edwards*



TAMMY KINZER ON HIGHER RATES

- Remember, rates you charge should be a function of supply and demand.
- You don't set your rates, your advertisers do.
- Move away from selling purely on ratings. Focus on the Top-10 reasons someone should invest in your station.
- Build full appreciation for your station's inventory before you begin discussing rate.
- Challenge the market's cost-per-point. *Remember:* Buyers are liars.
- Offer a more attractive rate for advertisers that will air their commercials over a seven-day basis.
- Show rate increases on long-term contracts. The longer you "hold" a rate, the harder it is to increase it. Condition your prospect to regular rate increases.
- Have the guts (and willingness) to walk. In most cases, the client will come back.

12-Month Promotion

- *Promotions you can take*
- *Step-by-step monthly sales*
- *New ideas you can use im*

January: Year-end clearances; cosmetics; sundries and drug sales; intimate apparel; lingerie sales; fur sales; fashion resortwear; white sales; infants' needs sales; bridal promotions; needlework; home furnishings sales; fashion accessories; diamond sales; luggage sales; fashion fabrics sales; sewing notions, yarn sales; men's and women's apparel sales; women's and misses' coats and suits..

February: New spring fashions; Valentine's Day promotions; fashion fabric events; men's custom suit sales; men's wear sales; women's and misses' suits; spring home furnishing sales, bedding, furniture; President's Day sales; fur sales; art needlework; hosiery.

March: Spring ready-to-wear; millinery promotions; pre-spring fashion accessories, cosmetics, sunglasses; home improvement, garden supplies; china and glass; junior coats, dresses; fashion fabrics; women's shoes; childrenswear; children's shoes.

April: Easter and post-Easter sales; fashion clearances; spring millinery; misses' and women's fashions; children's shoes; sleepwear, lingerie promotions; summer fashions; junior coats, suits, dresses; fashion fabrics; camp equipment; garden supplies;

Idea Hotline

Wholesale Retail Calendar

to your client.

planner.

mediately!

paint, wallpaper; women's shoes; intimate apparel; pre-summer fabric sales; Mother's Day promotions; housedresses and uniforms; fashion accessories; fur storage promotion.

May: Mother's Day items; Baby Week sale; bridal promotions; summer sportswear; women's shoes; costume jewelry; fashion accessories; misses' and women's fashions, fine jewelry and watches; luggage sales; summer fabrics, trimmings; Memorial Day sales; men's and boys' wear; intimate apparel, sleepwear; junior fashions; white sales; home furnishings and housewares sales; diamond sales.

June: Graduation promotions; fine jewelry and watches; camping clothes; sporting goods and cameras; vacation promotions; outdoor living promotions; silverware and clocks; luggage and typewriter sales; lingerie sales; furniture, bedding, floor covering sales; Father's Day promotions; bridal promotions; fashion sportswear; men's wear sales; men's furnishings, men's shoes and slippers; summer wear for the family; women's and misses' dresses; summer furniture.

July: Independence Day sales; summer fashion clearances; outdoor living supplies; sporting goods sales; August

fur events; After-the-Fourth sales; annual swimsuit sales; August white sales; furniture and bedding sales; pre-inventory sales; Christmas in July events; pre-fall fabric events.

August: Summer fashion clearances; August white sales; children's shoes; fall fashion accessories; August home furnishings sales; back-to-school fashions; fall fashion promotions.

September: Labor Day weekend sales; men's and boys' fall wear; back-to-school fashions; home improvement events; fall fashion accessories; home furnishings, bedding, floor covering sales; fall fashions; children's shoes; sporting goods sales; fall fabrics, trimmings; millinery.

October: Columbus Day sales; fall evening wear; men's wear; fall millinery; art needlework; ski season fashions; Halloween promotions; misses', women's coat sales; outerwear for the family; woolen fabrics; fur sales; Baby Week sales; furniture, home furnishings events; Thanksgiving Day sales.

November: Election Day sales; pre-holiday sales; girls' and infants' wear; men's clothing; Christmas toy openings; china and glassware events; Veterans' Day promotions; Christmas layaway promotions; bedding and home furnishings; evening fashion wear; women's coats; fashion accessories; lingerie and robes sales; woolen fabrics; pre-Christmas sales; silverware and linens events; fur sales.

December: Pre-Christmas sales; holiday fashion events; fashion accessories; bridal fashions; cruise wear; silverware, china, glassware; early January events.

Our Source: NRMA Merchandising Planbook

More For You...

To reduce stress, schedule a non-existent visitor for 15 minutes a day so that you have time to yourself. And take that time to do something relaxing for you.

If your boss criticizes you, ask that same boss how they would have handled the situation under similar circumstances.

When asking for a raise, don't explain that you need more money to support yourself. Employers don't care about your higher taxes or need for another car. Focus on what you're contributing to the station. Document — whenever possible — how what you do is increasing station revenue or profits.

If you know of a client's favorite motto, a good gift may be a plaque with that motto on it.

Put your business card in your raincoat or suitcoat pocket. If someone takes your coat by mistake, chances are you'll get it back.

Have your secretary put your work in color-coded file folders with labels, such as "signature needed on copies," "upcoming meetings," etc. This will keep your in-box in order and save time you might waste trying to decide what you should handle first.

If you want to climb the station (or corporate) ladder, be ready to fall as in love with someone else's ideas as you are with your own.

Before accepting a new job offer, ask: "Will my salary be reviewed in six months?" If the person hiring you hasn't thought about it, you might just speed up your next salary increase.

How To Reject Rejection

1. Accept yourself. When you learn to accept yourself exactly as you are today, imperfections included, feelings of rejection will be short-lived. Accepting yourself doesn't mean that you don't intend to improve; it simply means that you recognize the situation, not as the discovery of a character flaw, but as an opportunity for growth.
2. Develop a burning desire. When you are strongly motivated to attain a particular result, obstacles — such as getting rebuffed by someone — become less of a barrier.
3. Practice active substitution. If you detect a negative interpretation sneaking into your thoughts, nip it in the bud by substituting a positive message in its place — one which puts you back on track.
4. Learn from failure. Learn to see problems as opportunities to learn and grow. Even if you perceive it to be incorrect, strive to view criticism as necessary feedback and use it to show you where you have gone off course in pursuit of your goal.

One Step Ahead

Tough Bosses

Of course bully bosses are the toughest kind, and usually the easiest to detect, but other tough bosses are not. *Some examples:*

The Overappreciator: This boss loves everything you do, values your work highly and literally can't imagine what to do without you. They'll never promote you, they love you to death. It is an embrace you must break.

The Incompetent: They learn from you all the time and enjoy their higher salary and title. The more you help them do their job well, the more they are dependent upon you.

The Perfect Boss: They oversee every detail. You can't take risks or show your stuff.

The Chronic Vacillator: Addicted to last-minute changes, so you're always in a dust storm of accelerating confusion — and never get to do anything worthy of notice or reward.

The Structure Addict: Lacks insight or expertise and hides behind detail-laden systems in which all staff members must participate.

The Milquetoast: Never ruffles feathers — and never goes to bat for you.

The purpose of this ad is to increase business. Yours.

A subscription to *Selling Smarter/RADIO* is one which you could benefit from. The fact is, while other radio newsletters cost you money, *Selling Smarter/RADIO* makes you money. To start a subscription, call us today with a credit card number and let's work together to generate new sales. Ours. And yours.

2 years - \$395 1 year - \$265 6 months - \$180

Selling Smarter
RADIO

For fastest delivery, call toll-free 1-800-798-8161

Shrewd Thinking

...anti-yellow pages

It's passive. Consumers don't use the yellow pages until they're ready to make a purchase. Doesn't build top-of-the-mind awareness for the advertiser.

The book contains mostly ads. There are few elements to attract consumers' attention.

An advertising campaign is limited, based on inflexibility of the yellow pages. *Example:* The ad must be ready two or three months before publication, and must last an entire year.

...exit interviews

Make it clear to the employee that anything said will be confidential and will not hurt the person in any way — especially if references are needed at a later date.

Find out what they're leaving for. *Ask:* About the kind of working environment the employee anticipates in the new job. Background of the new boss the employee will report to.

...getting ahead

Learn to think like top management. Determine the major goals of the top bosses and see how you can contribute to reaching those goals.

If you made a mistake that could cause problems, bring it to your boss's attention, before it's done the other way around.

...qualifying business

Find out how they advertise currently or in the past. Find out what

they liked most about the advertising vehicle they used.

Ask, "Other than yourself, who are the other advertising decision-makers for your business?"

Find out from the client what it would take to be in the position to proceed.

...buying signals

When prospects slow up or quicken the pace of your conversation. *Better:* When their questioning about the station becomes more frequent.

When they loosen up, become more relaxed, and less business-like. *Best:* When they react favorably to your trial close.

...angry co-workers

Never urge them not to be angry. This approach won't defuse the anger.

Ask the angry person to tell you about the problem. Don't interrupt, judge or take a position while the person is speaking. Just listen carefully.

Get the person's ideas on ways to cope with the situation and then offer ideas of your own.

...managing time

Make an agenda. At the beginning of your workday, write down what you're going to do and when you're going to do it. And then follow through.

List your 10 biggest time gobblers. Then look for ways to eliminate them from your daily agenda.

The Secret of Great Radio In Tough Times

A quiet revolution is taking place at radio stations all across America. Stations in all markets, big and small, are putting Irwin Pollack's miraculous \$30,000 in 3 Hours seminar to work.

You can know all about it too — in just a three-hour seminar...the big sales ideas program that unlocks the ideas, innovation, and ingenuity of every salesperson, sales manager, and general manager in your station.

See for yourself. We've set a very low price for this "\$30,000 in 3 Hours" seminar — only \$69...\$49 each when two or more attend...\$395 for your entire staff — for we're really doing it as a public service to the industry, a very important service right now.

Seminar cities:

Boston	May 5,	8:30-11:30am
Providence	May 5,	4:00-7:00pm
Albany	May 7,	8:30-11:30am
Nashville	May 17,	8:30-11:30am
Chicago	May 17,	4:00-7:00pm
Kansas City	May 19,	8:30-11:30am
St. Louis	May 19,	4:00-7:00pm
Houston	May 20,	8:30-11:30am
Austin	May 20,	4:00-7:00pm
Sacramento	May 25,	8:30-11:30am
San Diego	May 25,	4:00-7:00pm
Albuquerque	May 26,	8:30-11:30am
Amarillo	May 26,	4:00-7:00pm
Dallas	May 27,	8:30-11:30am
Midland	May 27,	4:00-7:00pm
New Orleans	June 2,	8:30-11:30am
Indianapolis	June 2,	4:00-7:00pm
Cincinnati	June 3,	8:30-11:30am
Columbus	June 3,	4:00-7:00pm
Scranton	June 7,	8:30-11:30am
Harrisburg	June 7,	4:00-7:00pm
Wash DC	June 8,	8:30-11:30am
Richmond	June 8,	4:00-7:00pm

By reservation only...

800-798-8160.

"This seminar brought us a \$15,236 order the morning after we attended the seminar." E.P. General Manager

Privileged Information

...shrewd closing

- Gain favorable attention.** Sell yourself as well as your station. Sell the buyer as well as the company. Please and impress the buyer through your appearance, behavior, and expertise.
- Develop a set dialogue.** Easy, informal dialogue is used by top sellers to uncover the prospect's needs and problems over other approaches.

...insubordination

- Talk to the individual.** Find out what's bugging them. Explore the relationship they have with you and their feelings about the job they hold. Get to know them better. You need a feel for their personality and for what

makes them tick.

- Confront them about their behavior** if it doesn't change. Tell them it is unacceptable. Be specific. Cite chapter and verse. Make it clear they must clean up their act.
- Document the insubordination.** Lay a paper trail. This is one instance where you can't act on your gut feelings.

...verbal aggression

- Distinguish** between an argument and verbal aggression. Suppose an adversary responds to your argument with, "Oh, come on, don't be stupid." You might reply, "We had been attacking each other's *positions* on this topic. Now you've shifted the target to

me. Did you want to make a change like that?"

- Always, always walk away.** You can explain why you're ending the argument, or leave immediately. An effective explanation would be, "I have no desire to continue in an argument where I am the target for attack."

Some Brief Closing Ideas

Here are some brief closing ideas:

"If we included (offer something), would you commit today?"

"Are you thinking about two months (or whatever appropriate frequency higher than likely)?"

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In just 8 minutes a week, you'll get timely how-to tips, new ideas, and cutting edge information from radio's leading authorities.

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(\$5.30/Issue)

■ **6 mos - \$180**
(\$7.20/Issue)

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RADIO

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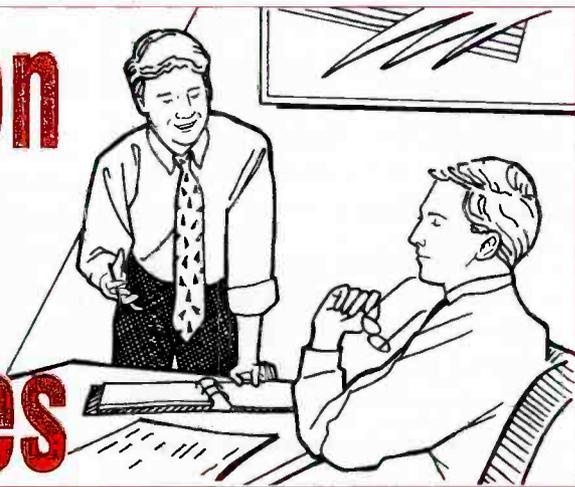
Promotions Hotline

Kentucky Derby Package: On May 1st, 16 horses "run for the roses." Have clients invest in a \$500-\$1,500 package and pick one of 16 horses. If their horse wins, they win a percentage of the advertising at no charge (or discounted rates).

Send Mama to the Bahamas: Prior to Mother's Day, have listeners go into any of five "Mother of the Year" registration outlets. They have 100 words to express why their choice should be nominated as your market's best. The winning mother wins a trip to the Bahamas. Runners-up can win maid service, jewelry, etc.

"The Price is Right"— Listeners guess the price of different items from local retailers throughout the day. The first person to correctly guess the right price wins the item.

Common Closing Mistakes



The prospect sits, leaning back in tight-lipped silence, arms folded, and a "you're-not-welcome" face. You know you can't close this sale.

You have tried your best. You want to turn every prospect into a satisfied, sold customer. But in this case, it's not going to be possible.

But why? Is it your fault or is there some other problem?

First, examine both possibilities. Regarding yourself, ask the following questions. Did I:

- Use a proper, effective approach?
- Talk the prospect's language?
- Project confidence?

Once you examine your performance, you can look at other factors that might have affected the close. Ask yourself these questions:

- Did I reach the decision-maker?
- Was the station a right fit?

Whatever the reason for the sale's

collapse, you can't breath new life into it. No matter how hard you persevere.

But by examining the factors involved, you can learn what you did wrong — and right.

As you leave the prospect's business, ask yourself: "What can I do to achieve the sale next time?"

1. Qualify prospects. Find prospects who will help you reach your quotas in the least amount of time.
2. Fortify weak sales points. By doing this, you'll be in a better position to complete a sale that might have slipped by you before.

Naturally, for every presentation you must be assertive; with your enthusiasm and salespersonship on the line.

But you must also recognize when there isn't any hope — and at this point stop persisting. Save valuable time and go on to the next one.

Our Source: Successful Closing Techniques



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(8477)

**FREE Ideas
Each Week to Help You
Increase Your Billing!**

Shrewd Sales Management

Drill into your sales department's mind that they are managing a business of their own, with merchandise to sell (airtime), customers to sell to and to have to come back to time and time again. There's self promoting to do, and budgets to meet.

Insist upon competitive spending information — who else was bought. What share of the total pie you got. What you could have done to get a bigger share.

Practice word economy. Get to the matter at hand. Focus. Ask salespeople, "What *specifically* will it take for us to get the buy?"

Selling Smarter[®] RADIO

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WOR, New York

Privileged Information

Best to read this section with a pencil — ready to check off the ideas that you can use immediately.

...giving feedback

Offer specific feedback; don't be vague. *Example:* Don't say, "You seem so irritable today." Instead say, "When I asked you about this account, you shouted — and I don't understand why. It made me wonder if something happened that I should know about."

Be sure feedback deals only with behavior the person can do something about. Don't call someone "compulsive" or "rigid" or "a procrastinator." Try to identify the specific behaviors and attitudes that can be changed.

...coping with stress

A physically fit body is better able to withstand the effects of stress. A well-balanced fitness program that includes good nutrition and adequate sleep gives you energy and endurance to handle whatever comes your way.

Exercise has a calming effect that lasts long after the exercise session itself is over. Repetitive exercises like running and swimming can produce a mental state like meditation.

...music stores

Music stores specialize in the sales of audio equipment, musical instruments and supplies which account for 93% of sales. Miscellaneous merchandise makes up the remaining sale items. Pianos and organs account for 43% of a music store's sales.

In just the past five or six years, the number of music stores in the country has increased 12%. Today, there are more than 11,000 music stores.

...procrastination

Ask yourself why you are procrastinating...are you afraid you cannot perform the task? Feel it is inappropriate for you to do? Intimidated by the responsibility?

Review your priority framework. Assess the negative effect avoiding this task will have on those priorities and on your sense of self-worth.

...personal goals

Reward yourself for completing tasks, and punish yourself for not completing them.

Focus on the benefits of completing the task. Ask yourself, "How would I feel if I already had this behind me?"

...interview questions

"If I were to ask, what dissatisfactions have other coworkers had with you?"

"Please explain to me, in detail, what you have done which gets people to want to win for you?"

"How would you overcome these four objections?"

...asking for business

Respond to buying signals appropriately and then always, always close on a buying signal.

If possible, avoid closing by calling for a decision. Instead, close by asking for a preference or opinion.

Did You Know That...

...heavy-handed supervision often misses the mark? *Example:* The manager who locks doors for those who are late for the sales meeting is not always the one who has the best on-time arrival from the staff.

...prospecting the classified section of the newspaper can lead you to new companies coming to your market? For the most part, these companies are looking for local managers and a lease before they'll be prepared to spend money on any advertising!

...each week, the average furniture store makes 58 sales at \$553 each? The RAB claims annual revenue averages \$1.6 million, or \$109 per square foot. *More:* Gross margins average 42%.

...there are multiple prospect targets for colleges — not just high school students, but also their parents? Three out of four students say parents are their major college funding source.

...there are now more small business owners in the United States than there are union members?

If you're a fanatic about keeping your station ahead of the competition, here's a weekly management tool you simply cannot afford to be without.

Introducing Irwin Pollack's *Selling Smarter/RADIO*, weekly eight-page reports for managers with a mission — those who are looking to achieve their sales goals...every single month.

Each week, you'll get concrete examples. You'll get insight and

IDEAS • IDEAS • IDEAS • IDEAS • IDEAS

10 Reasons for Rate Integrity

1. A lower rate for one usually means a lower rate for all. A buyer who needs a better rate for one client is bound to remember that rate for another.
2. Credibility. Although most don't want to pay the higher rate, deep down they know about quality and that you get what you pay for.
3. Remember, the higher the rate...the faster you hit your budgets.
4. History dictates that once you go down on rate, you can't ever go back. Once they're lowered, it's all over.
5. People talk. If rate integrity goes out the door, so does your on-the-street talk. Most clients fear the product they invest in today is able to be bought at a better rate.
6. The higher the rate, the more money available to make the station stronger through promotional opportunities, etc.
7. *Bottom Line:* A lot of low rates spells trouble!
8. A station whose rate is high suggests a position of strength. A station with low rates suggests a company in financial trouble.
9. Low rates start a market war. Nobody wins; everybody loses.
10. Being reactive (versus proactive) takes away from the department's confidence levels. Having rate integrity is more proactive, and lets each seller focus on their station's strength, versus cost-per-point, etc.

THE BIBLE



analysis. You'll get tested techniques you can put to work the day you receive your first — and every — issue.

Subscribe today and build a systematic, comprehensive sales billing machine within your radio station.

Get it!

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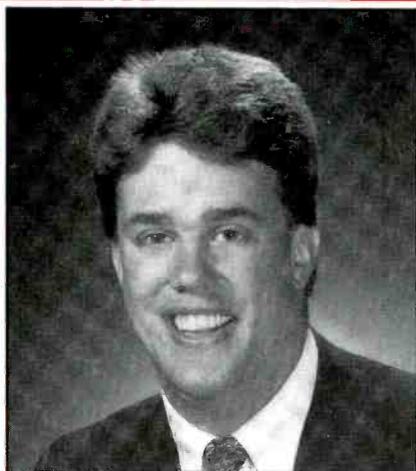
Problem Solving

1. Identify the problem.
2. Isolate the cause of the problem.
3. Set the objectives you want to accomplish in solving the problem.
4. Identify potential solutions to the problem.
5. Evaluate the alternative solutions.
6. Develop a system of budget and controls and a system for monitoring the problem-solving process.
7. Implement the program to solve the problem.
8. Measure the results.

Our Source: Sales Promotion Management, by Don E. Schultz and William A. Robinson

New Ways

- When salespeople** claim there isn't any business to be had, remind them that there are three different places to get business: New business, more business from current customers, and reselling business that you've lost. *Question:* Has anyone at the station considered doing a "We Want You Back" campaign, just like the one that AT&T did?
- As a way** to get more print dollars, take your prospect's newspaper ad, put it into the copier and make a copy of it at 85% of its original size. Then, ask if that reproduction is a copy of the recent ad they ran. When they say, "yes," show them the real ad. *Moral:* When shrinking an ad down, it's really hard to see a difference. *Best:* The cost of the ad goes down 15% also, allowing both newspaper and radio for the same budget.



CHRIS CORNILS ON CONVENIENCE STORES

- 35% of all convenience stores have a deli counter.
- Fresh-made sandwiches have gross profit margins of 45-60%.
- Ethnic specialties have proven to be successful; dictated by consumer preference.
- Foodservice sales lag behind tobacco and beer in total in-store merchandise sales.
- Fast-food chains have helped convenience stores with their new "pull over and wait" strategies.
- Optimum number of sandwich varieties range from 7 to 12.
- During the day on Mondays and Fridays are the best times for foodservice sandwiches.
- Cross-promotion, typically, does not work well with food service items, nor is it needed.

Cont

Man: Old-T

- *If you let them have their w*
- *As long as you stay cool, yo*
- *Confrontations are sometin*

Nobody is harder for any General Manager or Sales Manager to handle than the person who has been around the station forever, is ineffective, isn't hitting goals, protects accounts for years at a time, but knows the station history back to the year one.

They are not very productive. They are just waiting for retirement. They are a pain in the neck. They know it and enjoy trying to do you in.

Key point: If you let them have their way, they will!

The situation is not that hard to handle provided you keep your sense of humor and keep cool. However you can't just let them run all over you. Further, you also should be willing to risk confrontation, no matter how messy, when that's the appropriate action.

Always remind yourself that you're in charge. You have the door to an office. Remember, there's a difference between employee and employer. In short, the only way they can get under your skin is if you let them.

After all, this isn't some young hotshot with blood showing in their eyes—it's a person past their prime who hasn't made it as far as they once hoped to go

Continuous Improvement

Flattering Timers

They will.

You stay in charge.

They are necessary; keep it pleasant.

and is no longer making the money they used to.

The oldest and worst ploy these disgruntled people will use on you is the "that's not the way we used to do it around here, this market is different," and the corollary "the old ways were a lot better."

Your best answer? "And it's a good thing we don't do it that way anymore, or we'd have worse billing shares than we do now, and would probably be trading out our payroll, too!"

Another line of attack by this person is the threat to go over your head to the boss, with whom they've been friends for years, if not decades. This one only works if you have treated the person badly, made fun of them, talked harshly or were rude.

It's guaranteed to backfire so long as you've stayed cool, calm, friendly, firm and decisive, and were seen that way by your peers and subordinates.

That's why it's a good idea to go public with any disagreement or issue you have with the old hand. Let them speak up, openly, at meetings. Call in others when they come to complain or fight you on an order so that they can hear the

conversation and see how adeptly you handle it.

It's best to document as much as you can. This will prove to be a formidable weapon against the old timer and provide you with the protection you need if you're ever accused of being unfair.

Confrontations, on the other hand, should absolutely be in private. You don't want to humiliate them before their peers (remember they've been working with these people for years). But if they have stepped over the line to challenge your authority, you have to reassert it — as pleasantly as you can, or unpleasantly if they leave you no choice.

Don't be afraid of flattery. Nothing defuses boiling anger faster than the unexpected pat on the back. However, the compliment should be sincere and not be made in a patronizing manner.

And the best way to flatter this one is to ask their advice on a specific problem in an area where you know they have some expertise. Yes, that does risk a reprise of "old is better," but you don't have to go along. You're just interested in what they know, not what they did.

Selling Smarter

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Satisfaction guaranteed or your money promptly refunded.

Watch That Laptop!

Computers are getting smaller and smaller. But the new laptop, notebook and palmtop versions are attractive — and portable — to robbers as well as owners. The Stolen Computer Registry, a clearinghouse on hardware theft, says hundreds of thousands of the mini-models were reported stolen last year — four times as many as in the year 1991.

More Sales Management

To keep on top, set up sales calls with the decision-makers of your 10 best customers — and bring your General Manager along.

Schedule brainstorming meetings at least twice a month so salespeople will walk away with new ideas to offer their accounts. *Rules:* Leave your ego behind. Communicate well. As manager, be relaxed and open to new ideas. Get enthusiastic.

Don't hog all the credit. Share it with your colleagues, salespeople, etc. If you have to tell the world how smart you are, you probably aren't!

Commit yourself to quality from Day One. Concentrate on each task, whether trivial or crucial, as if it's the only thing that matters. It is better to do nothing at all than to do something badly.

When handling a complaint from an advertiser, assume the complaint is legitimate. Try the American Express approach. Take a challenged charge off the bill, then investigate. Only 1%-2% of customers intentionally try to swindle.

Sales is A Numbers Game

The next time you're frustrated by rejection, remind yourself how sales is a "numbers game." Out of 100 cold calls (by telephone), most agree that 25 will grant you a first appointment. Twelve will ultimately give you a second appointment. And finally...3 will buy. *Smart:* Instead of avoiding the next prospect, realize a "yes" may be just around the corner.

Network for Success

One good way to generate leads is by "networking" (sharing leads) with other sellers outside your industry. When lead-sharing groups are assembled, and one representative from a range of different business categories meet to swap leads, it makes more sense than networking with salespeople from competing radio stations because of the smaller risk of one "being in it for himself." Here's a list of business people you may want to network with, and consequently initiate lead clubs with:

- Accountants
- Office supply and furniture salespeople
- Commercial coffee companies
- Vending machine distributors
- Phone systems
- Bottled water distributors
- Dumpster salespeople
- Printers
- Hotel and convention center managers
- Commercial real estate salespeople
- TV salespeople

Usually, the group meets once each month. The general rule — confidentiality and bring the same number of leads to the meeting that you'd expect to take out.

Communications Hotline

Avoiding Telephone Tag

Take these easy steps to make your time on the telephone more productive:

1. Improve your timing. Schedule your calls when you know your target will be in. Early morning, mid-week, and mid-month are good times. Calls made on Monday morning, Friday afternoon, and at the end of the month are likely to fail.

2. Have an alternate contact. Develop a second or third contact within a company who can handle your call if your first choice is unavailable.

3. Know thy secretaries. The secretary often screens, fields, and prioritizes calls. Make friends with this person.

4. Know when to hold 'em, know when to fold 'em. You waste precious minutes on hold that could be productive. When your call is

finally put through, the target may be unprepared and not in the mood for another call.

5. Leave clever messages. Define the desired action and time frame. Pique the target's interest or use a little light humor to get a smile and a return call — but don't overdo it.

6. Make use of high-tech systems. Don't let voice mail, answering machines, electronic mailboxes, or call processing put you off. These devices are for your convenience — learn to use them to your advantage.

7. Get the important information. Find out when the person will return, if they are expected to be busy then, and when would be the best time to attempt another call.

8. Make yourself available. Be on-hand to receive a return call. Establish regular "in-office" hours.

Our Source: Overcoming Objections

Manager's Notebook

Once a month, attend a meeting which involves other department heads. Work on improving your overview of the industry. Determine how your department can be better. Be open for advice from other managers.

When searching for salespeople, remember all salespeople who call on you are prospects to be recruited. As they sell, you are involved in the best of all possible interview situations — live test of their skills. All that needs to be added is some low-key questioning about their background, goals and satisfaction with their current job.

Get the word out about any elementary sales openings by talking to schools and clubs. Talk "radio" as a career. Encourage the audience to stay in touch.

Hot Sales Tips

...switch-pitching

- When on the call, be certain your client compared apples to apples on the original buy. Don't assume you and the client are talking the same language — make certain.
- If the other station offered some added feature that caught the buyer's fancy, point out where it has shortcomings which the prospect may have overlooked in their enthusiasm.
- Use reverse testimonials. Recommend that the prospect talk with specific people who you know have used the other station, when you know that they have had poor experiences with it.

..."win-win" selling

- Adopt a "win-win" strategy, where both you and your customer benefit from the outcome of your call. Remember everyone likes to win.
- Concentrate on providing your customer with solutions and opportunities to help increase their store traffic, move more product, and make their register ring more often.
- Remember, long-term success is based on customers not only being sold but satisfied, too.

...overcoming worry

- Learn to face trouble. Ask: "What's the worst that can possible happen?" Prepare to accept the worst. Try to improve on the worst.
- Dale Carnegie suggests reminding yourself of the exorbitant price you can

pay for worry in terms of your health.

...better positioning

- Come up with three compelling reasons why clients should be interested in your station. Remember to only use these points one at a time. This gives your client a chance to better focus on each point.
- Do your homework on the prospect and their business. Begin to identify their business and industry before going in on the call.
- Link features with benefits by using words such as *which means you* and *so that* to bond the two together.

...getting ahead

- Become a great communicator. Top management will notice good writing and speaking skills.
- Learn to think like top management. Determine the major goals of the top bosses and see how you can contribute to reaching those goals.
- If you made a mistake that could cause problems, bring it to your boss's attention, before it's done the other way around.

...big sales mistakes

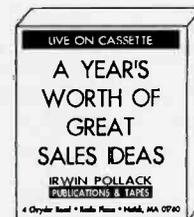
- Telling instead of selling. The unsuccessful salesperson rattles off a list of benefits instead of asking the prospect about their needs and interests.
- Not responding to needs with benefits. If you leave it for the prospect to do themselves, a sale is unlikely.

Guaranteed to teach your sales team how to sell better...or all your money back.

The most energetic, hands-on radio sales cassettes ever recorded...

- Magic words to get you in the door of new prospects. *Tape 2, Side 1*
- The best way to end any sales letter. *Tape 3, Side 2*
- Classy ways to knock the other stations without sounding like you're "bad-mouthing". *Tape 4, Side 1*
- Three new ways to close tough car dealers. *Tape 3, Side 1*
- How to double your referral business. *Tape 1, Side 1*
- New ways to "turn on" after you've been turned down. *Tape 2, Side 2*
- Exact point in your presentation to ask for the order. Miss it and your chances get smaller every minute. *Tape 2, Side 1*
- The one secret to keeping your clients away from the last page of your proposal. *Tape 3, Side 2*
- How to ask for the order when you're paralyzed by fear of rejection. *Tape 2, Side 1*
- The latest strategies for long-term, 13-week business. *Tape 3, Side 1*

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IN-STATION SALES TRAINING**

Brainstorming

...on paying attention

- Focus your attention** on the person speaking — don't allow your mind to wander or daydream.
- Face the speaker** to get the verbal and nonverbal message. Don't sit side-by-side or above the speaker.
- Make eye contact** to show direct interest in the speaker — don't overdo it and make the speaker nervous.

...on mentors

- Good mentors** are truly superior performers in their own jobs.
- Those chosen are supportive**

and helpful of subordinates in the performance of their jobs, but avoid usurping their jobs.

- Mentors** are good delegators. That is, they let people know what results are expected, give them help and support.

...on sales contests

- Goals must be achievable.** One of the biggest ways to have a contest flop is to set goals and objectives too high. Make sure your goals are reasonable.
- Add props, gags, and gimmicks** for authenticity. Creating the environment for a contest will help keep the contest itself more believable,

more realistic, and as a result — your people will be more motivated.

- Run frequent** short-term contests and only an occasional long-term contest. The longer a contest lasts the harder it is to maintain the stimulation attached to it.

Take Notes

In a recently released report, *not taking notes* was one of the biggest enemies of most successful salespeople. If we don't write down what is important to the customer, we will forget and talk about what we think is important. The strongest memory is weaker than the palest ink.

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(\$7.20/Issue)

Selling Smarter®
RADIO

\$elling Smarter[®]

Published by
Irwin Pollack

RADIO

Volume 2, Issue 2

January 11, 1993

Promotions Hotline

- "Couch Potato Contest":** Listeners send in pictures of who they think should be nominated as 1993's Ultimate Couch Potato. Winners get prizes from participating sponsors. *Examples:* Lazy-Boy, Frito Lay, Sony.
- "The Great American Pothole Contest":** Listeners are invited to count how many potholes there are on a street or highway determined by your radio station. Or, listeners are asked to call-in and advise other listeners where the big potholes are. You tie-in with front-end alignment centers or tune-up centers.
- Diamond Dig:** Jeweler puts a box filled with a ton of sand on the bed of a truck. Scattered throughout are 40-50 diamonds, each worth \$150-\$200. Customers get one minute to search through the sand for a diamond. *Fine print:* Also in the sand -- cubic zircons.
- Pay Off the Plastic:** Ten businesses commit to a \$1,500 schedule through February, March and April. They become "Official Pay Off the Plastic" sponsors. Listeners go to any specified location to register for a chance to win \$1,000 to help pay off their credit card. Station generates \$15,000 in revenue and spends \$1,000.

**We pay \$100 for the best sales
idea of the week!**



Call:
1-800-I-SOLD-IT

WHAT DOES YOUR OFFICE SAY ABOUT YOU?

Your office should function well for you. It should look clean and efficient, without piles of paper or other clutter around. But you must also pay close attention to your office's atmosphere. Does it convey an air of seriousness and efficiency? Does it look like a place where some valuable thinking is taking place?

If you've ever visited the offices of important people, you'll notice they all share the same types of qualities. Curiously, few of them achieved the same results in the same way.

To decorate your office as a leader would, obey the following rules:

Express your personality. Your office should reflect your interests and pursuits. Include things that appeal to you. Looking for items to please other people only waters down the personality you're trying to convey. Never be ashamed of your tastes. If you love your classic 1967 Corvette, put a picture of it on the wall -- even if your colleagues all have reproductions of Impressionist paintings.

Include things you understand. If you put up a painting or a framed quote you like and know about, you'll create a positive impression when you explain it to people. If you put up something you're supposed to like but really don't, you'll seem pretentious.

Use help wisely. As you climb the ladder, someone will offer to decorate your office. If you can keep your interests at the center of the plan, fine. Otherwise, refuse and keep your office the way you like it.

Avoid the commonplace. Don't decorate your space with two or three innocuous, framed posters that the mailroom brings you -- it's another way to ensure anonymity. By the same token, avoid cute cartoons. Displaying a cartoon of a monkey saying: "I Hate Mondays!" will only make people view you as a monkey who hates to work.

In closing, many executives spend as much time in their office as they do in their home. With that in mind, doesn't it make sense to spend some time strategizing its decor?

Shrewd Sales Management

- Relate to your boss.** Don't take up too much of their time. Don't be afraid of them. Keep in mind that bosses are people, and all people have quirks. Never embarrass the boss; intentionally or accidentally.
- Keep good records.** Average unit rate records. Meeting attendance records. Renewal rates amongst advertisers. Remember -- you can't manage what you don't measure.
- Be proactive.** Meet on an equal level with your subordinates and front-line people. Delegate responsibilities that will enable the sales and support force to make contributions to the advancement of the department.

Selling Smarter[®] RADIO

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Privileged Information

Best to read this section with a pencil – ready to check off the ideas that you can use immediately.

...office hassles

- Keep a minimal number of seats** in your office to discourage drop-in visitors.
- Square up the piles** on your desk. Seen in quadrants, they'll seem less overwhelming.
- Drop the words "you know"** from your vocabulary. You'd be amazed at the time you save in conversation.

...cancellations

- Resist the impulse to get angry** or indignant. Even though you spent a lot of time and effort putting the proposal together, don't show your frustration.
- Ask:** "Is anything wrong with the agreed-upon proposal?" *Better:* Figure out whether or not the competition has come up with a better package.

...career growth

- Learn from disappointments.** As long as we keep thinking, we'll find new ways to move forward. Disappointments stretch our abilities to solve problems and help us to think creatively.
- "NO" is unacceptable.** A successful seller will keep coming back until the sale is won.
- Learn from others who are successful.** Listen to ideas from people who are successful and your thoughts will improve in the process.

...customer loyalty

- Cultivate a wholesome admiration** for people. Like them better than you like money!

- Follow the habit** of rendering more and better service than you are paid to render.

- Be sure to enter** into an agreement which benefits all whom it affects.

...top-biller traits

- The ability to sell with stories.** Stories are wonderful learning tools. Most are immersed with real life experiences. They're a natural part of persuasion and selling.
- The ability to work through disappointments.** Top-Billers become clearer thinkers, more focused and more creative. Learn that as long as you keep thinking, you'll find a way to make something happen that will move you forward.
- The ability to have a top-notch sense of urgency.** Yellow traffic lights and waiting for others to finish their job are not strengths of the best salespeople. They need to get where they want to go NOW!
- doodling**
 - Flowers and circles** indicate an open, gentle natured person, while those who doodle in lines and geometric shapes tend to be more logical and directed.
 - Arrows mean the doodler is goal-oriented interested** in getting somewhere in a hurry.
 - What we can't draw** also gives insight into our character. *Example:* Someone who can't draw people probably isn't very open to others.



Another \$100 Winner!

Scott Peters
WQQK/WVOL, Nashville
(615) 227-9292

"Fax Cover Sheet" -- On the station's fax cover sheet, underneath the portion where the person notes who it's for, fax, phone, etc; there are bullets noting advantages of using the station. For example, "WQQK-FM has the largest number of listeners 12+ in Davidson County." And, "WQQK/WVOL has 129,500 listeners each week in the Nashville Metro Area." *Call for a copy!*

To You...

- You'll save more money** while on the road by using the # button after each party has hung up. This will save you the added surcharge most hotels add to each phone call by keeping you connected to the long-distance carrier. *Also:* It will save you time at pay phones.
- Make a list of your employees.** At promotion time, who do you feel would be eligible for a promotion? If there isn't anybody, start questioning your training and development skills. We're all supposed to train our replacement.
- When in doubt, always try for a trial close.** If the prospect isn't ready to commit, they will certainly let you know. If you ask them why, they'll usually tell you that too.
- Improve your communication.** Record yourself talking. It's the only way to know what you have to work with, since most people tend not to hear their own voices accurately.

TIPS•TIPS•TIPS•TIPS•TIPS•TIPS•TIPS

12 Answers To "Call Me Next Month."

- 1.** What's going to be different a month from now? Exactly why will your decision be easier then, than it is now?
- 2.** I'm sorry... I haven't done a good enough job of showing you the benefits of this plan. If I had, you'd be ready to start right now. What questions can I answer for you?
- 3.** Are you saying that you don't want additional traffic? Movement of more product? You don't want the cash register to start ringing right now? Why wait until next month? Haven't we been through this before?
- 4.** I'm sorry... this program's rates and offer expire this Thursday afternoon at 4:30 pm. What will you need now to take advantage of this exceptional plan?
- 5.** Great! Would this call next month be for setting up an order for two months from now? Great! But since that's a busy time for us, just initial the order and we will have you on the air the first of that month!
- 6.** Is your competition waiting? They are aggressively gaining market share now. What do you hope to gain by waiting?
- 7.** Is it a matter of money? Let me explain our credit plan...
- 8.** You're not just saying that to get me to leave, are you? What specifically do you like about this plan? What questions do you have?
- 9.** You're busy and so am I. Let's set up a time now.
- 10.** I'm sorry to hear you want to wait another month. It must mean more tough months ahead, without any new customers willing to give your business a try. Can you really put up with this kind of business that much longer?
- 11.** I can call you next month, but do you have a specific start date or campaign? You know, we only air XX commercials an hour. They go fast. Let's pencil something in now.
- 12.** Next month is only a few weeks away. I feel pretty confident that you strategize every aspect of your business daily and have some thoughts about what you'll be doing next month. Now, if I can just get some direction or input, all of us at the station can begin brainstorming some ideas. I don't want to do an "institutional" campaign, I'd like to be more focused.

How-To Tips

...selling grouches

- Make them be specific about their complaints.** Force them to document who is involved, what has happened, where it exists and why it is a problem.
- Get them to suggest a solution.** "If the decision were yours, what would you do about this?"

...the "choice" close

- Remember:** Always give the prospect something versus something instead of something versus nothing.
- Examples:** "Would you prefer 60s or 30s?" "Would you like us to produce the commercial or would you like to do it yourself?"

...orientation

- Include the new person in meetings,** both formal and informal. The newcomer can thereby get to see people in action.
- Do the piping aboard personally.** This will indicate your support for the newcomer to your staff. In an introductory memo, stress three points: the person's background, why they were brought in and the expectations.

...co-op advertising

- Remind prospects that it is their responsibility** to pay the entire bill to the station. They will be reimbursed by their manufacturer.
- All commercials must** be approved beforehand by the manufacturer before the prospect can get their money back.
- Most major brands** do have co-op plans. Most advertisers don't use them.

...negotiation

- If you regularly negotiate** with the same opponent, periodically change your negotiating style. If they've psyched you out, they know how you think.
- Never let "official policy"** be the reason you don't get what you want. Determine who makes the policy, why it was made, etc.



TAMMY KINZER ON TIME MANAGEMENT

- Know where you're going each morning and why.
- Use the telephone for calls that need not be made in person.
- Have supporting material ready to reduce wasted second calls.
- Reduce travel by routing calls to avoid backtracking.
- Have alternatives ready in case of cancellations.
- Qualify the prospect early. Stop wasting your time.
- Get right to the purpose of the call.

Think

10 Ways Fail At

- *Let programmers do what they want*
- *Cheat good salespeople*
- *Don't be open to new ideas*

1. Fight Other Broadcasters.

While the local newspaper and shoppers waltz away with the lion's share of the ad dollars, concentrate your efforts on snatching a few dollars away from the radio station across town or down the road.

2. Kill the Golden Goose.

If you're lucky enough to find a good salesperson and they start to increase billing, try to find a way to keep from turning loose those big commission checks. Consider making those new accounts "house accounts" or get rid of the salesperson. You'll probably be able to hang on to the new billing without him.

3. Package of the Month.

Seasons Greetings... Holiday Safety Tips... Senior Salutes... Back to School Reminders... Turkey Shoot... etc., etc. Don't waste time with well thought out advertising campaigns designed to help solve problems for the advertiser. Bombard them with lots of packages and promotions. When you hear him say, "What have you got for me this month?" you're on the right track.

ing "Outside The Box"

ays To Radio

atever they want.

out of fat commission checks.

as. They will never work.

4. Keep Your Rates Low.

"Hey, it's better to get something for the time than nothing, right?" "Let's be realistic. The station across the street is selling spots at a dollar-a-holler." "Why, they can buy TV spots for _____!" "I've got to stay competitive." "We'll make it up in volume."

5. Let Your Advertisers Program the Radio Station.

Be willing to schedule programming with little or no audience appeal if even one prospective advertiser offers to buy time in it. Always listen to your salespeople in this respect. They'd never suggest putting on bad radio just to make a sale.

6. Cheaper By the Dozen.

Hire the least expensive programming staff you can find. You're gonna have to train them for your operation anyway. If they start getting good and want a raise, show 'em the door.

7. What They Don't Know...

Do not communicate with your staff. Avoid regular programming or staff

meetings. Meetings like that just turn into gripe sessions and they'll hear about things from the office rumor-mill anyway.

8. Every Man For Himself.

Let the programming staff "do their own thing" when it comes to things like selecting music, on-air style or format. You probably can't get them to do it your way in any event and if you were to fire them, you wouldn't be able to find anyone better to replace them.

9. Strive For That Lived-In Look.

Don't worry about what your lobby, offices or studios look like. The "jocks" are back in the studios so their appearance isn't all that important. After all, a radio station is a "special" kind of business and no one expects it to look like a professional office building.

10. "That Will Never Work."

If someone suggests a new or different way of doing things, tell them how you tried it already and it didn't work. And throw in a few reasons why it certainly would not work in your market, format, etc. Certainly, don't act positive or enthusiastic around any of the staff members. If they think things are looking up they'll just want a raise. Maintain and rehearse your mental list of why things are bad: The economy... too many other radio stations... too many kids working in the business... no good salespeople to be found. After all, it's not that you're being negative, you're just being realistic about it.

Our Source: Learfield Communications, Inc.

Employee Motivation

What motivates an employee most? Recognition and appreciation, according to the Challenger Outplacement Council's discussions with recently discharged managers. Independence and status are the next most important job considerations. Third, the chance to contribute to company goals. Number four? Salary.

More For You...

Check-up: Be sure you're keeping your promises. If you can't live up to a promise you give an advertiser, don't make it. Know your station's policies and make your promises accordingly.

The next time you're going for the close, just ask. Salespeople who lack courage tend to get caught in a vicious cycle. A fear of closing will increase the prospect's fear of buying.

In 1993, work hard, particularly on your weaknesses. Nobody likes to do the things they don't do well -- it's the hardest thing for anybody -- but that's what you really have to do.

Don't be bashful. Try to get everything your heart desires. You're not a bad person just because you want what you want. You're not being selfish when you refuse to concede a point that matters to you. A lot of people feel awkward when making their initial presentation, as if they're asking for more than they really deserve.

On your next series of letters, use grabbing openers. *Examples:* "Would you like to increase sales by 50%?" "Small companies just like yours are saving thousands of dollars a year with our program."

15 Interviewing Red Flags

Beware of any candidates who:

1. Have quit a past job without adequate notice.
2. Accept your salary terms and then try to up the offer.
3. Are pompous or rude to your receptionist or secretary.
4. Can't show achievements at former jobs.
5. Will have to travel very far to work -- unless accustomed to doing so.
6. Will have to do substantial out-of-town travel and are unaccustomed to such.
7. Are over-qualified (*the exception*: older candidate).
8. Reveal confidential information.
9. Are willing to violate contract with former employer.
10. Lie about material factors.
11. Didn't take the trouble to find out any information about your station.
12. Seem to know very little about the stations they've worked for.
13. Take too long to think over an offer.
14. Talk badly about former employers.
15. Request that you match a counter offer from their present employer.

Our Source: *Half on Hiring*, Robert Half

Continuous Improvement

22 Production No Nos

1. No children in commercials.
2. No dry voice commercials.
3. No two-voice commercials using the left-or-right channel only technique with music.
4. No live commercials 9 am - 5 am.
5. No commercials using heavy harmonized voice.
6. No commercials designed to get attention through annoyance.
7. No ethnic characters.
8. Piggybacks count as two units.
9. No sirens, horns, bells, whistles or bad effects.
10. No commercials dubbed from cassette, including music.
11. No crying wolf. ("... we interrupt this program..." or faked news flashes, etc.)
12. No sponsor voices.
13. No dead air commercials.
14. No telephone voices.
15. No fake remotes.
16. No call letters in commercial without prior approval.
17. No hit music or familiar format music in commercials.
18. No commercials cutting down other sponsors.
19. No distorted, out of phase, or muddy commercials.
20. All 60s are between :58 and :62. All 30s are between :29 and :31. All commercials are :30s or :60s only.
21. No live tags.
22. No "interview" or phony talk-show commercials.

Manager's Notebook

Set up a schedule to meet key retailers and agencies. Not to present a specific package, but to "tell the station story." Focus on making two major presentations each week for the next quarter. With these 25 retailers and agencies, let them know where the station was. Where you wanted to take it. And finally, how you've performed.

Map out the sales meeting schedule for the next 13 weeks. What days will you meet? What issues will be addressed? What homework assignment must each seller prepare before each meeting? Then, once designed, pass out the syllabus to each seller. (Tip: Change the days and times on an ongoing basis -- unpredictable managers will raise street-fighters.)

Better Ways

...better phone selling

- Number your points for impact.** During the presentation portion of your call, use a number to indicate how many important points you plan to touch on. People are likely to listen when they know how many points they are going to be hearing.
- When you reach the screeners** who ask the "What is this in regard to" question, treat them with respect and make them feel important. Respond with, "Well, I believe you could help me. You work closely with Mr. Prospect, don't you?" *Later:* "I have some information that will make his day... can you connect me now?"

...better control

- Whenever possible,** make presentations to customers at the radio station. *Why:* First, you'll be in control of the situation from a "fewer interruptions" point of view. Your visitor will respond more readily to your questions away from the comfort zone of their own environment.
- Visit your prospect during** morning hours, midday hours and later in the afternoon. Determine when their energy level is highest. Then, make it a point to only visit your customer during those times.

...better promotions

- At your next event,** consider videotaping it. Then, on calls where you'd normally "tell" buyers about the station, you'll be able to "show" them the station.
- Call your local cable station** or a video production house to film a 3-minute presentation on your station.

...better billing

- Make face-to-face** sales calls to clients between 9:30 am - 4:00 pm. *Better:* Make a minimum of five face-to-face scheduled appointments each day.
- Complete all the required** paperwork and allow the sales assistant to do tasks such as letters, proposals, contracts, etc.
- Provide every client** on your account list with a reason to advertise EVERY MONTH.

...better closing

- Remember the Ben Franklin** Balance Sheet of closing. Use a few negatives to call attention to the many positives. Add, on paper, the benefits they get. Then, have them list the debits of the deal on the other side.
- Always have the prospect** "okay" an order, never to "sign" it. *Better:* Having the prospect "initial" it.
- Watch the prospect's eyes.** When they grow "wide," you are seeing a buying sign.

...better negotiation

- After each "give and take"** session with your prospect, ask yourself, "What went well, and what didn't go well?" *Better:* Determine what you could do better next time.
- Use techniques** to help keep control of the negotiation. Beware of prospects who try to get "one-up."
- Ask yourself** who, other than yourself, should be present during the presentation.

Ask Applicants To Write

As part of the screening process, ask promising job candidates to write a page or two about your station, describing what the business is all about and why they'd like to work there. Aim:

To find out who the really serious candidates are. Those only moderately enthusiastic about employment with your station will either decline or do a half-baked job.

To learn about candidates' research skills. Those who ask the right questions and report the important facts have valuable skills.

To learn about candidates' communication skills. Clear, concise writing skills are an indication of communication strength.

Heard By Our Experts

- To improve client relationships,** begin a "seeding" program with current and prospective customers. Send articles of interest to your client from magazines, newspapers, etc. Then "seed" one article every other week or so. Customers will be impressed with your interest in their business.

Our Source: Selling Smarter/RADIO Panel of Experts Member, Mark Panetta

- To avoid paying commission to salespeople** who have left, first find out from your attorney whether or not you are in the right. If the attorney says pay it, do so. It's easier than a long and costly legal battle. But if it's clearly not something to pay, fight back. You'll gain the reputation amongst the sales staff as one who isn't worth battling against.

Our Source: Selling Smarter/RADIO Panel of Experts Member, Jeff Warshaw

Shrewd Thinking

...procrastination

Take five minutes to identify what you are putting off. *Better:* Look at your list of tasks and do one of them right now.

If getting started is the hard part for you, set a designated time slot in the day to work on the task. *Helpful:* Don't worry about perfection.

Vividly picture yourself having the task finished. How will you feel?

...customer focus

Replace the old question, "How can I close this sale?" with "How can I make myself more valuable to this prospect?"

Replace the old saying, "Nothing

happens until somebody sells something," with "Nobody deserves to get paid unless we've created happy advertisers."

Change your view of the world from "It's a jungle out there!" to "The world is filled with fresh opportunities for making my advertisers happy."

...stress reducers

Time-out for eyes. Turn your face to the wall or look out the window. Close your eyes and roll them upward.

A mini mind-vacation. Close your eyes and visualize yourself in your favorite place -- the mountains, the ocean, camping, etc. Stay there until your body feels it's there too. Visualize a warm friendly place.

Standing room only. If you must stand for extended periods, shift from foot to foot, exaggerate the movement by bending your knees and ankles.

Sell to Former Clients

Federal Express monitors customers whose shipping activities decrease. Sales reps often regain accounts that were cancelled due to misunderstandings about the company's price structure, available services or because of delivery problems that were not the company's fault (such as delays at customs). Past customers have a proven need for the company's service, so targeting them is potentially more profitable than making cold calls.

The purpose of this ad is to increase business. Yours.

A subscription to **Selling Smarter/RADIO** is one which you could benefit from. The fact is, while other radio newsletters cost you money, **Selling Smarter/RADIO** makes you money. To start a subscription, call us today and let's work together to generate new sales. Ours. And yours.

3 Ways to Subscribe to **Selling Smarter/RADIO**:

BY PHONE:



1-508-653-4000

BY FAX:



24 Hours a Day
1-508-653-4555

BY MAIL:



Irwin On Radio, Inc.
4 Chrysler Road, Radio Plaza
Natick, MA 01760-1503

2 years - \$395
(\$3.95/Issue)

1 year - \$265
(\$5.30/Issue)

6 mos - \$180
(\$7.20/Issue)

Name _____ Title _____
Station/Company _____ Phone # (_____) _____
Address _____ City _____ State _____ Zip _____

Payment Enclosed or **Charge my:**
(Get 2 EXTRA issues FREE with payment NOW!)

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Subscriptions FREE to all In-Station Sales Training clients

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RADIO

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RADIO

Volume 2, Issue 1

January 4, 1993

Promotions Hotline

- High School Football Salutes:** Before the end of the football season, sell packages of 15 to 30 commercials. "Football Salutes" combine 15 seconds of football highlights with a 15-second message from a local advertiser. You'll get several small advertisers who don't normally advertise.
- "The Rand McNally Plan":** Promises to really get businesses "on the map." *Benefit:* The sheer number of commercials the advertiser gets with each schedule. It's perfect for 1st Quarter. *How to do it:* Offer 10 advertisers each week one-tenth of your unsold inventory for \$395. *The math:* You'll add \$15,000 to your billing a month! *Fine print:* Client must rotate two commercials and invest in a minimum of two weeks that quarter.
- Guinness Book Events:** Now that the newest Guinness Book of World Records is out, have different record-breaking events. *Examples:* Assemble the longest submarine sandwich or eat the most Oreo cookies in (your frequency) seconds. *Important:* Choose a high-traffic shopping location. Contact the newspapers and television stations.

**We pay \$100 for the best sales
idea of the week!**



**Call:
1-800-I-SOLD-IT**

A 10-POINT FIRST QUARTER INSURANCE POLICY

First Quarter is here. Just about the only thing from 1992 that surrounds us are the collections we have to look forward to from 4th Quarter.

With that in mind, are you going to allow your salespeople to cry the 1st Quarter blues? Losers will. Winners won't. Here's an insurance policy to get you up and going:

- 1.** When the day appears to be over and you think about returning to the office, make two more calls.
- 2.** Two times per week, ask someone in the department (the GM, GSM or SM) to assist you in making a closing call.
- 3.** When a client says they have no money to invest in advertising, make the extra effort to find OPM to use (co-op, vendor, special promo dollars, budget from other media).
- 4.** Make a minimum of three consultant interview calls per week.

- 5.** Make the effort to combine two or three clients in one area to do a large, special promotion; or marry clients together for campaigns and promotions.
- 6.** Review RAB material, client industry magazines and other sources to pick out ideas you can sell at this time of the year.
- 7.** Practice your close, no matter how small or easy it may appear. Think of all the stalls, arguments and objections you may encounter, and prepare a response.
- 8.** When you walk through your client's door, have two ideas to present, no matter how simple or complex.
- 9.** Get a jump on your competition and be out of the office at your first call by 9:00 am each day.
- 10.** Give your clients a personal guarantee that your service, copy, follow through and creative selling approach is the best in the market.

Shrewd Sales Management

- Don't expect too much.** Ensure that the quantity and quality of the work you expect is set at a reasonable level. If people are pushed beyond their limits for an extended period of time, they will burn out and productivity will decrease just when you need it the most.
- Put your salespeople before yourself.** One hour spent with five or six of your people will, ultimately, yield you better results than what you could do on your own. Remember, your ultimate goal (other than hitting sales budgets) is to develop the skills of your salespeople.

Selling Smarter[®] RADIO

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Better Ways

Best to read this section with a pencil - ready to check off the ideas that you can use immediately.

...better management

- Go on the road with your salespeople** so they know their efforts are being measured. Never announce in advance your travel plans. Evaluate their ability to plan their day.
- Emphasize sales packaging at all times.** Your sales team should have a minimum of three packages on the road with them at all times.
- Absolutely, positively insist** that your salespeople get success letters. That way, advertisers will see others (in their same position) speaking of a return on investment.

...better orders

- Master upselling.** Ask: "And what else are you going to want to air next week?"
- Let the advertiser know** you read in the newspaper that their company has expanded. Then say, "I see you bought some morning drive sponsorships, would you like a matching program in the afternoon?"
- Just ask:** "What do we have to do to get more of your budget?"

...better collections

- Make sure invoices are clear,** accurate and timely. Send them to the right address and the correct person.
- Make sure the rates on invoices** agree with those quoted by the salesperson.
- State the terms (i.e. net 30 days)** on contracts and invoices. Reinforce verbally, if necessary.

...better negotiating

- Prepare carefully** by thinking through what's most and least important to you. Do the same for your opponents. What are you willing to give up?
- Look for non-threatening** ways to advance your own position. Allow your opponent to be generous by letting them think they came up with the idea.

...better phone sales

- Don't stop.** When you're hot, keep at it. In other words, when sales and accomplished objectives are coming easily for you, don't stop to dwell on the success too long. Beat your best results.
- Review when interrupted.** Although you should never interrupt the other person when they are speaking, it's a different story if they do it to you. What they have to say is important. *Example:* "Yes...that's a good point. As I mentioned before..."
- Use good body language.** You wouldn't plop down in a chair on a face-to-face sales call. Don't do it when on the phone. They can hear how you're sitting.

...better meetings

- Reintroduce specific packages that aren't** being as aggressively sold as in prior months. *Better:* List the advantages of each one. *Best:* Ask sellers to target accounts for each program and then ask them why it makes sense to do so.
- Devil's Advocate:** "Why should I buy your station?" Go around the room and have the salespeople design a *Ten Reasons Why* list.



ANOTHER \$100 WINNER!

Stefanie Gelbman
WPOW-FM, Miami
(305) 653-6796

"Season's Greetings Radio Card" -- Station offers local retailers a unique way to express their best wishes to employees, customers and the community. Advertiser showcases their season's greeting in a 60-second announcement complete with a themed musical background. Program is sold in blocks of 12 messages.

Did You Know That...

...86% use vacations to recharge mentally and 76% claim that vacations improve job performance?

...most sales reps regularly call on only 60% of their customers, reports Cahners Advertising Research, Boston? Just 16% of the reps surveyed called on their entire customer base. *Result:* Salespeople unwittingly cut their earning potential by 40% or more.

...working women feel they have less leisure time than their male counterparts? *Furthermore:* 20% call in sick at work to "make" time and 38% sleep less to have more time.

...the burden of home cooking is still mostly on women's shoulders? Thirty-seven percent of working wives spend four or more hours cooking, while only nineteen percent of husbands do.

...salespeople spend only 14.1 hours face-to-face with prospects in an average 47-hour week, according to the just-published 26th edition of Dartnell's Sales Force Compensation Survey?

IDEAS•IDEAS•IDEAS•IDEAS•IDEAS•IDEAS

9 Ways To Win An Argument

Some people love to argue. Right or wrong, there are some who always manage to get their way through sheer will, fervor or loudness. Don't delude yourself. Here are nine strategies to improve your track record (or ones to look-out for when they're being used against you):

1. Rephrase the premise. Take control of a debate by rephrasing your opponent's premise in language that is most favorable to you.
2. Categorize the argument. Put their argument in a category that is unfashionable or disreputable. A promotion that sounds like a lottery or a clever boss preventing a vote by saying, "This is not a democracy."
3. Liken the concept to someone else's failure. Knock down a new idea by suggesting that it's not new or reminding others that it was a fiasco when someone else did it.
4. Ask for proof. Dazzling debaters often try to push facts and percentages through to win their way. If you question them, ask for proof.
5. Admit nothing. Don't even agree on a few base issues! Let's say you open a discussion by saying, "We all agree that we have a station that gets results, now when would you like to get started?" A strong opponent might reject that initial premise: "I said I

like your station, I never said it gets results." They have forced the debate in another direction. They may not win the argument. But they have distracted you; you may never get around to getting the order.

6. Agree in principle, but debate specifics. This is a popular stalling tactic. Often, when people agree in principle, they never get around to resolving the specifics of an argument.

7. Interrupt. This is a favorite. Most people won't do it, because they are polite and tend to give their opponent a fair opportunity to state their case. But interrupting is a great way to distract your opponent.

8. Question their motives. For example, show that selfishness is your opponent's prime motivation for wanting something. *Tip:* Your opponent may have a perfectly legitimate reason for taking a specific position, but by casting doubt on their motives, you can diminish the strength of their reasoning.

9. Appeal to others in the room. If you anticipate confrontation in a public forum, invite a third party into the debate. *Hint:* In this case, it's essential that you know who your allies are. Advise them of what you may be doing.

Our Source: Mark McCormack's, Success Secrets Newsletter

Shrewd Thinking

...higher billing

Continually prospect new business to replace inactive accounts. Smart sellers realize good advertisers aren't around forever. *Important:* Remember, attrition isn't an excuse for missing goals.

Under-promise and over-deliver. It's better than the other way around.

Provide every account on your list a reason to advertise on your station. *Task:* Before going in to see any advertiser, ask yourself, "What idea do I have that will give them a reason to buy?"

...client guarantees

Give prospects the same guarantee the newspaper does. *Better:* Exceed the newspaper's guarantee.

Guarantee that once you get their approval, you'll then go into the traffic department, and hand pick the best times possible within their requested dayparts.

...intimidation

Beware of an environment set up to intimidate you. Watch for moods and atmospheres that can subtly manipulate you. Never drink alcohol. Watch out for coffee and tea -- the tendency is to drink cup after cup, and this can frazzle your nerves.

Beware of extreme demands. Often, they're meant to throw you off early on.

...getting to "yes"

Teach yourself to "listen." Hear what's said. Show interest. If you want to bore, talk. If you want to sell, listen.

"You'd like your employees to sell more, wouldn't you?" is a question which your client cannot say no to.

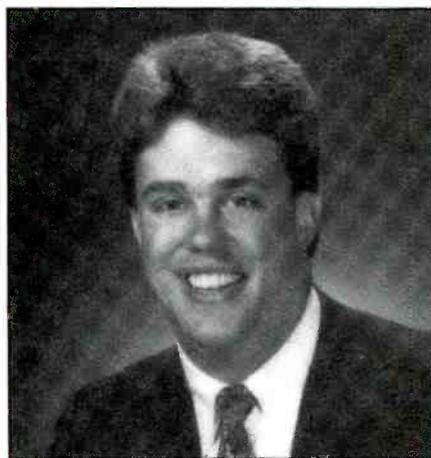
Ask yourself before every call, "What will I say?" Don't be like the green lieutenant who taught gunnery on the day of attack.

...service

Do follow-up calls on all short-term contracts from your top two tiers of advertisers. Ask how the schedule went. Find out if there were any problems. Ask why they haven't renewed.

Send flowers, notes and cards. Look for opportunities to recognize the client for their achievement.

Be responsive. *Better:* Be accessible and ready to help core customers.



CHRIS CORNILS on GOING A.B.C.D.

Going Above and Beyond the Call of Duty. Provide a copy of the commercial on cassette for the client to keep. Give some extra station promotional items to your client. Take your prospect on a tour of the station. Ask them to speak at a sales meeting. Bring small, inexpensive toys for children. Show interest in what's going on in their lives.

Conti

The Perfe

- *Never leave a*
- *Spread out the*
- *Make sure you*

The considerations for evaluating an order are following in descending rank of importance. These considerations should help salespeople and sales managers target orders for individual accounts and make pricing or grid-level decisions.

1. Rates. All else being equal, the higher the rates, the better the order. However, this is not the only criterion and often one or a combination of the following factors can override rates as the most important factor.

2. How much inventory is given up. The less inventory given up, the better the order.

3. Share of Budget. The higher the share of the budget, the better the order.

4. Order duration. The longer the schedule, the better the order. Short flights of one, two, three and four weeks are all too common, and advertisers who are willing to commit to a long-term schedule should be given preference.

5. Spread. A good spread of commercials throughout the entire broadcast week and throughout all time periods is important. Advertisers who buy packages, who do not take up much valuable inventory, and who do not cherry-pick the best time periods of the week should be given favorable consideration.

Continuous Improvement

Direct Order

dime on the table!

inventory!

get paid!

6. Flexibility. An advertiser who allows a station a reasonable amount of flexibility with its schedule should be favored. For example, if a radio station can occasionally move a few commercials from heavily sold days or weeks to other ones, it can maximize revenue by fitting in more schedules.

Salesperson-client relationship. If a salesperson has an extremely strong relationship with a buyer or client, it should be maintained if at all possible. Sometimes it is good business to take the long view and accept an order that is somewhat less desirable than would normally be preferred when a buyer implores, "I need this schedule... I'll make it up to you next month." People with integrity return favors and a salesperson can subsequently request, for instance, "I need 75 percent of your budget." Honorable back-scratching is good and profitable.

8. The account's credit and prompt payment. As you know from qualifying the client, an advertiser who pays bills on time is more desirable than one who does not. Slow-paying clients should never be given the same favorable treatment as that of clients who pay promptly; otherwise, there is little incentive to pay on time.

9. Importance of client. The Department of Justice frowns on charging a larger client a lower price than that

charged for a smaller one for an identical schedule under the identical conditions. However, you can justify giving a lower price to a client who has signed a long-term contract to run every month of the year or to one who agrees to buy larger packages that spread inventory all over the station.

10. Demographics. The target demographics of an account and the relative position of your station in that demographic area can affect the price of a schedule. For a radio station with a strong 18-34 age-group audience, it may not be wise to give up inventory to get an order from an account whose target is 25-54. On the other hand, that same station might want to lower its prices in a low-demand period, such as January, to get a 25-54 schedule when there's little business around.

11. Future expectations. The expectation of future business from an advertiser is an important consideration. It makes sense to take a slightly less desirable order from a client whom you know is going to have a major schedule coming up soon and with whom you would like to establish a good relationship.

12. Desirability of the client's commercial. Some advertisers have better images and run more palatable commercials than do others. Why advertisers still insist on producing and running loud, obnoxious, insulting commercials is beyond most people. Give preference to those clients whose commercials your audience enjoys over those whose commercials insult or infuriate listeners, possibly driving away your audience.

13. New business or switch-pitch. Sometimes a salesperson will go to great trouble to get new advertisers on the air or to switch-pitch one off a competing station. In these situations it is a good idea to give some preference to test hard-won accounts.

"FREE" Is Still The Word

The word "free" is still probably the most powerful word you can use in advertising and promotion. Direct mail gurus have tested the following offers:

- A) Buy one year for \$99, get the second year for \$10;
- B) buy two years, get 50% off; and
- C) buy 1 year, get the second one free.

With an annual subscription rate of \$109, all three offers are really the same, yet the "free" offer (C) pulled 40% better than (A) or (B).

More Sales Management

Employee reviews: Beyond management-initiated reviews, suggest that employees ask these questions in their self-initiated appraisals: 1) Can you rate my performance from 1-10? 2) What do you feel are the strongest elements of my work? 3) What are the weakest elements? 4) Why didn't I get a 10 (highest)? 5) What specifically can we agree on that I can do, beginning tomorrow?

A boss gets results by forcing workers to do their jobs. A coach gets results by helping people do their jobs. A successful manager is more coach than boss. If you're spending too much time being a boss, you may believe that your people don't really want to do a good job.

One of the best ways to really get to know your salespeople is also a good way to start enjoying being with them-- have lunch or dinner with them. For the next two weeks, plan to have lunch with every seller at least once. You'll find plenty of reasons not to do it, but don't let anything stop you.

Secrets Your Manager Never Told You

- Produce one spec spot and one written proposal a day and your sales will skyrocket.
- People buy emotionally with logical justification.
- Behind every logical need lurks an emotional want.
- The hierarchy of needs differs from the wants.
- Selling is motivation and not persuasion.
- Uncover the wants and sell to the emotions.
- Selling is a "Hurt and Rescue" business.
- Several wants can be motivated at the same time.
- People are never satisfied -- they are always wanting.
- If someone really wants something, they need it.
- If they have no reason to buy NOW, they won't.
- A prompted want can cause disregard for a basic need.
- It's easier to fan an existing desire than create a new one.
- People buy because they want to, not because they need to.
- We all need approval with the stroking of our self-image.
- The four prospect personalities require different approaches.
- Buying must be face-saving since it is succumbing.

One Step Ahead

The Job Hunter's 10 Commandments

- Talk to people for advice, not just for specific jobs.
- Be well organized and accessible and always follow-up.
- Interview with as many prospective employers as possible.
- Be willing to provide some free information or ideas in exchange for developing relationships with prospective employers.
- Be knowledgeable about the marketplace and the specific companies with which you interview.
- Be specific about what you've accomplished, your strengths, goals.
- Don't take rejection personally.
- Be knowledgeable about changing trends in the business, both domestic and international; keep up with the trades.
- Participate in as many industry-related functions as possible, including professional organizations, shows, conventions, seminars and the like; as well as industry-related, charity and non-profit functions to enhance your visibility.
- Utilize your contacts thoroughly: lawyers, agents, accountants, etc. Don't be shy; be persistent. It's the only way to go!

Our Source: Electronic Media

Manager's Notebook

- Review current methods and systems of accountability. Are weekly sales reports in place? Would daily reporting be better? How about things like "Missed Projection Reports?" Are they in place? Is there discipline for declining or inability to hit standards?
- Evaluate the current sales department's weaknesses and strengths. Put them on the "Ben Franklin" chart. Which weaknesses can be overcome and which strengths can be made even stronger? Consider having a sales meeting where you ask sellers the same questions.
- Today, take the sales staff to the library. Refamiliarize them with all the reference material available. Last year's newspaper, different trade publications, market population statistics, etc.

Hot Sales Tips

...anti-newspaper

Say to the prospect, "The question becomes how are you going to reach the young adult market? Not newspapers. They can't do it for you. Nationally, newspapers miss over half of the U.S. market."

In most Starch reports, research shows the worst readers of the newspaper are Men 25-34, Women 25-34, Men 18-24, and Women 35-44.

...give and take

Fine tune your agreements so that there is something that both you and the prospect find acceptable. Remember that you and the client are going to see the final agreement in different ways.

Brainstorm different options. There are times when the best approach is to drop your guard and just think out loud about possible solutions.

...quicker closing

Have your prospect talk to a satisfied advertiser on the telephone.

Look for verbal and physical buying signs. *Examples:* Their eyes widen, they touch the cassette, or say, "I like it."

If they say "yes" too often, ask them why they haven't decided to give you the final go-ahead yet. Too many yeses usually mean a final no.

...overcoming rates

Employ the "buy now, save later" argument, reminding new-to-the-station prospects that the rates always go up.

Go to the lowest common denominator. Price the schedule on a daily, weekly or per-store basis. People do it all the time. *Example:* Aren't your children worth \$18 a day?

Learn and anticipate objections. Practice the most common ones in your next series of sales meetings.

...copywriting

If a potential buyer is involved in a conflict between logic and emotion, emotion will win.

Arrange benefits in the order of importance to the listener.

Pick one benefit, and focus on that exclusively for the first 15 seconds of the commercial.

...cold calling

Warm up the prospect for three minutes; then use two minutes to ask for a future appointment.

Ask right off for a future appointment by stating that you'll need at least 30 minutes to be fair to both of you; then stand up and be ready to leave.

...marketing

Have your station van painted with two distinctly different logos on each side of your van. *Result:* Listeners will perceive you to have two different vans!

Do what you can to get your station logo near a heavy traffic area or erected on a tall building. Every exposure can make a difference. *Question:* Where could you get some extra exposure?

Could You Be a Manager?

Here is a list of traits that employees ought to have if they want to be promoted (according to the Levinson Letter). These employees must:

Want to be managers because they're comfortable in the position, not just for money or power.

Be able to ease stress for themselves and subordinates.

Trust their own judgement enough to work with a minimum of feedback from higher management.

Be able to handle different situations well most of the time.

Channel other people's hostility to solve problems at hand.

New Ways

When someone asks you to send your station kit, respond with, "Sure. Let me ask you a few questions to be sure what I send appeals to your specific needs." Ask questions. It keeps them talking and gets you more information.

The next time your prospect doesn't show up for an appointment, send them a bill for \$25 marked, "Missed Appointment." You need to stand up for yourself, as your time is important. An angry recipient of the bill may just be what you're looking for -- a reaction!

A smart way to size up job candidates is to have them write up the minutes of their interview. Those who don't come off well in a face-to-face interview will often show promise in their writing, while others describe a job different than what was discussed, indicating potential communication problems.

Privileged Information

...telephone

- If in a rush**, try inserting, "Before we hang up..." as a mental warning to the other person that this call will soon end.
- Avoid telephone tag.** When you leave a message for someone to call you, give a time when you'll be available (and when it will be convenient) to receive their call.
- Make a new policy:** The person taking messages is to repeat back the caller's name and number to ensure they get the correct information.

...procrastination

- Try breaking the big, overwhelming** task into smaller bite-sized chunks that will not create anxiety.

- Focus on the benefits of completing** the tasks. Ask yourself, "How would I feel if I already had this behind me?"
- Set deadlines** and stick to them. If needed, make the deadline known to others around you. It's amazing what peer pressure will do.

...marketing errors

- Inaccurate categorizing of advertising expenditures.** Advertising is an investment; not an expense.
- Mistaking response for results.**
Example: One General Sales Manager told a car dealer that some dealers want to see themselves on television. Others want traffic in their showroom. *Moral:* When customers say they saw them on television, it doesn't mean they are buying a car.

- Not having structure for advertising accountability.** Certain mechanisms or tests have to be put into place.

End On A Positive

Here's a new rule you may want to put into place at the station: *No one can leave the station unless their last phone call was a positive one.* They don't necessarily have to make a sale; meeting an objective of qualifying a prospect or setting up an appointment is fine, if that is their goal. This ensures that everyone leaves the office on an upbeat note for the day and results in people eager to begin their selling day in the morning.

The purpose of this ad is to increase business. Yours.

A subscription to **Selling Smarter/RADIO** is one which you could benefit from. The fact is, while other radio newsletters cost you money, **Selling Smarter/RADIO** makes you money. To start a subscription, call us today and let's work together to generate new sales. Ours. And yours.

3 Ways to Subscribe to **Selling Smarter/RADIO**:

BY PHONE:



1-508-653-4000

BY FAX:



24 Hours a Day
1-508-653-4555

BY MAIL:



Irwin On Radio, Inc.
4 Chrysler Road, Radio Plaza
Natick, MA 01760-1503

■ **2 years - \$395**
(\$3.95/Issue)

■ **1 year - \$265**
(\$5.30/Issue)

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\$ELLING SMARTER™

Published by
Irwin Pollack

RADIO

Volume 1, Issue 46

November 9, 1992

Promotions Hotline

□ **Homework Hotline:** You'll need four sponsors: The public school system, a shopping center, a fast food restaurant, and a television station. Children are told they can call one, centrally-located 800 number each weeknight between the hours of 4:00pm and 8:00pm to call and get help on their homework in Math, Social Studies, and English. One school teacher mans the telephones; offering help to students. The mall offers gift certificates to the teachers for their time (10 hours a month on the average). The television station co-sponsors it with you getting your station (and all your sponsors) publicity and goodwill in the community. Sponsors, in exchange for the sponsorship fee, distribute flyers, get logos and on-air visibility.

We pay \$100 for the best sales idea of the week!



**Call:
1-800-I-SOLD-IT**



It's Negotiable



One of the more under-appreciated skills of an effective manager is transforming a timid buyer at the station into a fierce negotiator. Here are some pointers on how to get your people to believe that everything is negotiable:

1. Adjust their attitude. Becoming a zealous negotiator first requires re-thinking your standards for what is and what isn't negotiable.

For example, it's ingrained in us to negotiate with certain people and not with others. You're supposed to negotiate with a used car dealer, but you don't negotiate at a restaurant. If the menu says the filet mignon costs \$27, you don't tell the waiter, "I'll give you \$24".

And yet, what if you were arranging a business dinner for 32 people at that same restaurant and wanted the filet mignon? Most people wouldn't hesitate to negotiate.

Every station, no matter how big or small, has some form of leverage. It could be the size of the order, a willingness to pay immediately, or

the promise of repeat business.

2. Encourage negotiating. Force people to bargain for price. For example, create a policy requiring three bids on every purchase exceeding \$500. This compels you to look for the best price, instead of falling back on vendors you regularly use.

3. Treat good buyers as heroes. If a salesperson closes a huge deal, word spreads like wildfire. However, the hardship of saving money rarely matches the glory of bringing it in.

4. Attack the little deals like the big ones. Not everyone is in a position to negotiate major purchases. But it takes just as much brains to negotiate the little deals.

If you recognize and applaud your smart negotiators, this attitude will spread throughout your station. Everyone will become more aggressive and eager to win for the station. Most important, it doesn't cost you anything. It's all reward, no risk.

Our Source: Mark H. McCormack, What They Don't Teach You at Harvard Business School.

Shrewd Sales Management

Write it down. You have too many things on your mind to rely solely on your memory. You're going to forget to be somewhere or do something and that may reflect adversely on you and cause problems for others. A simple daily/weekly calendar will help keep track of your schedule.

Be impartial. Don't play favorites. Set personal prejudices aside. Think of yourself as a judge in court. You must resolve conflicts amongst the troops.

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Small Market Radio: Kevin Lein, General Manager, KGLO/KIA, Mason City

Did You Know...

...you can increase the number of **avails** in the morning drive by 16% by starting at 5:30am instead of 6:00am?

...you can add 7% to your **billing** by offering each advertiser this: "For an additional 15%, I'll double your schedule from 12 midnight to 6am?"
Tip: Half will accept your offer.

...out of one hour in a typical **sales call**, the salesperson makes statements for 31 minutes about the station? 9 minutes are for questions, while the customer only talks for 12 minutes.

...there are only two ways to **develop credibility with your prospect?** One is by earning it. When the customer sees you as a partner in his success from past experiences. The other -- when it's transferred. From using the station's credibility or getting a good recommendation. *Caution:* With a transfer, sooner or later, you'll need to earn it on your own.

...movie theaters and movie rental stores **thrive** in recessionary times? It's true. People need a way to "escape" during tough times.

...one of the best times to call on **hard-to-reach** prospects is on Saturday morning? Many work the counter to "stay in touch" with the customer base. Their guard and defenses are down, usually not expecting a salesperson. *Tip:* Dress down. Be yourself. Buy something.

...the three best events that can **help strengthen behavior?** They

include letters of commendation, asking a subordinate's advice/opinion, and a smile, nod, or "high five".

...two-voice commercials may be a **deterrent on your station?** Programming consultants warn that when not professionally done, two voicers pretending to be agency-quality can sound hokey, thus driving listeners away and causing a ratings decline.

...a recent survey on closing attempts showed that 46% of all salespeople ask for the order once and then quit, 24% ask for the order twice, 14% ask for the order three times, and 12% ask for the order four times?

...the five most essential parts of any marketing campaign? 1) Objective 2) Target Audience 3) Key Consumer Benefit 4) Support 5) Tone and Manner.

...if the average American spends twenty minutes driving to work, and twenty minutes driving back home...and, this same person spends one hour driving over the weekend, one year of this person's life will be wasted in traffic?

...there are eight steps in the **selling process?** 1) Prospecting 2) The pre-approach 3) The approach 4) The presentation 5) The trial close 6) Meeting objections 7) The close 8) The follow-up and collection.
Question: How does your staff perform in each of these areas? Shouldn't your next series of sales meetings focus in on these areas?

Heard By Our Experts

When entering into a local marketing agreement (LMA), the stronger of the two station's sales departments will have the edge. They're used to getting the higher share of the buy. In most cases the relationship with the buyer is already established, and credibility is a notch higher.

Our Source: Selling Smarter/RADIO Panel of Experts member, Glenn Bell.

Hot Sales Package: "The Sharper Image Plan." Based upon the number of dollars your prospect invests in your station during a specific time period, they also receive "points" that translate into dollars from the Sharper Image catalog. *Tip:* Announce your special program by including a catalog with your one-sheeter. Call Sharper Image for more information (800) 344-4444.

Our Source: Selling Smarter/RADIO Panel of Experts member, Kurt Mische.

TIPS•TIPS•TIPS•TIPS•TIPS•TIPS

Sales Manager's 1993 Resolutions

- Review three-year billing history. Watch for seasonal patterns and past clients.
 - Review annual billing goals -- how will you get there in 1993?
 - Review all current sales marketing materials.
 - Analyze the market. Review Hungerfords/Miller Kaplans. Who is your competition? Is there anybody over there worth talking to?
 - Review current methods of accountability.
 - Evaluate your current staff's strengths and weaknesses.
- Who's cutting it? Who isn't?
- Contact all National Rep offices to discuss their needs and pending business.
 - Are you meeting key clients and prospects? (*Hint:* We suggest Sales Managers be on-the-street making calls at least twice a week.)
 - Have you created an energetic, positive atmosphere for the salespeople? Remember, these aren't regular staff members.
 - Is there a PLAN for your sales meeting tomorrow? Next week?

If you're a fanatic about keeping your station ahead of the competition, here's a weekly management tool you simply cannot afford to be without.

Introducing Irwin Pollack's *Selling Smarter/RADIO*, weekly eight-page reports for managers with a mission - those who are looking to achieve their sales goals...every single month.

Each week, you'll get concrete examples. You'll get insight and

THE BIBLE



analysis. You'll get tested techniques you can put to work the day you receive your first - and every - issue.

Subscribe today and build a systematic, comprehensive sales billing machine within your radio station.

Get it!
Call toll-free
1-800-798-8161

Five Ways To Celebrate Success

1. Take yourself out to lunch.

Treat yourself to a special lunch, dinner or even breakfast. Invite a friend or co-worker (or several) to go along and -- this is the important part -- make sure they know exactly what you are celebrating and why.

2. Buy balloons or flowers or something fun.

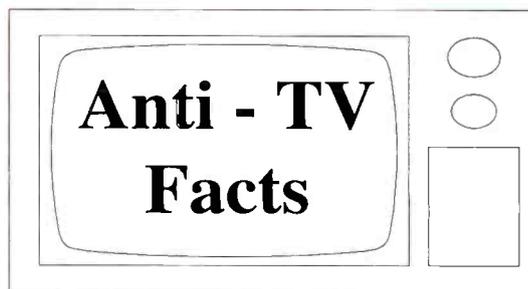
A balloon or fresh-cut flower on your desk can symbolize a recent service achievement. It also brightens up your work space and lets other people know you're feeling good about something. When they ask you, you'll have a chance to explain, which will make you feel even better.

3. Make a "brag sheet". When you spend a lot of time working on the skills you would like to improve, it's easy to forget to celebrate the strengths you already have. Start a list of your best qualities or greatest service accomplishments. Then keep it up to date. Write down the four greatest strengths you bring to your job and post them at your work place.

4. Tell yourself, "You've done well!" Think talking to yourself is a little strange? It isn't. (Arguing with yourself, on the other hand, is a little suspect!) If you're not quite ready to shout it from the rooftops, at least tell yourself, verbally, with force and feeling, that you've done a good job.

Our Source: Knock Your Socks Off

Continuous Improvement



Here's some information you can use to help lure potential radio advertisers away from television:

- Their audience is increasingly fragmented. VCR's, computers, cable TV, etc., offer other uses for the home TV set.
- TV is used only in the home. It doesn't reach viewers at work or "en-route" to work or shopping, when the majority of buying decisions are made. However, radio is used at home, at work and in the car.
- Prime time (7pm-11:30pm) availabilities are scarce. Even when available, its efficiency is questioned by many.
- Spot costs are high and it's difficult to buy enough to achieve frequency. Radio is the "frequency medium."
- Production costs are growing. Most radio stations will produce a commercial for free.
- Television tends to be inflexible. Advertisements can't be pulled off the air or revised at the last

minute; production time is longer than radio.

- Few television programs' viewing is dominated by the mobile adult market. Television takes time which is something the very young and the very old do have...but not the upscale, mobile young adult who has more disposable income.
- According to Arbitron, radio listening is greater than TV viewing between 5am and 5pm (be sure to show this research if you're selling newscast sponsorships).
- People don't watch TV stations, they watch television programs. But, if TV is bought on a rotator basis, the advertiser doesn't know what he or she is getting.
- During the 1984 Super Bowl, an ad agency in Los Angeles conducted a study. They got a chart from the water company showing when water pressure was at its lowest (meaning demand was at its highest). Result -- it was at its lowest during the commercial. Just because people watch the television program, doesn't mean they watch the commercials during the breaks.

Privileged Information

Best to read this section with a pencil - ready to check off the ideas that you can use immediately.

...brainstorming

Important: During brainstorm sessions there should be no judgement of ideas. No evaluation or criticism should be allowed until afterwards.

Key point: Look for quantity; not quality. *Your mission:* To end up with a long list of ideas.

Organization: Everything that is said must be written down, preferably on an easel pad so everyone can read it. Focus on points that make the first cut, and those that don't, forget about.

...correspondence

Don't rely on your computer's spell checker. Always proof manually, too.

Reading letters out loud forces you to read slower, thus catching more errors. *Important:* Read copy backward. You have to stop at each word, which increases your chances of catching misspellings.

Don't forget headlines, bylines, names or phone numbers. They're easy to skip over, yet are the most important items on the page for the reader.

...selling analyticals

Include a lot of facts and figures. *Examples:* Qualitative and quantitative research, testimonial letters.

Be laid back and avoid hype. Analytics get nervous around too much excitement.

Pause and use silence for key points to sink in.

Cover every single detail. Analytics feel the wool is being pulled over their eyes if a fact or step is missed from their presentation.

...packaging

Use the retail pricing strategies. Instead of \$1,000, \$1,500, or \$2,000 packages, make your presentation for \$950, \$1,450, or \$1,975. Clients feel the commitment level is less. It works for them, take the hint!

To discourage advertisers from haggling: Start putting cents on your individual commercial rate (*Example:* \$95.35). Sends the message it's fixed pricing and, possibly, non-negotiable.

...pre-call planning

Before the call, ask yourself, "What specific objections does the buyer have with our station?"

Figure out what objections the prospect has with the other stations. *Tip:* You'll be able to use that for positioning your station over the others.

What are the hot buttons with your prospect?

Uncovering Budgets

Here are three tactics:

1. **The "what if" tactic:** "What if we were to look at 24 a week at an \$80 unit average?"

2. **After giving a high price** ask what the buyer is willing to pay: "All right, if we needed to adjust that, where should we start?"

3. **Use another sale:** "Joe's does a \$1,300 campaign. Is that within your budget?"

New Ways

When a check comes from a questionable source with questionable credit, there is a way to verify that it is written against an account with sufficient funds. Banks will usually provide account information...especially if it's another bank calling. *Trap:* Funds may be in the account now, but two days later when the check arrives, the account may be drained.

Handling complainers: Explain to the person that they need to work more and complain less. When the complainer spends more time talking than working, let them know it. Say, "I've talked with you about this problem several times. Enough is enough."

Get back to selling benefits, not features. Unfortunately, many salespeople fail to communicate benefits -- just data, or a listing of sponsorships, or a format description. That's shop talk, not sales talk!

24 First-Call Points

1. Firm Name?
2. Address?
3. Type of business?
4. How long in business?
5. Strong selling points?
6. Exclusive advantages?
7. Decision-makers and titles?
8. Any competitive advantage?
9. Major competitors?
10. What are the strengths of major competitor?
11. Major brand names carried?
12. Best source of co-op?
13. Who are your customers?
14. Demographic characteristics: age, income, geographical.
15. Satisfied with customer profile?
16. If no, what kind of improvement?
17. What are peak sales months?
18. What are the peak sale days?
19. Peak sale hours and days open late?
20. In order of importance, list storewide and department sale events.
21. What was the biggest single promotion ever run?
22. Current Advertising Budget: radio, TV, newspaper, outdoor, other.
23. Prospects evaluation of advertising effectiveness?
24. Is there an agency involved?

Planning Ahead

Qualities To Look For In a New Assistant

Loyalty: A successful assistant is one who makes the boss look good. Never hire someone who hasn't demonstrated a willingness, if not a craving, to be loyal.

Willingness to challenge you: You want a loyalist, but not a bootlicker. The people to worry about are not those who disagree with you, but those who never tell you when they do. An assistant should keep you out of trouble by telling you when you are about to make a mistake.

Thinks differently than you: William Wrigley, Jr., said, "When two men in business always agree, one of them is unnecessary."

Self-esteem: You want an assistant with the guts to stand up to you, the ability to take criticism, the courage to make tough decisions in your absence, and the fortitude to bring you bad news.

Honesty: You can't expect integrity from an employee if you don't display it yourself.

Discretion: You must be able to speak in confidence. When you interview a candidate, how willing are they to spill the beans about former employers? If they tell you everything, look for someone more tight-lipped to hire.

Team player: Your responsibility is to make the team a success. Your assistant must share your team spirit, and not be out merely for personal gain.

Insists upon quality: Your assistant will be a thorn in your side if they do not share your fervor for quality.

Communication skills: You need an assistant who speaks crisply and to the point, makes persuasive oral presentations, writes concise letters and convincing reports, listens to you carefully, and is your ear in the organization.

Substance: The very best assistants always have the data. They base their arguments and proposals on reliable evidence. They maintain good records and documentation, so you don't have to.

Interpersonal skills: Your assistant is your ambassador to the many people you see only occasionally. That person must represent you well by making people feel good. He or she should be free with praise, slow to anger, fair in criticism, gracious in relationships, and knowledgeable of organizational protocol.

Street-Smart Selling

...negotiating

Get something for every concession. *Examples:* A better share, more weeks, cash in advance, a better spread of inventory.

Remember, "Buyers are liars". Most would agree that a \$50 cost-per-point, would normally be communicated by the buyer as a \$40 or \$42 cost-per-point. *Key point:* Sellers quote higher; buyers quote lower.

Let the other person feel they won. Remember, they're the customer and they have to feel good about what just happened.

...managing

Make your expectations clear. Try to lay them out on paper and get signatures from subordinates acknowledging them.

Communicate frequently. Schedule individual performance reviews often to talk with salespeople or employees as to how they're doing on the job. People want constant feedback.

Praise even the smallest accomplishments. It makes people feel good about themselves and gives them the confidence they need to climb another ladder.

...prospecting

Whenever possible, tie-in two different clients for one common

event. *Example:* One Norfolk, VA salesperson called her local cable system and then the Nickelodeon Network in New York. Both committed dollars to a "Nick at Night" promotion.

Start putting together "lead" clubs, consisting of different leaders in non-competing industries. *Purpose:* To share leads of new or expanding businesses that may need additional products or services. *Best people:* Commercial real estate salespeople, office supply and furniture salespeople, restaurant supply dealers.

City hall carries the latest public record information. *For example:* Sales tax registrations, commercial building permits. *Tip:* Among your sales staff members, rotate the responsibility of picking up the most recent material. *Mistake:* Waiting to see the listings in the newspaper. They're usually a month or two behind.

...relieving stress

Get a fresh outlook. Stress often comes from taking yourself and the job too seriously. Lighten the load by asking the question: "What's the worst thing that could happen if I made a mistake?"

Change the scenery. Walk to your window and watch people or birds outside. Take a stroll toward programming. Go outside, and breathe deeply for a few minutes.

Get Your Own

Don't wait for the same old office copy to come around.

Start your own subscription to **Selling Smarter/RADIO** today.

Have it sent home, giving you the edge over the others!

Every week we deliver a "shot in the arm" with hard-hitting, to-the-point nuggets of hands-on sales, management, and training tips.

And, for \$265 a year, it works out to less than the cost of lunch (by yourself)!

Don't leave your billing to "trial and terror." Call us with your credit card number right now.

Subscriptions FREE to all In-Station Sales Training clients.

\$ELLING SMARTER
RADIO

1-800-798-8161

Winning Ways

...questioning

- Strong questions** help you identify early who you need to be talking with and whether or not this prospect has the money to spend.
- Pointed questions** help establish rapport, win the salesperson's respect, and differentiate you from those who aren't asking questions.

...interviewing

- Find out the real reason** the candidate left (or wants to leave) their job. *Hint:* This can be very difficult, because the word "fired" is rarely used, yet it's often camouflaged in words like: "We agreed to disagree."

Start with basic questions. The answers you get may help give you facts before you begin to dig into the backgrounds. They're typically easy to answer, relax the candidate, and relieve any pressure.

Always ask, "When I call your references, what am I going to find out that we should probably start talking about now?" Weed out any "iffy" candidates early.

...getting feedback

Getting regular, anonymous feedback helps managers focus on the needs of the employees who are, after all, their customers. *Warning:* Using feedback too quickly for

formal appraisal of supervisors becomes threatening to the manager.

Employees rise to the occasion knowing their opinions and concerns count in the organization. *Drawback:* Disgruntled employees may be tempted to "get back" at their manager. Be able to distinguish between reality and anger.

...sales management

Know how to recruit the very best sales staff. Be someone who great salespeople want to work for.

Groom a high-caliber replacement for yourself when your time comes to advance within the station.

The purpose of this ad is to increase business. Yours.

A subscription to *Selling Smarter/RADIO* is one which you could benefit from. The fact is, while other radio newsletters cost you money, *Selling Smarter/RADIO* makes you money. To start a subscription, call us today with a credit card number and let's work together to generate new sales. Ours. And yours.

2 years - \$395 1 year - \$265 6 months - \$180

Subscriptions FREE to all In-Station Sales Training clients.

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For fastest delivery, call toll-free 1-800-798-8161

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Promotions Hotline

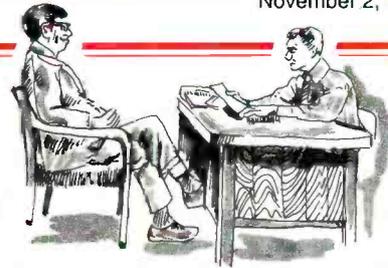
□ "The Sunday (name of your newspaper) Insurance Plan": It's a one-sheet going after all the traditional print advertisers. Here's the wording: "Make sure that Sunday newspaper ad you spent good money for doesn't go unnoticed. In this day and age, people are busy. They don't always have the time to read the newspaper. WXYZ is concerned...and willing to do something about it." The schedule: 3 commercials Saturday night (getting the ad off to a running start), 8 commercials on Sunday (to strengthen the ad), 4 to follow it up on Monday morning. Put a good price on it. It's all unsold inventory. Let the prospect know the copy is exactly what's in their Sunday ad. Tag it with, "For more details see our ad in Sunday's newspaper".

We pay \$100 for the best sales idea of the week!



**Call:
1-800-I-SOLD-IT**

Topics To Avoid With Applicants



Here's an up-to-date summary of 10 of the most dangerous topics to raise during an interview:

1. **Children.** Don't ask applicants if they have children, plan to have children, or have child care. Any question that singles out a particular group covered by Title VII of the Civil Rights Act of 1964 is banned.
2. **Age.** Don't ask! The Age Discrimination Act initially was written to outlaw age discrimination against anyone between 40 and 70 years old. Congress later amended the law to remove the 70-year-old ceiling.
3. **Disabilities.** Effective this year, the Americans with Disabilities Act prohibits employers from asking about physical or mental disabilities that may interfere with one's job before making a job offer.
4. **Physical Characteristics.** Don't ask for such characteristics as height or weight on an application.
5. **Name.** Don't ask a female candidate for her maiden name. This

question is outlawed under Title VII of the EEO Act. It establishes a woman's marital status.

6. **Citizenship.** If you ask applicants about their citizenship, you're setting yourself up for a potential national-origin discrimination suit.
7. **Lawsuits.** Don't ask about prior claims against former employers. Under a variety of federal and state statutes, employees who have pressed charges are protected from retaliation by present/future employers.
8. **Arrest Records.** Don't ask applicants about arrest records. An arrest in itself is not proof of anything.
9. **Smoking.** Don't ask if a candidate smokes. In 23 states, it is illegal for employers to refuse to hire or retain smokers.
10. **AIDS and HIV.** Never ask a candidate if they have AIDS or are HIV-positive or you'll be in violation of the disabilities law and state and federal civil-rights laws.

Our Source: Nation's Business, July 1992



Shrewd Sales Management

Develop Your People: Take the time to talk to your employees about their futures. Make sure that you give them the benefit of your experience. Advise them on further ways to succeed in their careers. If they show talent in a particular area, assist them in gaining additional knowledge and experience in that area. Give them added responsibility gradually. Build up their confidence and abilities.

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Manager, WLAP/WMXL, Lexington

Small Market Radio: Kevin Lein, *General*
Manager, KGLO/KIA, Mason City

Better Ways

Best to read this section with a pencil - ready to check off the ideas that you can use immediately.

...hiring

Look for high energy. Those who can juggle community activities along with holding a demanding job. Ask about their busy calendar to see how many activities they have scheduled over the next few weeks.

Raw intelligence: College degrees won't tell you, but psychological testing may. There are several radio sales testing companies that can help you.

Other traits to look for: Determination, creativity, the ability to be direct with clients, depth of personality, initiative, goal setting abilities, and flexibility.

...delegation

Give employees the exact date which their newly assigned responsibility is due.

A comment to the effect that you welcome any suggestions as to how the method can be improved would be well taken.

Give employees room, but be sure to let them know the limits of their authority. Make them aware of which types of decisions are to be made by them and which ones require a higher level of authority.

...questions

"If I wanted to be a hero in your eyes, what would I have to

accomplish in the next six months?"

"What's the best article you've read over the last six months in (name prospect's trade magazine)?"

"How many of our (cume) listeners each week would you like in your store, and just how much are you willing to pay to bring them in here?"

...motivating

Don't always wait for quarterly performance reviews to tell salespeople they're doing a great job. Do it promptly when you see a good order or an activity you want to encourage.

Begin each sales meeting by having each salesperson boast (in front of the group) the one success they had the day before. *Tip:* Rounds of applause raise one's confidence level!

...sales strategy

Never refer to a competitive station by their call letters. It's acknowledging their existence. *Better:* Refer to them by their weakness. *Example:* "Are you still using the 18 unit-an-hour station?" "The elevator music station?"

Prior to making a major presentation, have numerous alternatives ready. *Important:* At an impasse, change something, no matter how minor.

To You...

When you feel yourself losing control, take a deep breath. Inhale and exhale slowly. *Remember:* An angry response is not very likely to persuade, but is likely to make the other person angry.

Go beyond just "satisfying" your prospect. Delight them. A satisfied customer merely gets what he expects. But when customers receive more than they expect, they are delighted. *Tip:* Surprise. Don't over-promise results...over-deliver.

Avoid procrastination by posting a chart and making sure that you can see it from your desk. Give yourself a gold star for each task completed in priority order, and a red minus for any you miss. *Result:* Visible proof of your progress. Reinforcement. Staying on track, and reminding yourself not to put off for tomorrow what can be done today.

IDEAS•IDEAS•IDEAS•IDEAS•IDEAS

How To Guarantee Results

1. Before asking for your business, we will work hard to make sure that our product matches with your goals.

2. We guarantee that our reps will listen as much as they talk.

3. When we tell you that we will be back with an idea, that means no more than four working days.

4. If you need to change your copy, we guarantee same-day service.

5. We guarantee your total understanding of any purchase.

6. We will monitor all advertising schedules regularly.

7. Bills will be issued in a timely manner.

8. Top management of WXYZ is vitally interested in your views or

any problems that you might have relating to the radio station.

9. We never criticize competitors.

10. We keep secrets.

11. We guarantee an attitude that encourages you to do business with WXYZ on a continuous and long-term basis.

12. We guarantee never to rest on our laurels.

13. We believe that customers are ill-served when a station schedules too many commercials. We promise to regulate scheduling so that your message is showcased.

14. We guarantee to present only research and information that is, to the best of our knowledge, accurate and verifiable.

Our Source: Sue Buchanan, WTAD, Quincy, IL

If you're a fanatic about keeping your station ahead of the competition, here's a weekly management tool you simply cannot afford to be without.

Introducing Irwin Pollack's *Selling Smarter/RADIO*, weekly eight-page reports for managers with a mission - those who are looking to achieve their sales goals...every single month.

Each week, you'll get concrete examples. You'll get insight and

THE BIBLE



analysis. You'll get tested techniques you can put to work the day you receive your first - and every - issue.

Subscribe today and build a systematic, comprehensive sales billing machine within your radio station.

Get it!
Call toll-free
1-800-798-8161

Early Warning Signs of a Customer "Going Bad"

Early identification of a customer's likelihood to "go bad" can make the difference between getting and not getting paid. Prompt collection action makes sense when...

- A new customer doesn't respond to the station's first dunning notice. The reason may be that the customer will not or cannot pay.
- Payment terms are breached for no valid reason. Irresponsible debtors pay only when and if they decide to.
- Repetitious, frivolous complaints occur. Such debtors are best handled by an experienced collection professional.
- There is a denial of responsibility for the debt.
- Repeated delinquencies are concurrent with frequent changes of address. It's important to take collection action when the location of the debtor is still known, before they become a "skip".
- The debtor is a "skip". A debtor can have frequent changes of address without being a "skip". But once a debtor becomes one (when the company's collection people can't find them) they must be traced. Act quickly. The farther away they get, the harder it will be to find them and recover the debt.

Our Source: John W. Johnson, EVP, American Collectors Associations, Inc.

60-Second Sales Seminar

Overcoming... "Your Rates Are Too High"

1. Rephrase the words "too high" (as if you're confused). That will most likely get you a much more direct answer.

2. "Let me ask you a question. Why is this item (pick an expensive item in the store) priced so much higher than this one (pick an inexpensive one)? Well, see there! Radio, and specifically our station, work on that very same principle."

3. "Yes they are! Thank you. We have worked very hard to get them to where they are today. Here's why we are worth it (name of prospect)."

4. "Getting what you pay for is more true today than ever! Let me make a point-by-point comparison between us and the other station to show you why we command a higher rate."

5. "We don't set our rates. Our advertisers do. They're priced purely upon demand. If business people like you didn't see success from using us, they wouldn't pay our rates."

6. "I'm sorry! I really have to

apologize. I haven't done a good enough job of showing you why we are worth this rate. Let me show you what sets us apart from the others."

7. "Doesn't it make sense that if the other stations could justify the rates that we have, they would charge that much, too?"

8. "Actually, the rate breaks down to \$_____ per listener, \$_____ per day, and \$_____ per hour (reduce to the ridiculous)."

9. "What would be the real cost if you buy one of the cheaper stations and they don't work? Haven't you grossly overpaid? Aren't you really interested in the best value for your dollar?"

10. "Just how 'too high' do you think the rates are? Do you realize that it's really only a difference of \$_____? Isn't the increased value worth that modest amount?"

11. "Why do you suppose the other station's rates are so low when you compare their rates to ours? Ask me and I'll say, 'They know what they're worth!'"

Hot Sales Tips

...new business

New cable channels: Stellar sellers will call now to inquire about potential sales opportunities with the Sci-Fi Channel, the Cartoon Network, and the Game Channel. With each launching scheduled within the next 90 days, there are several tie-ins with your station. *Hint:* Call the network directly.

"Letters to Santa:" During November and December, air 45-second vignettes that are a mixture of song and children reading letters they've written to Santa. Each letter should be a true story. Sell 15-second sponsorships of each vignette.

...sales meetings

Start videotaping role-play sessions. Give sellers different scenarios. *Example:* The buyer who says, "I'd love to use your station, but your rates are just too high". Or, a first-time call on a cost-per-point oriented agency.

Have all the salespeople come to the meeting with 10, one-dollar bills. Have the Sales Manager come prepared with 50, five-dollar bills. If your mission is to have knowledgeable salespeople, have the Sales Manager go around the room, one-by-one, asking each salesperson a question (i.e., "How much is a full-page in the paper?" or "How high is our tower?"). If the salesperson answers the question correctly, they win \$5;

get it wrong it costs them \$1.

...attention-getters

At the start of the call, make a strong, surprising, or ironic statement. *Example:* "Everything you've ever learned about 25-54 is wrong." *Warning:* You'd better be able to back up your statements.

Demonstrate your knowledge of your client's business or industry. One Toledo, Ohio salesperson started with, "In your business you succeed by being different..."

Look at the prospect, then look down in silence as though you're thinking. Prospect will wonder what you're up to. *Tip:* Use a fact or figure that stimulates interest.

...better copy

The word "free" still works. Research shows it will out-pull *buy one, get one free, 50% off, or one penny sales.* Even though they may mean the same thing!

On "testing" copy: Advertise something people will want. Get a handle on regular foot traffic before you can determine the effectiveness with radio. Ascertain your client's expectation levels up front. Have advertisers look for increased coupon return during "radio time". *Hot tip:* Use ZIP codes on checks to map out expanded coverage area.

What Is 25-54?

There is no such thing as an "Adult 25-54." There are 25 year-old men, 35 year-old women, 46 year-old men, 54 year-old women, etc. The 54 year-old could be the parent of the 25 year-old. The important thing to remember is that each person in that age span has different tastes, perceptions, and lifestyles. In short, 25-54 isn't a demographic, it's a family reunion!

Shrewd Thinking

If your program director will allow it, take a 10-second commercial and play it six times over a 60-second period. *Proven fact:* Frequency sells, and you've only focused on the important parts of the sale or campaign.

When an employee goes over your head, let them know that you're aware of the situation and that you've talked with the manager. *Tip:* Don't accuse, but don't hold back from stating what you know.

When a prospect says, "Your station doesn't work," ask them if they'll let you give them five free commercials: One an hour, between 2:00pm and 7:00pm. Copy states the first five people who come in and mention the ad get a \$50 bill. No purchase necessary...just for mentioning the ad. In all likelihood, the prospect won't accept your offer. Maybe it's because they know it would work. *Lesson:* The offer makes a difference.

Handling Trick Questions

Potential employers want to know about your strengths, but they're also eager to find your flaws. Interviewers may ask questions that try to illicit damaging admissions. Here are some you might run into and the best strategies for answering them.

Q. What's wrong with your current position?

Watch it! Obviously, your job isn't fully using your talents. But avoid any "there's more bad than good" answers, or they'll expect you to be a malcontent in your next job, too. Make it clear you recognize the good in any situation -- you're just hungry for more opportunity.

Q. What would you have done differently in your career?

Don't accept any offer to rewrite your personal history. You're a highly functional person, who has high self-esteem and is busy producing and enjoying -- not fretting and regretting.

Q. Why did you leave your job?

Be gutsy. If you've been fired, simply say so. Reference checking will surely reveal it anyway. Give a simple explanation of why you're moving on, avoiding bitterness and complaints. Your forthrightness will surely come off favorably.

Our Source: John Lucht, Rites of Passage at \$100,000+

Back-To-Basics

Common Grammatical Errors

• Don't write or say "between you and I".

The correct form is "between you and me." "Between" is a preposition like "with" or "from," so it needs the objective pronoun "me". Just as we say "you and I know this," but "between you and me".

• Don't write "alot".

The correct form is two words... "a lot".

• Don't write "all ready," except as in "we were all ready for the presentation to begin".

"Already" is the correct form of the adverb meaning "by this time". "He had already explained the proposal when I arrived, so the committee was all ready to decide."

• Don't confuse the contraction "it's" with the possessive "its".

"It's" is a contraction for "it is." "Its" is a possessive pronoun. "When you look at that chair, it's obvious that one of its legs is shorter than the other."

• Don't confuse the plural form "companies" with the possessive form "company's".

"The customer is always right" is our station's motto, but many other stations act as if their motto were,

'Let the buyer beware.' "

• Don't use "loose" when you mean "lose".

When you lose your wallet, it is lost. When you loosen your tie, it is not so tight.

• Don't confuse "their," "there," and "they're".

"Their" is possessive, as in "Sue and John invited us to their house". "There" is a location. "Sue and John's house? I've been there." "They're" is a contraction for "they are," as in "They're such nice hosts, aren't they?"

• Don't put an apostrophe before an "s" that is part of the basic word or name.

The car that Joan Richards owns is Joan Richards's car, not Joan Richard's car, because her name is Richards, not Richard.

• Don't use dangling phrases.

A phrase is left dangling if it is impossible to connect it to the subject of a sentence: "By blinking, the contact lens will center itself over the cornea." The contact lens can't blink, but the wearer should, so the instruction should read: "Blink to center the contact lens on the cornea".

Industry Update

...law firms

- Their income is determined by "billable hours"** -- an hour spent on work that can be attributed to (and billed to) a specific client. Although only two-thirds of an attorney's time is billable, the other 35% goes as follows: 11% office administration, 11% legal research, 13% on community service and miscellaneous.
- On the average, top-ten firms have profits of over \$600,000 per partner and profit margins of over 33%.**

...rehab centers

- 86% of all drug-related arrests are men; 13% are women.** Those between 18 and 34 years old represent almost 70% of all arrests.
- RAB claims drugs are involved in 20% of all murders, 20% of rapes, 25% of auto thefts, 40% of robberies, and 40% of assaults.**

...furniture stores

- The 41,000 furniture stores nationally total over an estimated \$30 billion in gross sales.** The average store makes 66 sales a week, at an average sale of \$453.
- If you go into a prospect's showroom, only to find that the price tags are written in code, try this code key:** Subtract five from the first number of the code key and then ten from the second. Add the two

resulting numbers. The net price of an item marked 405-35 would be \$425.

...hotels

- A hotel's "rack rate"** is its basic, no-discount rate. To sound knowing, ask your prospect if discounts from the rack rate are available often.
- Where their money comes from:** Room rentals 49%, Food and soft drinks 21%, Bar sales 9%, Banquet/meetings 20%.

...appliance dealers

- Amongst the 25,500 appliance stores nationally, most agree the industry sees almost 30% of their business in 4th Quarter.**
- Nuggets:** 69% of all customers are 25-54 years old. 25% buy more than one appliance on the same trip. One in four visit four or more stores when looking to purchase.

...automotive

- Where the money comes from:** Sales of new cars 68%, Sales of used cars 19%, Parts and service 13%.
- You can get more information by contacting their trade association, the National Automotive Dealers Association, 8400 Westpark Drive, McLean, VA 22102 (703) 821-7000.**

TO GET YOUR BILLING UP HERE...

YOU'VE GOT TO START DOWN HERE.

Subscribe to *Selling Smarter/RADIO*.

- Send me a 2-year subscription for \$395
 - I'd prefer a 1-year subscription for \$265
 - Send me 6 months for \$180
- [Subscriptions FREE to all In-Station Sales Training clients.]

Name _____

Title _____ Station _____

Address _____

City _____ St _____ Zip _____

- Check Enclosed Charge my:
 - Mastercard/Visa American Express
- Card #: _____ Exp. _____

Mail coupon to: *Selling Smarter/RADIO*
4 Chrysler Road, Radio Plaza, Natick, MA 01760

Or Call toll-free
1-800-798-8161

SELLING SMARTER
RADIO

The Best Sales Ideas On The Radio!

Privileged Information

...time management

Stop wasting the first hour of your workday. The first cup of coffee, reading the newspaper, and socializing are the three deadliest opening exercises of the morning.

Recognize when your peak energy occurs during the day. Do the most difficult projects then, and save easier ones for low energy times.

...pre-termination

Give honest performance appraisals. An unacceptable performer who has been given high performance appraisals by an unwitting or cowardly manager will not be easily fired.

Terminate in a face-to-face session. Let the employee know whether you can be used as a reference and what you'll tell a prospective employer if asked.

Make the termination quick and clean. Tell the employee on a Friday that their services are no longer needed and this is his or her last day.

...interruptions

Allow a stated time for interruptions and unscheduled events.

Re-arrange your furniture so that it's not facing the door. This avoids becoming disrupted by others walking past your office.

Hold stand-up, in-office meetings. Meet visitors outside your office.

...written proposals

Include on the final page: "All of us at KXYZ want to thank you for the opportunity to present. We're confident about our ability to increase store traffic, move more product and to make the register ring more often. Now. . .the only question is...*when can we begin?*"

Instead of using a staple in the upper left-hand corner, invest in a GBC binder. It makes the presentation seem to have more substance. It also provides a more polished look.

The purpose of this ad is to increase business. Yours.

A subscription to Selling Smarter/RADIO is one which you could benefit from. The fact is, while other radio newsletters cost you money, Selling Smarter/RADIO makes you money. To start a subscription, call us today with a credit card number and let's work together to generate new sales. Ours. And yours.

2 years - \$395 1 year - \$265 6 months - \$180

Subscriptions FREE to all In-Station Sales Training clients.

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Irwin Pollack

RADIO

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Promotions Hotline

The Wishing Well: For a car dealer or furniture store. Listeners are invited to a "Wishing Well" weekend. Commercials say, "Come on in and choose the merchandise you wish you could have, and determine what price you wish you could pay." Listeners roam the store and enter their "wish list" into the "wishing well." Three people get them granted. *The fine print:* Entrants must be reasonable about their wishes. *Best benefit for the client:* A list of qualified prospects with phone numbers and the items they're interested in.

Santa On Wheels: For medium-sized retailers who have large egos. Station offers retailers a turn-key "Santa Claus" in-store remote. Station has someone who dresses as Santa. Santa goes to retail locations for three-hour remote. He brings cameras, film, balloons, and prizes for the kids who sit on his lap as they ordinarily do in malls. Retailers can't justify the typical mall expense.

We pay \$100 for the best sales

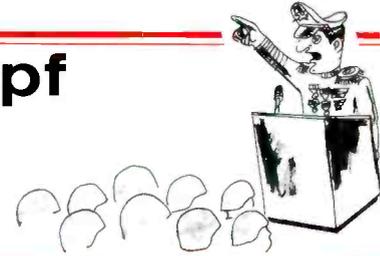


idea of the week!

Call:

1-800-I-SOLD-IT

Schwarzkopf on Leadership



You must have clear goals. You must be able to articulate them clearly. "One of the advantages we had in Kuwait," said the General, "was the clarity of the mission: Kick Saddam Hussein's butt out of Kuwait. The goal was clear and simple, and something that every one of our troops understood."

Give yourself a clear agenda. Every morning write down the 5 most important things for you to accomplish that day. Whatever else you do, get those 5 things done. Insist that the people who report to you operate the same way.

Let the people know where they stand. Everyone knows you do a disservice to a B student when you give them an A+. That applies not just to schools. The grades you give the people who report to you must reflect reality.

What's broken, fix now. Don't put it off. Problems that aren't dealt with lead to other problems. Besides, something else will break and need fixing tomorrow.

No repainting the flagpole. Be sure the work your people are doing is essential to the organization.

Lay the concept out, but let your people execute it. Yes, you must have the right people in place. But then step back. Allow them to own their work.

People come to work to succeed. Nobody comes to work to fail. It seems obvious. So why do so many organizations operate on the principle that if people aren't watched and supervised, they'll bungle the job?

Never lie. Ever. Schwarzkopf said there had been a big debate about whether to use disinformation to mislead the Iraqis during the Gulf War. "We knew they were watching CNN. Some people argued that we could save American lives by feeding incorrect information to our own media." Schwarzkopf vetoed the idea because he felt it would undermine the military leadership's credibility with the American public.

Our Source: INC. Magazine

Shrewd Sales Management

- Maximize revenue** by selling every available unit at the highest price. Compete on value, not price.
- Be consistent.** Don't enforce the rules today and ignore them tomorrow! People are content in knowing what is expected of them and they adjust to the rules even when the rules and the enforcement are strict. Therefore, don't be erratic or your employees will not know what is truly expected of them.

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Privileged Information

Best to read this section with a pencil – ready to check off the ideas that you can use immediately.

...packaging

- Use retail pricing strategies.** Instead of \$1,000, \$1,500, or \$2,000 packages, make your presentation for \$950, \$1,450, or \$1,975. Clients feel the commitment level is less. It works for them, take the hint!
- To discourage advertisers from haggling:** Start putting cents on your individual commercial rate (for example: \$95.35). Sends the message it's fixed pricing and possibly, non-negotiable.

...sales tools

- Give your sales team an "Auto Office."** It's an accordion file filled with everything salespeople need to conduct business in or out of the office. Salespeople fill their auto office each Monday morning and keep it in their car throughout the week. *Inside:* Credit applications, research, production forms, etc.
- Presentation books** are three-ring binders filled with station information, photos, etc. designed to sell the station and overcome any potential objections.

...moving employees

- Many people arrive on the job** financially-embarrassed and in need of money on which to live.
- Money is not the only factor** involved in making a move; time is also important.

- Experience shows** people become better integrated into the community if they purchase a home rather than rent one. The renter always considers the home temporary, whereas the homeowner feels established and takes an active part in civic activities.

...collections

- Written policy removes emotion.** If salespeople explain that it's "station policy," a potential client is less likely to feel as though their credibility is in question.
- Written policy prevents preferential treatment.** Competition can be crazing. Even anxious to nab that most-reluctant, would-be client, you will be protected from making a deal "too good to be true."
- Written policy is serious.** If you're serious enough to put it in writing, your clients will know you're serious about being paid for a valuable product -- your airtime.
- Sales Managers shouldn't allow** complaints from the salespeople to pressure them into approving credit.

...client bonding

- When you meet with disagreement,** treat the issue as if it is a matter that can be solved.
- Be objective when you're wrong.** Give up minor points to achieve major objectives.

Power Negotiating

1. Whenever possible, negotiate politely and softly. Only take a hard edge, "hard ball" stance if the buyer forces you into that position.
2. Never have a problem with walking on the order if the buyer makes unreasonable requests. The next time you sit down, the buyer will know the ground rules and treat you with respect.
3. Only accept "dirty" deals if the client:
 - a. Sounds good on-air (Coke, McDonalds, etc.)
 - b. Is a good pay
 - c. Gives you wide parameters for inventory
4. Leave your ego at the door when negotiating.
5. Silence is an effective tactic when negotiating. Remember, one who speaks first in the negotiating session loses.
6. Be a good actor!
7. Don't offer an ultimatum unless you are willing to stand behind it forever.
8. ALWAYS give the other party a deadline. When a buy is on the table, three days is standard.

**While other trade publications
cost you money,
Selling Smarter/RADIO
makes you money.**

SELLING SMARTER
RADIO

One Step Ahead

28 Reasons to Advertise

1. To attract new customers.
2. To increase the frequency of use.
3. To increase the number of different uses.
4. To increase the number of different users.
5. To increase the quantity purchased.
6. To increase the frequency of replacement.
7. To increase the length of the buying season.
8. To switch customers from other companies or brands.
9. To bring a family of brands together.
10. To turn a disadvantage into an advantage.
11. To attract a new generation of users.
12. To create, enhance or maintain image, prestige or leadership.
13. To introduce something new.
14. To reintroduce something old.
15. To introduce or announce a new company.
16. To support a promotion.
17. To promote an entire industry.
18. To open doors for the sales force.
19. To introduce a new company name.
20. To re-position a company.
21. To rise above the competition.
22. To gain professional approval or endorsement.
23. To maintain professional approval or endorsement.
24. To improve employee morale.
25. To boost sales force productivity.
26. To develop sales leads.
27. To conduct research.
28. To enter new markets.

Great Sales Ideas

...bars

"Wall Street Wednesday": Happy hour fun for all financial fanatics. Send invitations to stockbrokers, securities analysts, etc. Make invitations creative -- to look like stock certificates. Get a digital ticker that flashes words, and make it look like a drink ticker. "Rum down 25 cents." "Martinis down 50 cents." Even consider "Guess the Dow" contests. Participants guess where the dow will close on Friday. By writing predictions down on business cards, the club gets a long mailing list for future reference.

Late Night with Larry "Bud" Melman: Perfect theme for the 12-44 year old crowd. First, call NBC in New York and ask for the T-shirt department. Purchase a "Late Night With David Letterman" T-shirt. Take the logo from the shirt and have a "Late Night at (your client)" T-shirt printed up. Hire Larry "Bud" Melman to make an appearance and have his picture taken with the crowd. Hold a series of Stupid Human Tricks or Pet Tricks contests. For booking information, call Melman's office at (201) 568-3001.

...optical shops

Tie-in a pager company. Customers get a beeper when they come in for glasses. If the store touts, "glasses within an hour," the customer gets beeped when their glasses are ready.

Tip: Works best in shopping center or mall store.

Along with a modeling agency, clothing store or hair salon, eye shops presents, "A Day of Beauty." Listeners can register for this picture-perfect day at any list of participating merchants. *Tip:* This will work ideally if each of the advertisers are located close in proximity.

...donut shops

Positioner: "At ____ Donut Shop, the holes are smaller, making the donuts bigger. At ____, they don't think you should have to pay for what you don't get."

Copy: "As you ramble on through life, brother, whatever be your goal...keep your eye upon the donut and not upon the hole!"

...diet centers

Three or four offices are chosen to compete against each other to see which team can lose the most pounds over a set number of weeks. The winning office wins gift certificates to clothing stores, health clubs, and aerobic studios. Weekly commercials are recorded to update the progress to listeners.

Infomercials tell listeners how easy the program is to follow. *Commercial content:* Recipes, testimonials from program graduates.

Sellers in Trouble

Here are just a few of the warning signs of an employee headed for trouble: 1) They forget about appointments. 2) They knock off early; they're tired, don't feel good; just have to get away. 3) They tackle only the easy customer. 4) They reject offers of help. 5) They always find some reason for whatever goes wrong.

More Sales Management

Handle Personal Stress: Is being a manager stressful? YES! Is that stress harmful to you? Not necessarily! It's all in how *you* handle it. Be concerned and conscientious, but don't be a worrier. The station was there before you and will be there long after you're gone. Do the best you can to maintain and improve the station, but don't constantly worry about every little thing or you will destroy yourself and be of no value to anyone. Accept the things you cannot change; but change the things that you can.

"Money-Filled Balloons:" Friday afternoons (at 4:45 pm) you may want to have 50 balloons filled with \$5, \$10, \$20, \$50, and (one) \$100 bills. Each new business order during the week earns a dart. Each sales-person gets a shot at the big bucks inside the balloon!

The best managers are firm, fair and consistent!

Call References After the Employee Begins

Finally, you've made your selection and the employee has been working for you for a month. That's the end of reference checking -- or is it?

The employee's work has been good, but during the month he's been absent four times and late five. You consider that a problem, but you hope it's just a matter of unusual circumstances. Is it? Or is it a pattern of things to come?

Call a few of the same people you talked to in your first round of reference checking, and confront them with the problem. Start the conversation this way: "Remember me? I'm (name). I called you over six weeks ago in connection with references for (name). We hired him. Everything is fine, but during the last four weeks he's been absent four times and late five times. Did you encounter that sort of problem when he worked for your firm?"

Confronted with a specific complaint, you're likely to discover the truth. It's certainly to your advantage to find out those facts early on in the relationship. If there was a pattern, you have two choices. One is to have a frank talk with the employee to make them aware that you will not continue to tolerate this type of behavior. The other choice is to terminate his employment for the good of the company.

Our Source: Robert Half

Constant Improvement

Protect Yourself from Interruptions

- Put a sign on your door to ward off visitors when you need quiet time. But be sure employees know when you will be available. And take the sign down when you are free.
- Establish a time limit for each conversation. Look at your watch when the deadline nears. End the conversation when it arrives.
- Meet unwanted visitors outside your office and talk there.
- Sit in front of a sun-drenched window. Visitors to your office won't stay around very long.
- Cover the chairs in your office with papers. This makes you look busy, and it keeps visitors standing, not comfortably sitting in your chairs.
- Remove extra chairs from your office.
- To keep a meeting short, stand up and gradually move the person toward the door.
- Do not contribute to a conversation that is not going anywhere.
- Rearrange your desk so that your natural line of sight is not out your office door. Your concentration won't be distracted by anyone passing by who would also be tempted to come in to chat.
- If you don't have a minute and someone asks for one, say "no." Actually, you can say no very effectively by saying, "Yes...at 3:30; could you please come back then? And you'll probably need fifteen minutes, so I'll set that much time aside."
- Start scheduling 15-, 30-, and 45-minute meetings. Most one-hour meetings last that long because the participants expect them to and so they fill the allotted time.
- Assign certain times of the day to certain tasks. For example, use the early morning hours for tasks that should not be interrupted by the telephone calls you know will commence at 9am.
- When all else fails, find a hide-out. Do your routine work in an empty production room, the conference room, or another hideout where no one will find you! Tell only those who need to know what you are doing, and where you can be found.

Thinking "Outside the Box"

...holiday gifts

Consider having bottles of wine or champagne delivered to clients with your station's logo on the label along with a customized message. Many wineries provide this service up to four weeks before Christmas.

Forget gifts this year and give away advertising schedules in January instead. If inventory permits, there's no loss. *Message:* We're giving it to you where it counts, (name of advertiser).

...new business

Someone calling prospects for eight hours a day, five days a week, will contact over 16,000 people a year.

Invest in overnight commercials on your own station. At \$4-\$10 per commercial, why not invest in one each day from 4:30-5:30am, targeting business-owners who are up early or can't sleep (business just may be tough).

...selling skeptics

Avoid using the word "I," which makes you the focus rather than the prospect. Try to keep personalities out of the conversation and the discussion focused on a business level.

Anticipate and try to come up with answers to objections before they come up. Develop and practice

several replies for each type of objection that might occur.

...overnight sales

Conduct a salute to the "all-night workers." Retailers open early and conduct special sales for those who work the third shift. *Examples:* Car dealers, breakfast restaurants, even night clubs (liquor laws may vary by state) It's "after-work-time" to the overnight worker!

Present an "improve employee morale" program to the personnel director of a large company with a third shift. Once a night, between 12 midnight and 6am, air commercials saying, "Attention XYZ Metal employees! This is Bill Smith, President of XYZ saying thank you for all your hard work and commitment. We're proud to have you on our team!" If you charge \$20 per commercial on the overnight show, it calculates into a \$5,200 annual order (from one sales call...one idea)!

...first impressions

When cold calling, know exactly where you're going and who you're going to be calling on. Be prepared to discuss and compare stations. Be ready to talk rate and investment.

Most important: Earn the right to gain their business. If you know what you're doing, and you're well prepared, it's not difficult to earn.

TO GET YOUR BILLING UP HERE...

YOU'VE GOT TO START DOWN HERE.

Subscribe to *Selling Smarter/RADIO*:

- Send me a 2-year subscription for \$395
 I'd prefer a 1-year subscription for \$265
 Send me 6 months for \$180

[Subscriptions FREE to all In-Station Sales Training clients.]

Name _____

Title _____ Station _____

Address _____

City _____ St. _____ Zip _____

Check Enclosed Charge my:

Mastercard/Visa American Express

Card #: _____ Exp. _____

Mail coupon to: **Selling Smarter/RADIO**
4 Chrysler Road, Radio Plaza, Natick, MA 01760

Or Call toll-free
1-800-798-8161

SELLING SMARTER
RADIO

The Best Sales Ideas On The Radio!

Heard-on-the-Street

...absenteeism

Ask that employees who call in sick talk to you directly. When you get their calls, ask what the problem is and how long they expect to be away from work.

Keep an eye out for patterns in the absences that may occur. Is it every Friday during the fishing season? Is someone else gone the first Monday of the month? Are two people taking the same day off sick? If there is a pattern, see if it's related to a recurring job duty.

Make it a point to welcome back each person who's been gone. Greet them in the morning. Ask how they're feeling, and really listen.

...better cold calls

Humorous approach: Try to get the prospect in a pleasant frame of mind with a humorous one-liner or brief story.

Topical subject approach: Initial discussion about weather, hobbies, sporting events, or local, national/international state of affairs.

Industry-related approach: Any newspaper or magazine article would be an ideal way to break the ice.

...co-op advertising

There are two different types: Passive co-op is "available" money already allocated by the manufacturer. Active co-op is money we go after and create ourselves.

Everybody benefits. Salespeople increase their direct billing and build strong loyalties from retailers who didn't know what to do themselves. Even better, the retailer benefits. There's a larger advertising budget, increased frequency, more sales volume, and higher store traffic.

COMING NEXT
WEEK IN

SELLING SMARTER RADIO

"Trick Questions"

Hot Sales Tips

...closing car dealers
...tight inventory
...buyer psychology

"Early Warning Signs of a Customer Going Bad"

"The 14-Point Guarantee"

If you're a fanatic about keeping your station ahead of the competition, here's a weekly management tool you simply cannot afford to be without.

Introducing Irwin Pollack's *Selling Smarter/RADIO*, weekly eight-page reports for managers with a mission - those who are looking to achieve their sales goals...every single month.

Each week, you'll get concrete examples. You'll get insight and

THE BIBLE



analysis. You'll get tested techniques you can put to work the day you receive your first - and every - issue.

Subscribe today and build a systematic, comprehensive sales billing machine within your radio station.

Get it!
Call toll-free
1-800-798-8161

SELLING SMARTER™

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RADIO

Volume 1, Issue 43

October 19, 1992

Promotions Hotline

□ Veteran's Day Blood Drives:

Have your station team up with the American Red Cross to host a Veteran's Day Blood Drive. Hold the 5-hour event on Veteran's Day at two locations (usually non-competing hotels that have ballrooms). Sell two types of sponsorships: 1) Majors, to the hotels who can benefit from traffic and 2) Minors, to the retailers who are interested in name mentions. *Important:* Tout that three lives can be saved for every pint of blood donated, and that this event can and will save hundreds of lives. T-shirts should be given to each donor with the logos of sponsors on them.

Our Source: WCBW-FM, St. Louis

□ Shoot Santa Claus and We'll Blow Him Up for Free:

Photo finishing promotion. Client claims with any purchase of film or photo finishing, they'll blow up any pictures of Santa Claus at no charge. *Heard on-the-street:* Kodak has a 200% co-op program. May be worth a tie-in.

Our Source: WNFI-FM, Daytona Beach

We pay \$100 for the best sales idea of the week!



**Call:
1-800-I-SOLD-IT**



If you've ever gotten seduced into buying a magazine because of its sensational headline, only to become disappointed when you find there's no substance behind it, chances are you'll stop buying that publication. The same type of thing may be happening with your salespeople on-the-street.

Imagine: Your salesperson tells a prospect how well the station will do for them. They'll see people outside their door. The cash register will ring. Finally the prospect signs. But, days go by and that advertiser sees no results. Those type of sellers need to be titled, "All Headline, No Text." If this happens regularly, your station can lose its credibility.

The reason this probably happens is because there is a natural division between "thinkers" and "doers" on every sales staff. The "idea" people love to dream up great end-results. The "executors" are not particularly creative, but given the direction will finish whatever is started because of their tenacity and endurance.

Real "Super-Achievers" are those who can do both. They're creative, but also have the fortitude to make ideas come to life.

If you're not already an idea person, magic won't make it happen. But, if you're a creative person and find your ideas keep "missing the mark," try these four points to help you dodge the "All Headline, No Text" title:

1. Be patient with ideas. The distance between an idea and the result is usually a lengthy process.

2. Know your realistic timetable. Be it two weeks or two years, if it's a realistic notion, don't give it up.

3. Broadcast your timetable. Share it with everyone. It puts the pressure on to deliver.

4. Update. Provide supervisors with regular updates on how the concept or idea is progressing.

Our Source: Success Secrets Newsletter by Mark McCormack

Shrewd Sales Management

□ **Flashcard Feud.** Go out and buy twenty, 10" x 15" pieces of posterboard. On each piece write down one of the most common objections salespeople face on a routine basis (i.e., "We don't buy radio" or "Our budget is already spent"). Then give each salesperson a book of matches. As you go around the room, one by one, have them light a match and overcome the objection before the flame gets too low.

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Did You Know...

...women are taking over America's car lots? They bought over half of the new cars sold in the United States last year, up from a mere 26% in 1970. *More important:* women influence 85% of all new car purchases.

...why radio is better for recruiting applicants than the newspaper's classified ads are? First, newspapers are for the unemployed. Radio can bring a better-qualified applicant. Second, radio reaches those who are most vulnerable to consider a change. *Important:* Scheduling. Air one commercial 7-9am when people are on their way to work; the other from 4-6pm on their way home.

...there's a way to prevent an Arbitron law suit? If you're a non-subscriber concerned about salespeople quoting numbers illegally, have salespeople sign a document stating they're aware that unauthorized use is grounds for immediate dismissal. Make it perfectly clear they will be held responsible for any fines.

...you can increase your billing by 13% by making just one more sales call each day? After just three weeks, you would have made fifteen more calls; surely you'd be able to close two of them.

...people forget 60% of what they learn within a half-day? The more repetition there is, the better the retention. Forgetting is more rapid immediately after learning. Then it levels off.

...why newspaper gets credit for working better than radio does? It's because advertisers often place a 1/2-page ad in the paper for one day (typically \$2,000-\$8,000) and rarely spend that over a month on the radio. *Key question to ask:* "Will you compare apples to apples? Spend what you would for a 1/2-page in the newspaper on our station for a day."

...approximately 80% of your business comes from 20% of your customers; the remaining 20% of your business comes from the other 80% of your accounts?

...why most supermarkets are open 24-hours a day? For the image of largeness, extra market share, and because the cost of one or two extra check-out clerks isn't that much. Remember, the lights are on anyway for the stock clerks.

...jumping to conclusions is one of the biggest listening mistakes? By assuming we know what is coming next we can seriously damage our understanding of what is being said at that very moment.

...the typical car dealer closes 20% of showroom customers (referred to as "ups"), but over 1/2 of all test drives? *Fact:* When customers become involved with a product, chances are better of closing them.

...using your station's coverage map could do more harm than good? It's true. A customer who only has one location and doesn't pull from a wide area, is bound to wonder if all the coverage is wasted money.

Handling Negative Publicity

No matter how careful you are, crisis can strike your station, whether it's a staff walkout or a public relations misunderstanding. David Margulies, a former television reporter who now runs the Margulies Communications Group in Dallas, offers some inside tips on handling a crisis both professionally and advantageously:

Always answer calls from the press immediately. Sometimes that's how you find out a problem exists (the Tylenol poisonings were discovered when a reporter phoned Johnson & Johnson). You can also clear up false rumors right away.

Find out the nature of the story from the reporter before you grant an interview. This way, your comments better fit the angle.

Check out background information on other sources included in the story or the subject in general. Find out why the reporter is interested in the story right now; stories don't just appear in a vacuum.

Don't question the reporter's or newspaper's motives. Let them do their job.

Emphasize the positive in a negative situation. If sales are slow, for example, stress your newly reduced prices.

Our Source: Entrepreneur Magazine, August, 1992

Continuous Improvement

Monitoring Performance

Basically, there are three areas of measurement when evaluating performance: effort, opportunity, and results:

Effort Measures

Sales calls

- # made on current customers
- # made on potential new accounts
- # of sales presentations
- Average time spent per call
- Selling time vs non-selling time
- Call frequency ratio/customer type
- Calls per day
- Days worked

$$\text{Calls/day ratio} = \frac{\text{\# of calls}}{\text{\# of days worked}}$$

$$\text{Calls/account ratio} = \frac{\text{\# of calls}}{\text{\# of accounts}}$$

$$\text{Planned call ratio} = \frac{\text{\# of planned calls}}{\text{total \# of calls}}$$

Sales expenses

- Average per sales call
- Expenses as a % of sales quota
- By customer type
- By product category
- Direct selling expense ratios
- Indirect selling expense ratios

$$\text{Sales expense ratio} = \frac{\text{expenses}}{\text{sales}}$$

$$\text{Cost/call ratio} = \frac{\text{total cost}}{\text{\# of calls}}$$

Nonselling activities

- Letters written to prospects
- Telephone calls made to prospects
- # of formal proposals developed
- Advertising display set-ups
- Number of service calls made
- # of customer complaints received
- Number of overdue accounts collected

Opportunity Measures:

- Territory potentials
- Market segment potentials
- Account potentials
- Number of accounts
- Size of territory

Result Measures:

- Total dollar contribution
- Average contribution margin
- Contribution in margin \$\$\$ per call
- Current versus past sales
- Current sales per call
- Sales/account ratio = $\frac{\text{sales $$$ volume}}{\text{total \# accounts}}$
- Average order ratio = $\frac{\text{sales $$$ volume}}{\text{total \# orders}}$
- Order cancellations = $\frac{\text{\# cancelled orders}}{\text{total \# orders}}$
- Average unit rate = $\frac{\text{monthly revenue}}{\text{\# units sold}}$
- Lost account ratio = $\frac{\text{accounts not sold}}{\text{total \# accounts}}$

Privileged Information

Best to read this section with a pencil - ready to check off the ideas that you can use immediately.

...better inventory

To create new dayparts: Use those which truly demonstrate your station's audience lifestyle (for example "club drive" from 10pm-2am on contemporary formats or "church drive" on Sundays 8am-12noon).

If you're not selling out: Cut your unit rate count by 1/3. If you were running nine units an hour, cut it back to six. This helps you in two ways: It increases TSL while putting pressure on your avails.

Sell the 7:20am break. For a premium. *Reason:* So often stations encourage listeners to tune in for the morning contest that there's an inflated come at that time.

...yellow pages

How to reference on-air: In your advertiser's commercial, suggest they say, "See our ad in the white pages" instead of the yellow pages. *Warning:* If listeners reference the yellow pages, they will see your advertiser's competitors, too!

Shrewd selling: Produce a spec spot for an advertiser who has an ad with discontinued merchandise in the yellow pages. Produce exactly what's in the ad. When your prospect says, "Oh...we don't carry that anymore," apologize. *Moral of the sales call:*

Radio can handle merchandise changes all year round. The yellow pages can't.

...happy assistants

Give your assistant a forum in which to communicate. It's important that they express how they feel about the station. Confidential surveys or focus groups are acceptable.

Help them to discover what service really means. Every staffer wants to provide service to their customers and to the boss. *Big problem:* Too often, support staffers don't feel they make a difference at the station. Change this!

...negotiating

Find areas of mutual benefit. Say to the prospect, "No I don't think that I can do that, but here's what I can do." Show them you're doing what you can to come up with a win/win arrangement.

Separate the person from the problem. Too often deals go bad because one of the parties takes it personally. Be sure to focus exclusively on the business issue.

Listen to what is and what is not being said. *Secret:* Read between the lines. Sometimes what's NOT being said is more important than what IS being said. Listen for clues.

4 Steps To The Sale

Attention. The seller must get and hold favorable attention with the buyer.

Interest. The seller must arouse interest from the buyer in order to continue.

Desire. The seller must persuade the buyer they need the product.

Action. The seller must persuade the buyer enough in order for the buyer to purchase.

New Ways

Send standardized letters to prospects you've heard on other stations or you've seen in the newspaper. The focus of the letter should be... "why our station is better than theirs." *Tip:* Each letter should explain why your station is a better choice than the one they were heard on.

Car dealer says, "Give me an idea." Suggest to them that they have a special promotion whereby they give a year's supply of gas to anybody who buys a new car.

A new, non-threatening close is "How shall we proceed from here?" or "Where do we go from here?" Telephone Selling Report says this is most useful when all needs have thoroughly been identified, and solutions explained. If enough trust has been established, which it should, this close works nicely.

10 Rules for Delegation

1. Make sure the employee has the skill, talent and ability to perform the job. Don't delegate a job destined to result in failure or frustration.
2. Check with your supervisor. Unless you have been given complete discretion, be certain that they agree to your giving up a particular responsibility.
3. Delegate not only the menial jobs, but also the significant ones. Employees will see this as a vote of confidence.
4. Make sure the task is clearly understood. Have them repeat what they think you want them to accomplish.
5. Allow latitude in how the job should be performed. Your way is not the only way. However, if there are rules or constraints which must be followed, make sure you communicate them.
6. Provide all the resources necessary to perform the job.
7. Remain accessible. Provide a "safety net", but don't engage in over-the-shoulder surveillance.
8. If the job is performed well, give praise.
9. If not, tell them how to improve.
10. Delegate often -- everyone wins.

Our Source: Smart Moves

Planning Ahead

Sales Interview Questions

Below are some questions you can ask your next interviewee in trying to identify the "Super-Achievers":

How is your present station as a place to work? Why?

What would you have rather had more of in your last position?

What aspects of your last station did you like the least? Why?

Would you tell me about the best manager you've ever had? How about the worst?

What's the hardest thing you've ever done on the job?

If you could have any job you wanted, what would it be?

Describe your personality: mood fluctuations, work traits, energy level, etc.

What have been your three most noteworthy accomplishments in the last year? Why?

What have you done in the last year to improve yourself?

What are your "pet peeves" -- the things that upset you most? Why?

If your boss was promoted

tomorrow and you were given their job, what would you do to improve the department? Why?

What sales goals did you set this year and how well are you accomplishing them?

Which radio-specific sales training systems have you been exposed to? What did you like the most about them?

Which prospects do you like to call on the most?

How would you quantify your new business development as an overall component of your total billing?

Who is the toughest prospect you've ever encountered and what did you do to crack them?

If chosen to fill this position, how could you contribute to the overall success for next year?

Where do you see collections in the overall importance of a salesperson's responsibility?

If hired, exactly how long of a commitment are you willing to give this position?

Do you see a problem in calling on competing retailers?

Street-Smart Selling

...time management

- Write down all your goals.** Now delete all except those you are willing to really work for.
- The amount of time** spent on a project doesn't count -- it's the uninterrupted time. *Important:* Establish one hour of "quiet time" when you refuse to be interrupted except for emergencies.
- Each day, identify the most important task** and schedule a block of time for it. Attack other things around that block, in order of importance.

...customer service

- Do you know** how customers feel about your station? How about you?
- How do you handle complaints** and makegoods? How quickly are they corrected?
- Do you say "thank you"** for the business? What are you going to give your best customers this year for the holidays?
- Do you truly recognize important dates**, such as customer birthdays? How about business anniversaries?

...safety

- Attach a sticker** to your telephone, listing the numbers for building security, police, and the fire

department. Especially when you are working late.

- When (and if) signing a lobby ledger**, use only a first initial with your last name.
- Turn on the lights** in a few other offices to give the impression that more people are around.
- If you encounter someone** who looks suspicious, don't hesitate to call security. Don't worry about being considered a wimp. Security guards encourage and appreciate such calls.

...listening skills

- Look the client in the eye.** Your prospect should have your undivided attention.
- Ask questions.** Unless they're off the wall or redundant, they show the client that you're listening.
- Don't assume** the first "no" always means "no." Too many salespeople only try once for the close. If turned down, they conclude the prospect isn't going to buy. *Tip:* The sale doesn't really start until the prospect says "no."
- Figure out how much each sales call** is worth. If your average sale is \$1,245 and you're typically closing one out of every seven people you see, then each call calculates to \$177.85. Positive self-talk is helpful on tough days!

TO GET YOUR BILLING UP HERE...

YOU'VE GOT TO START DOWN HERE.

Subscribe to *Selling Smarter/RADIO*.

- Send me a 2-year subscription for \$395
- I'd prefer a 1-year subscription for \$265
- Send me 6 months for \$180

[Subscriptions FREE to all In-Station Sales Training clients.]

Name _____

Title _____ Station _____

Address _____

City _____ St _____ Zip _____

Check Enclosed Charge my:

Mastercard/Visa American Express

Card #: _____ Exp. _____

Mail coupon to: *Selling Smarter/RADIO*
4 Chrysler Road, Radio Plaza, Natick, MA 01760

Or Call toll-free
1-800-798-8161

SELLING SMARTER
RADIO

The Best Sales Ideas On The Radio!

Winning Ways

...new business

Remember the "multiplier effect." Cold calling maximizes your contacts. You meet people -- in the elevator, the hallway, the reception area. Everybody you see is a potential prospect (or resource).

Will they see you on a first call? If you walk in and are a breath of fresh air, you're not an infringement on their time. They'll make time for you.

Before you give them your business card, pull it back. Let them know how this business card will be worth more. How you'll be able to offer more than the other person.

...concessions

Give yourself room to negotiate. Start high if you sell; low if you buy. *Warning:* Extremes will cause hostility.

Make the client work. For everything they gain. People don't appreciate something for nothing.

Conserve concessions. Giving in later is always better than now.

...better information

The library. Check the Reader's Periodical Guide. It will send you directly to any publication that could help you.

Employees of your customer. Quite often, they're even more honest and helpful than the decision-maker!

Your prospect's trade magazine. It's where they get their own information!

RAB Instant Background: It's one of the best things they offer. Twice a year new publications are printed and it's part of your membership fee.

COMING NEXT
WEEK IN

SELLING SMARTER RADIO

"How To Handle Procastination Better"

Great Sales Ideas

...diet centers
...optical shops
...bars

"Protect Yourself From Interruptions"

Heard-On-The-Street

...absenteeism
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Oct 12, 1992

Promotions Hotline

Screaming Babies Night: Targeted for slower-than-normal nights at family restaurants. Commercials (which have children's voices on them) announce that Monday is "Screaming Babies Night." You must be under four to get in. And, you must be accompanied by your parents. Each child gets a bib which says, "Spit Happens!" Bibs have logos from toy stores, diaper services, children's clothing stores, etc. *Tip:* This also affords you the chance to sell "product sampling" opportunities to other child-related businesses.

Home for the Holidays: 10 retailers commit to a \$1,500-\$3,000 advertising program over November/December. They then become "Official Home for the Holidays" sponsors. Listeners enter at the sponsor's store for a chance at two hotel/round-trip tickets home for the holidays. Most stations generate \$15,000-\$20,000 and spend \$1,000-\$1,500.

We pay \$100 for the best sales idea of the week!



**Call:
1-800-I-SOLD-IT**



IS YOUR JOB IN JEOPARDY?

Before someone is fired, say experts, there are almost always signs that their job is in jeopardy. Here's a list of some signs to watch out for, followed by hints on how to cope with job loss:

Top-level memos stop. You're no longer receiving information on long-term strategies, corporate planning and the like.

Your opinion is rarely asked. In the past, co-workers sought your advice. Now, you're no longer consulted on important matters.

The boss is uncommunicative. Conversations are ceremonial and rarely have substance. To a degree, the boss may even avoid you.

You're "out of the loop." You're not invited to lunches, assigned to task forces, or given important projects to oversee.

Performance evaluations take on a different tone. Even if you are a good employee, supervisors may find fault because they need to document. Evaluations focus on small matters.

You suffer a loss of power or influence. Requests for new office furniture and the like are delayed.

If you do lose your job, there are a couple of things you should do:

Deal with the emotional aspect. Don't ignore or try to mask the emotional pain of losing a job. Talk to friends, a spouse, or others. Don't keep it bottled up.

React rationally. Don't think about revenge against the company. It wastes time and energy and it's rare that there's anything you could -- or should -- do to hurt your former employer.

Look at unemployment as a business challenge. After dealing with the emotional level, look upon it as a business problem. Set out strategies and goals as you would in overcoming any other obstacle.

Keep your options open. Don't feel you must go back into the same business and do the same exact thing.

Our Source: Sales & Marketing Management, April 1992

Schrewd Sales Management

- Accept personal responsibility.** You are the boss. If your subordinates perform well, then you have performed well. If they do not, then you have not. Don't try to place the blame on others. You are the supervisor and are ultimately responsible for everything your people do... good or bad. Don't try shirking this responsibility.
- Remember SMACT:** Specific, Measureable, Attainable, Challenging and on a Timetable.

SELLING SMARTER RADIO

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Better Ways

Best to read this section with a pencil - ready to check off the ideas that you can use immediately.

...overcoming TV

- Let prospects know** people don't watch television stations, they watch television programs. Each program has different demographics. And, the more selective a buyer is when buying television, the more expensive it is.
- The most effective time to have** a commercial on is during the television show itself, however, those avails usually go to national advertisers. Most local commercials go just before the show starts or right after the epilogue.

...time management

- Change the hours** that you normally spend in the office. Try the early morning and/or late night. *Heard on-the-street:* Weekends may be even more productive without everybody there.
- Avoid idle gossip sessions.** Don't hesitate to say you don't have the time.

- Handle all correspondence** (spec spots, written presentations) in the evening or on weekends.

...sales proposals

- Investment page:** When offering investment opportunities, be creative with your options. *Example:* The full-page plan, the 1/2-page plan, the 1/4-page plan.
- To protect your ideas:** Notarize the last page of the presentation. It

doesn't protect you, but it does intimidate the prospect.

- Spec spots:** Put a disclaimer at the front: "The following speculative presentation has been provided as a service of WXYZ. Copying or distribution without the written consent of the radio station is prohibited." *Tip:* Have a broadcast tone after the disclaimer (before the commercial begins) to intimidate the prospect.

...complainers

- Create a climate** where the complainer feels heard. Often all the constant complainer needs is someone who will listen. They don't really want things to be different.
- Overcome the urge** to argue with the complainer. After you understand their position, don't spend time arguing about what's right or wrong. Just tell the complainer where you stand.

...budget objections

- First, determine if it's a condition or an objection.** A condition is something you can do nothing about (home office dictates the policy), while an objection can be overcome.
- Remind the reluctant prospect of the difference** between an investment and an expense. Once you show return on the investment, you're on the way.

How to Pick the Right Job Candidate

When two candidates have been thoroughly evaluated and both are equally appealing, the best way out of the dilemma is to ask yourself questions that help analyze the subtler qualities of each...

- Which one seems to want the job the most?
- Which one appears to be more willing to work hard?
- Which one knows the most about the station? (Signs of having done research indicate seriousness and curiosity.)
- Which one knows the most about their last employer? (Look for answers that reveal analytical ability.)
- Which one is most pleasant?

Also helpful: Give each of the final candidates a minor project to do, and see which one performs best. And, if possible, spend more time checking references. Keep probing!

Selling Smarter/RADIO TIP #9

Spend two 1/2-days with salespeople (making sales calls) each week. How else will you know how well your salespeople are doing? You may even want to prepare a 20-point checklist and grade them on their performance.

Constant Improvement

Killer Negotiation Secrets

- 1.** When you meet disagreement, treat it as if the problem can be solved.
- 2.** Look for areas of mutual benefit.
- 3.** Separate the person from the problem.
- 4.** Listen to what IS and ISN'T said.
- 5.** Leave room to negotiate. Start high if you sell. Low if you buy. But remember -- extremes will cause hostility.
- 6.** Reserve judgement of the person and the situation with which you are negotiating.
- 7.** Control yourself. Stay cool. Watch your temper.
- 8.** Get the prospect to open up first and put their demands on the table. Keep yours hidden.
- 9.** Let the other person make the first concession on major issues. If you need to concede first, be sure to do it on a minor issue.
- 10.** Always try to see it from the point of view of your prospect.
- 11.** Use techniques to help keep control.
- 12.** Ask open-ended questions. The more they talk, the more you'll learn.
- 13.** Get it in writing.
- 14.** Make them work for everything they gain. People don't appreciate something for nothing.
- 15.** Conserve concessions. Later is better than now.
- 16.** Always check with a second party. It's just like the prospect who wants to speak with their partner. Stall when you need time.
- 17.** Watch your rate of giving in. Do it quickly and you'll lose in the end.
- 18.** Be patient. Don't seem desperate.
- 19.** Find shared interests with the prospect. Lets you change the subject when you need to.
- 20.** When the situation gets tense, ask for a time-out. They do it in sports! Re-strategize.

Hot Sales Tips

...service

Give advertisers your office and home phone numbers. Encourage them to call. *Tip:* Most won't, but it will show your 7-day-a-week/24-hour-a-day commitment.

Get a copy of all the newspaper ads your client's competitor ran last year. Strategize with your client to beat the competitor to the punch. Every month.

Videotape your client's major sale or promotional event. Send them a copy of the tape when it's through. Leave a note inside: "Thanks for letting us be part of your success."

...different buyers

Talkers: They need personal support as they work through to a decision.

Doers: Want to be convinced of results.

Controllers: Need facts and documentation.

Plodders: Want plenty of information and time to make a decision.

...cold calls

Best categories: It's excellent for service stations, tire stores, and retail stores, where the buyer is normally in.

Long term benefit: It develops aggressive sales techniques. Remember the school of hard knocks?

...writing copy

Specific addresses: They're not necessary. Memorable cross streets are easier for the listener to remember (theater of the mind).

Phone numbers: The last four numbers should be read as twin numbers, not as four individual digits. *Example:* 622-6711 should be read on-air as 622-67/11, not 622-6-7-1-1.

Do what radio does best: make descriptions visual. Remember, radio's ability to create "theater of the mind" is an exclusive benefit over any other competitive media.

...closing

The Assumptive Close: Instead of asking the prospect, "if," use the word, "when." *Example:* "When you do come on our station, which way will you go...60s or 30s?"

The Choice Close: Give the prospect something versus something instead of something versus nothing. *Example:* "Does the full-page plan suit your needs or would you like the weekend blow-out program instead?"

Prepare for Negotiations

Plan your work and work your plan. Prior to the negotiation process, do your homework: Know your needs. List them and prioritize them. Know your prospect's needs -- both logically and emotionally. Ask yourself which parties should be involved in the negotiation. Determine what would be the ideal time and place. Determine a step-by-step strategy.

Shrewd Thinking

Show the sales department how to "reshape" newspaper ads by putting an ad in the copy machine and making a copy at 85%. It will become clear the ad looks relatively the same. But, since most newspapers charge by the column inch (or line rate), the cost of the newspaper ad goes down 15% also. Find a way to put an efficient radio schedule together for that small percent of the newspaper budget. You've now shown the prospect how radio and newspaper can work together for the same amount of money.

Get a rubber stamp for all sales presentations: "This offer and these rates expire on (date)." Buyers will take your presentation more seriously if there's a deadline.

We pay \$100 for the best sales

idea of the week!

Call:

1-800-I-SOLD-IT



How To Define A Lottery

In order to constitute a "lottery," a contest must generally have the following three elements: (1) a prize, (2) chance, and (3) consideration. To determine whether a particular element is present, a salesperson should analyze the details of a contest and answer the following questions:

1. Prize: Is anything of value, including a refund or a discount, being offered to a contestant?

2. Chance: Is the winner selected on the basis of chance rather than on a participant's skill or other factors within his or her control? Is the amount of the prize determined by chance? Does the contestant have the chance of winning any one of a number of prizes of differing values?

3. Consideration: Must the contestant spend money or a substantial amount of time or effort in order to qualify?

If there is an affirmative answer in EACH of these categories, the contest probably involves a lottery -- broadcasting of an advertisement of information concerning a lottery would be governed by the lottery rules.

The Best Sales Ideas on the Radio

SELLING SMARTER
RADIO

Improving Your Closing Ratio

Attention-Getting Phone Intros

☞ "If I could show you how having _____ as a business partner can save you time and money, would you spend some time discussing your business with me?"

☞ "I've been working with _____ for two years now. Aren't they a competitor of yours? I've helped them to reduce their inventory by 25% and increase sales by 7% through better customer information. I know I can do the same for you. May I have a few minutes of your time to discuss this opportunity for your business?"

☞ "I do not want to talk to you today about (call letters). I want to talk to you about solutions to business problems that can save or make you money."

☞ "Hello Mr. _____. My name is _____ from _____. I want to thank you for taking time to speak with me today. I understand that you are willing to talk to anyone that can help you increase revenue within your business. I would like to tell you how my new station can do just that."

☞ "I have an idea that will revo-

lutionize the _____ industry."

☞ "I am a marketing consultant. My specialty has been finding executives just like you who desire to increase revenues. Can I please gather some facts in the next few minutes that would help me determine if I can help you?"

☞ "If I could show you a way you could increase your company's profits by 15%, would you spend the afternoon discussing my ideas on the golf course?"

☞ "I would like to show you a new idea that can produce the same amount of work as 4 people at half the cost."

☞ "If my program could help your business become more efficient, increase your cash flow and generate more new business for less than minimum wage, would you be interested in discussing it?"

☞ "Did you spend more time last night than you wanted worrying about your business?"

Our Source: Cracking New Accounts, Terry L. Booten

Industry Update

...drug stores

Sales breakout: Prescriptions: 27.2%; Over-the-counter drugs: 14.5%; Toiletries: 10.8%; Tobacco: 7.5%; Housewares: 6.7%; Cosmetics: 5.3%.

Over 6% of their register receipts are paid for in store and manufacturer coupons.

...recruitment

For the temporary agency, they typically have two types of customers. First, they need manpower...employees to send out to those who use their services. And second, those retail and service businesses who hire the temp agency.

Demand for temporary or part-time help is higher than ever. Many companies are consolidating, thus eliminating full-time people and replacing their position with a 20- or 30-hour-a-week part-timer or temporary worker.

Expect a HUGE demand in 4th Quarter as employers won't be wanting to pay overtime or hire full-time seasonal help.

...fast food

Key costs: Labor and food. In most cases, they both absorb 50% of a fast food restaurant's revenue.

Trend: As of 1992, over 55 % of the average American's food dollar was spent out of the home each week.

Future watch: Fast food restaurants are typically recession-resistant. *Reasons:* People will always have to eat, lower-priced products thrive in a recession, and with more two-income households, more people will be in the market for a quick bite during the day.

...real estate

Mortgage rates are at their lowest point in years. First-time buyers are up. *Fact:* Most new buyers need to be educated on buying their first home. Infomercials are ideal. What's the difference between fixed and variable? What is a point?

Supply and demand: Although home inventories are lower, housing starts are up. *Fact:* Once realtors see buyers again, they'll be anxious to start promoting specific open houses.

...movie theatres

There are 9,344 movie theatres nationally, each having an average net sales figure of \$382,700 annually.

Just over 80% of their revenue comes from admissions, while 18 % comes from popcorn and concessions.

Expense line: Payroll, movie company licensing fees, and rent total close to 60% of their monthly expenses. *Tip:* There's still plenty left for radio! *Best:* A promotion whereby listeners are invited to a premier is a favorite.

TO GET YOUR BILLING UP HERE...

YOU'VE GOT TO START DOWN HERE.

Subscribe to *Selling Smarter/RADIO*.

- Send me a 2-year subscription for \$395
 I'd prefer a 1-year subscription for \$265
 Send me 6 months for \$180
[Subscriptions FREE to all In-Station Sales Training clients.]

Name _____

Title _____ Station _____

Address _____

City _____ St _____ Zip _____

Check Enclosed Charge my:

Mastercard/Visa American Express

Card #: _____ Exp _____

Mail coupon to: *Selling Smarter/RADIO*
4 Chrysler Road, Radio Plaza, Natick, MA 01760

Or Call toll-free
1-800-798-8161

SELLING SMARTER
RADIO
The Best Sales Ideas On The Radio!

Privileged Information

...writing orders

Start measuring "share" of the buy. In tougher times, getting the order should not be enough. Challenge sellers to get their "unfair" share of the buy. What would they rather get? \$1,200 on a three-station buy with a \$5,000 budget, OR \$900 on a two-station buy with a budget of \$1,500?

Salespeople need to realize what happens when they give agency commission away. A \$4,000 order is only worth \$3,400 once the commission is given away. Salespeople don't recognize that. *Solution:* Start talking NET dollars and **INSIST** they take the commission off before they total the order.

...intimidation games

When salespeople never leave the office: Make the rule clear -- out by 10. Don't come back 'til 4. Keeps happening? Tow their cars off the parking lot!

Second month missing sales budget: Move their desk, files, chair, etc. outside...within the fenced-in area where the tower is located.

...Type-A Drivers

They're results-oriented: They want things done yesterday. They typically see things in black and white; there is no gray. *Helpful hint:* Get to the point. They want quick, fast decisions.

The last page: Give the "Type-A Driver" two or three choices and let them decide. They need to feel in control.

They can't focus on one thing. Their eyes and mind constantly wonder. *Warning:* Beware of restlessness or boredom. May be an indication you're losing them.

Personality style: Relationships are meaningless; results are everything.

COMING NEXT WEEK IN

SELLING SMARTER RADIO

Did You Know...

...why newspapers get credited more than radio?

...how to increase your billing by 13%?

"How To Get the Money In Faster"

Street-Smart Selling

...listening skills

...customer service

If you're a fanatic about keeping your station ahead of the competition, here's a weekly management tool you simply cannot afford to be without.

Introducing Irwin Pollack's *Selling Smarter/RADIO*, weekly eight-page reports for managers with a mission - those who are looking to achieve their sales goals...every single month.

Each week, you'll get concrete examples. You'll get insight and

THE BIBLE



analysis. You'll get tested techniques you can put to work the day you receive your first - and every - issue.

Subscribe today and build a systematic, comprehensive sales billing machine within your radio station.

Get it!

Call toll-free

1-800-798-8161

109 \$ALE\$ AND PROMOTION IDEA\$
for Your Radio Station
from SMALL MARKET RADIO NEWSLETTER

PROMOTERS - Station asked its listeners to become "W Y N G Promoters." Each promoter was required to ask 100 people to listen to W Y N G and get their signatures on a piece of paper. Those who sent the completed lists of signatures to the station received a t-shirt lettered with "W Y N G Promoter."

'TREASURE HUNT' - During an event at the town's fairgrounds, W P T W staged a "treasure hunt". Each day clues were posted in participating advertiser's display windows. A different color clue sheet was used each day. A typical clue: "You might find a lady named Florence here." Answer: the Red Cross booth. The first person to find the treasure chest got its contents (wooden nickels which could be redeemed for prizes from the participating merchants). There were 30 co-sponsors who bought an ad schedule and donated \$75.00 worth of merchandise prizes.

SELLING SPORTS - To sell your baseball, pro football, etc. schedule, offer a value added trip to the game: a charter bus, meal before the game, refreshments, etc. If you need 9 advertisers, give each one 4 tickets. Let the customer use them himself, have a drawing in his store, or use the tickets as prizes for a sales contest.

SILENT AUCTION - To build up a "soft month", W M T runs a half cash - half merchandise promotion. The merchandise is displayed in a public hall where listeners submit bids equal to 65% or more of the item's fair retail price. The lucky bidders are announced at the end of the one day event. Items which did not receive satisfactory bids are auctioned off conventionally.

COUPON BOOK - W T S L made sure listeners who got its coupon book kept it. The station put a coupon in the book with a serial number. Listeners who heard their serial number called on the air got \$25.00, \$50.00, or \$100.00 worth of merchandise of their choice from any advertiser "in the book." Redemption: 60%.

MARRIAGE MAIL - W O E Z "buys into" a promotion in its area. It also uses a prize coupon - actually 4. Recipients are told to send in their name, address, and phone # plus the same for 3 friends or relatives. The lucky numbers are broadcast. Listeners responding within the prescribed time win a prize.

PICNIC IN THE MARKET - During a slow month, K H A S broadcast "Business Minutes" (information about local businesses). After each broadcast, Listeners were called randomly. If they could answer questions, the answers to which were in the broadcast, they got an invitation to a station sponsored picnic in the town's nicest park.

LIVE FREE FOR A MONTH - Multiple store registration. Small prizes daily plus a chance at grand prize: rent or mortgage payment, car payment, utilities, food, some fun money. Limit \$1,500.00.

TELEMARKETING - Have your telemarketer(s) call businesses running "help wanted" ads in your area newspapers. Establish a "flat rate" (perhaps \$20.00.) Run the ads Saturday, Sunday, Monday, and Tuesday in an "open end" (length determined by number of ads) program feature you might call "Employment Opportunities." Schedule 2 or more times each day.

LUCKY DAY CALENDAR - It is printed on non gloss paper stock (easy to write on). The day blocks are large enough so birthdays, anniversaries, other important information can be written in. Each block also contains a small ad for one of the 26 sponsors. Each also receives a spot on the page of coupons. A blanket direct mailing and the Welcome Wagon are used for distribution. Each calendar is numbered serially. Numbers are broadcast each day (except Sunday). Person who calls in prescribed time period gets \$25.00 cash and a \$235.00 gift certificate from one of the 25 calendar advertisers. K S A L sells the promotion in September in 15 days. Direct cost to station runs 15%.

MASCOT - In addition to having your mascot at store openings, community events, etc. you can get great P. R. by having the mascot visit children in area hospitals, carrying a cake and ice cream treat.

MYSTERY MERCHANT - Station records merchants giving a clue as to his/her identity. Station broadcasts a clue and awards a prize to the # caller. Additionally there are clue sheets in participating stores. Player who comes up with a complete list is entered into drawing for major prize.

AIN'T LIFE BEAUTIFUL IN _____ LAND - Fall is the most strikingly beautiful season in most areas. Why not stage a photo contest with your local photo supply dealer. Display entries in his/her display window.

AUTO DEALER IDEA - Women now account for about 1/3 of auto sales. G. M. says the figure might be 60% by 2000. Why not sell an auto dealer a schedule of ads voiced by satisfied women customers?

CLEARANCE SALE - In January/February, W D M E offers retailers discounts on ads equal to the average discount on merchandise in the sale ad.

POP UPS - K O A L has a one day special - a 7:00 AM to 8:30 AM remote followed by an ad each half hour 'til 4 PM reminding listeners of the specials mentioned during the morning broadcast. There are no pre "Pop Up" announcements.

PARKING TICKETS - Rather than the usual call in - "spotter" game, W W B E looks for vehicles with their bumper stickers on town streets and parking lots. A "Parking Ticket" is inserted under the windshield wiper asking the motorist to pick up a prize at the station.

BUSINESS TO BUSINESS - In small towns, purveyors of business service and products tend to be small businesses with limited ad budgets. Why not sell such businesses in a 1-minute "Business to Business" feature "spot" Office equipment and supply businesses, printers, janitor services, temporary help, employment agencies are good prospects.

SIMPLE BUT EFFECTIVE - When an agency placed a schedule for a beer company, the client asked for merchandising. The beer company was changing the color of its cans and labels. Prizes were awarded to people called who could recite the new color scheme.

WEEKEND SPECIAL - For \$100.00, as few as 5, as many as 15 advertisers get all of the unsold time from 6:00 P. M. Friday to 6:00 A. M. on Monday. Station has 12 avails per hour. Holiday weekends, return to college weekends, etc. are typically scheduled for a "special". WKAI is a C. H. R. format station.

GOSPEL CONCERT - While top country acts cost \$5,000.00 and up. A top gospel group can be booked for \$1,500.00 to \$2,000.00. K A L M in a town of 2,211 packs 1,600 people into its high school gym/auditorium for its annual "Gospel Sing." Gross is about \$10,000.00. Advertisers who buy a schedule of ads are given \$2.00 off coupons to distribute to customers (regular admission \$6.00). Merchants are sold within a 50 mile radius. Letters are sent to area churches. Posters appear on church bulletin boards. To add to excitement, the station mobile unit meets the group outside town and escorts it to the station for a before the concert interview.

TOURIST PROMOTION - W D M E is in an area with heavy snowmobile activity. In addition to scheduling programming of interest to snowmobilers, the station publishes a map with popular trails marked plus a list of winter events. Area businesses who cater to snowmobilers buy a combination of space on the map and station programming. The map is printed on waterproof material.

ALSO - The station publishes a radio guide with AM - FM stations and dial positions/music formats listed. W D M E AM/FM is printed larger than others. W D M E also lists pro teams it carries. Distribution: tourist info centers, government buildings, gift shops, motels, chambers, etc. A real estate agency advertises on it and companion radio ads.

RADIOMAIL - It's a station sponsored "marriage mail" promotion. Company does printing and mailing. "Radiomail" - (619) 239 3313.

JANUARY EXCITEMENT - "Cold Cash" is run like "Cash Call." An odd amount of money is announced on the air. Listeners are called off the air and asked if they know the amount in the "X X X X Cold Cash Jackpot." The calls should be recorded so some, particularly winners, can be played back. Amount is raised several times daily. Jackpots start with station frequency (980 = \$9.80).

SHOP ---- FIRST - Ads are run telling listeners about the selection of goods and services available locally and pointing out the convenience of shopping locally. Ads also stress the fact that a dollar spent in a community will turn 2.7 times in the community. In addition to radio ads, supporting print, window decals and signs support the effort. Sales tickets, bank statements, etc. are stamped with, "Thanks for Shopping --- First." 90 businesses and professional people spent \$60.00 per month for 2 months in a town of 6,000 (Mount Sterling, KY).

NOT FOR ME - A drug education program centered around a coloring book and teacher's guide. (30 books + 1 guide \$69.00). Stations sell it with a radio schedule to institutional advertisers. Information: Don Purcell (212) 297 0795. Program has won numerous awards.

BUSINESS OF THE DAY - During a "slow" period, station offers an enhancement with schedules of a certain size. On 1 day the client gets a "Business of the Day" mention every half hour plus 3 - 3-minute interviews about the business.

BIRTHDAY SHOW - In addition to broadcasting the names of local people who sign up to win a prize on their birthday, W F T R's program also features a list of famous people who share the birth date.

UNSOLVED CRIMES - The shows are ratings winners on TV (1988/1989). A Wisconsin station does a local show of unsolved area crimes done by local law enforcement officers.

GRAND SLAM - To build extra interest in its pro baseball broadcasts, WPKO offers listeners a chance to win their choice from 4 \$10,000.00 new cars. They register at participating dealers. One entry is drawn per game. If a "grand slam" takes place in the inning the listener guessed, he/she wins the prize. All winners drawn get a small prize. If the "grand Slam" is hit, the prize is covered by insurance. (Cost about \$925.00 for the season).

AND, FOR A GOLF TOURNAMENT, you can offer a \$1-million prize for a "hole in one". Insurance costs \$225.00 from "National Hole in One Association," (800) 527 6944 for details.

"SCHOOL NOTEBOOK" - Runs on K H A S in co-operation with local school systems. Reports (400 words) are prepared in English classes. Teachers select best on a rotating basis. Writer records it.

AND - Another station has the staff of the local high school newspaper prepare its "school news" broadcasts. A local bank sponsors it. The high school newspaper staff writes and delivers the bank commercials on the program. The bank makes a contribution to school activities.

CALL ON THE EXPERTS - With the help of a station announcer, events at the county fair are broadcast by 4H members on K H A S.

GOLDEN YEARS - K H A S has developed a loyal audience for a weekend interview show from the local senior citizen center/home. An "old timer" shares his/her lifetime experiences. A drug store sponsors.

SPECIAL EVENTS - W A G E in the Washington suburbs carries a lot of town events. Ads promoting the events carry the suggestion, "Bring your portable radio along. Listen to enjoy the event more." Advertisers who co-sponsor the broadcasts get a schedule of ads, mentions in the promos, and on the broadcasts ads limited to 10 seconds (easier to fit in).

COFFEE BREAK - One morning a week at 9:45 AM, W K L O's 3 personalities show up unannounced at a local office or store with a pot of coffee and doughnuts. No pitch - just a friendly "hello", the station says.

"TWO FOR TUESDAY" - The station awards chicken dinners 3 times on Tuesday. A recording artist is named. When the artist is heard two records in a row, the first caller wins.

FIRE CALLS - Old, but still running successfully on some small market stations. When the fire department is called out, the station gives the location of the fire, urges people not to follow the fire trucks and gives a message for the sponsoring insurance agency, reminding people to make sure their insurance is up to date.

INEXPENSIVE OUTDOOR - K V O N uses the sign owned by the fair board the 11 months the board doesn't need it. Cost = painting once a year for the fair board and once for the station. The station also gets its call letters and frequency on 2 signs by sharing them with the chamber and a local hospital. Cost = maintenance and keeping current messages on the changeable letters parts of the signs.

KIDDIE ADS - 3rd and 4th grade students were given a list of facts from which they wrote and recorded commercials. Best were broadcast. Listeners were asked to vote for the best "kiddie ad." At W Y N G the winner got a trip for 4 to Disney World Runner up: a computer.

SUPERMARKET FUN NIGHT - Runs 6 PM 10 PM on a "slow" night. Event is broadcast. Shoppers get specials specially tagged plus win prizes when number affixed to their shopping carts are called. Also, "blue light" type specials.

MINI MALL - Station rents an empty downtown building. Divides it up into spaces which are bonused with ad schedules. Spaces occupied by retailers whose stores are outside downtown area. Also, small home based businesses (e. g. Avon, Amway, services, etc.)

Friday 13th - For advertisers offering "Friday 13th Specials" station matches a schedule purchased at regular rates with an equal number at 13¢ each.

AUTO DEALER in Oneida, New York (pop: 11,000) calls it the "best money I spend all year." On a Saturday a week before Christmas he runs a day long remote, inviting people to come to his showroom with a Christmas gift for the needy. Toys and other gifts are distributed by local social service agencies. Refreshments are served. Some cars are sold and the dealership gets tremendous good will.

ANNIVERSARY IDEA - At K B R F it was used to mark the station's 60th anniversary. Would work equally well for a customer observing a significant anniversary. "60 Years in 60 Days" consisted of a series of 90 second vignettes on the local and national news and trivia of a certain year (cost of a 3 bedroom house, a loaf of bread, a new car, etc. and the #1 song of the year). Local information from newspaper file at public library. Good source of national information, "American Chronical" by Lois and Alan Gorden (Macmillan).

YOU LOSE! YOU WIN! It's a weight loss contest pitting teams from 2 different communities, men vs. women, grads from two rival schools, etc. Contest started with "weigh in" at local hospital, "weigh out" 60 days later. Weekly reports broadcast on team progress.

WATERMELON CONTEST - Advertiser displays largest watermelon he can find. Customers asked to guess how many seeds in it. A radio personality or beauty pageant winner counts the seeds during a one day radio remote.

LEMON SALE - Dealer affixes special prices on poster cut to look like lemons. Free lemonade is served.

PILE OF ICE CUBES (at least 6 foot) is displayed in the parking lot. Listeners are told the sale will continue until the cubes melt.

CATALOGUE GAME - For 10 days listeners are asked to visit a catalogue store to pick up a just published catalogue. During the next 10 days calls are made randomly. Persons are asked, "Do you have the _____ Catalogue?" If they do, they are asked to give the price of --- on Page #. They get "9.7 seconds" or the equivalent to the station frequency. They get a small prize and are entered in the grand prize drawing for a major prize.

CODE A PHONE IDEA - If your state has a lottery, why not put the day's winning numbers on an automatic answering telephone? Sell it to a store that sells the tickets.

Do you have it? W G O H helped the new management of a local bank with a reputation for "tight fisted" lending policies. Certificates were given to store clerks, Politicians, professional people. Clues were broadcast as to their identity. Listeners got the certificates that were redeemed at the bank by being the first person to ask, "Do you have _____ Bank EASY MONEY?"

"SUPER 7 SWEEPSTAKES" - 7 times daily listeners are invited to play "Super 7 Sweepstakes" by being the # caller. When the announcement is made, an ad for 1 of the 7 advertisers in the promotion is played. If the name that comes up on the "turkey shoot" cart matches the commercial played the listener wins a small prize. Win or lose, he/she is entered in a drawing for the grand prize.

DOLLAR BILL SWAP - Listener gets \$10.00 for his/her \$1.00 bill if he/she has a bill with 4 numbers in its serial number that matches the number you read. Make it interesting: your frequency, the date, last night's game score, etc.

KEY CHAIN - Many stations have "Listener Cards." The same thing can be accomplished with a key chain carrying call letters, frequency, and listener #. Added benefit: listener sees it every time she/he uses their keys.

SCHOOL OF THE WEEK - All schools in the area (grade, middle, high) are featured. Youngsters write essays about their schools. Teacher selects best which are recorded by the writer.

NOT FOR EVERYBODY, BUT - A young lady wearing a cowgirl outfit travels the area served by her station calling on small, roadside businesses. To get by that, "I don't know anybody who listens to your station," she asks for a gift and the use of the telephone. She calls the station, goes on the air with a "story" about the business then says, "I'll take the # caller" for the prize from the business. "When his phone starts ringing, he's impressed and often buys," she says.

STAR OF THE DAY - The name of the "star" is announced between 7 and 8 AM. Each hour a cut from the star's album is played. # caller is signed up to win the album, cassette, or C. D, which is awarded after 8 PM.

TELEMARKETING - When an advertiser "buys into" a campaign to benefit an event or cause, the station sends him/her a letter of thanks, signed by the chairman of the event/cause.

CUSTOMER'S CUSTOMERS - An office supply store provided the station with the names of its 100 best customers. For a promotion, 3 names were read before each sale ad e. g. "Here's a special message for _____, _____, and _____ and everybody who wants to save money on office needs."

"MONEY MORNING MYSTERY GUESS " - Each Monday morning the regular disc jockey is joined by a guest on K C U E. He/she is not identified until the identity is guessed by a listener for a prize.

SPONSOR OF THE DAY - "Tomorrow's sponsor of the day is _____. When you hear his/her ad, be the # to call and you'll win -----."

MORATORIUM - If you have a "one time in 30 days" rule for contest players, why not keep a list. Call them when their 30 days are up. "Just wanted you to know we appreciate your listening and playing."

HELP - Station promotions often take extra people at the event or counting entries, etc. You can get the work done well and make extra friends by enlisting a group like a Girl Scout troop to help. Just make them a contribution.

EVENT TIE IN (Badges) At fair or other event, have stick on badges printed with your call letters/frequency. Announce before the event where the badges can be picked up. Advise listeners that your station will award prizes to people spotted at the event wearing the badges.

EVENT TIE IN (Wooden Nickels) Sell a package consisting of ads, a program at the event, and a quantity of wooden nickels. Advertisers distribute them to customers who can spend them like money with service organization booths at the event. After the event, the station redeems them for cash to the organization. They cost about \$6.00 per hundred imprinted with station call, frequency, event, and date.

EVENT TIE IN - For major events, set up an information booth. Station disc jockeys can give passers by information while records are playing. Station should get free space for providing the service and credit in printed program.

JANUARY - National Bowling Week (1st week) Have one of your disc jockeys bowl the first game (probably at 6:00 P. M.). Award prizes to bowlers who beat his score by the most pins. Have the bowling lane feature 1 night special on open bowling: 2 for 1, 3 for \$1.00 etc.

JANUARY - Elvis Presley Birthday (8). Schedule 2 to 4 hour special of Presley hits. Award prizes: Elvis hits L. P., cassette, or C. D. or free rental of an Elvis hit movie.

JANUARY - Super Bowl Sunday - For the non pro football fan ladies - a Sunday afternoon sale for "Super Bowl Football Widows." Several small market womens' stores report a record 5 hours of business.

FEBRUARY - Ground Hog Day (2-2) The week before, ask listeners to send you their guess as to whether the "ground hog" will see his shadow. Put the "yes" entries in one box, the "nos" in a second. After it becomes official, draw from the winning entries each hour. Award: ground hog (a package of pork sausage).

FEBRUARY - - Boy Scout Week - Have each troop in your area submit a troop profile: leader, members, projects, history. Run them as "Scout Week Salutes." Should be an easy sell.

VALENTINE'S DAY (2-14) - Ask listener's to send letters of 100 words or less telling why their wife, mother, girlfriend should be "Sweetheart of the Year." Select one and in addition to awarding her a gift (or gifts), read the letter and play a "love song" hourly.

MARCH - Agriculture Appreciation Breakfast - Stage a breakfast featuring a live broadcast of your morning farm show. Participating advertisers buy a "flight" of ads and get a block of tickets to give to their farmer customers. Let them set up tables to distribute literature, specialty ad items, etc. If you're on a state network, you may be able to get them to originate their statewide "feed" from your event.

MARCH - Not Big Money, But - Why not record the high school ballgames you carry. At the end of the season, make up a "199_ _____ HI LITES" cassette. Sell them for \$10.00 each. Players, families, and fans will keep them for years.

MARCH - St. Patrick's Day (17) - 1 time per hour play the instrumental version of a well known Irish song. Take the #___ caller. Right guess wins "the green" (money) or other prize.

APRIL - Start of Daylight Saving Time - It happens the first Sunday in April. Sell a package of ads reminding people to "move your clock ahead 1 hour Sunday morning at 2 AM for Daylight Saving Time and be at _____ at _____ for the Money Saving Time Sale."

APRIL - Easter - "Color the Bunny Contest." Have a drawing made of an Easter rabbit. Distribute them through participating advertisers. Make the deadline for entries 1 week before Easter. Display the entries in display windows of the participating stores. Make sure there is plenty of room for the youngster to print his/her name in the picture he/she has colored.

APRIL - Secretaries Week - "Make Extra Money on the Job." Tell your listening secretaries to send their name and address on a piece of their firm's stationery, then listen to your station during "Secretaries' Week" from 9:00 to 5:00 P. M. When they hear their name, call to win. A California station ran an ad promoting the contest in the local newspaper. The ad was written in shorthand.

MAY - Health Fair - May is "Arthritis Month," "High Blood Pressure Month", "Foot Health Month," "Physical Fitness and Sports Month," "Sight Saving Month," Older American Month." "National Hospital Week" and "Nursing Home Week" are observed. A station sponsored "Health Fair" is a natural with health checks being made available. Health care providers and allied businesses/groups could put up tables to distribute literature and answer questions.

MAY - Mother's Day - Invite listeners to register their mother's name, address, and phone number for a chance to be selected "Mother of the Year." Advertisers who buy in with a schedule of ads get promotional mentions for also donating 1 of the several prizes the lucky mother receives.

JUNE - Dairy Month - If dairying is important in your area, sell schedules of ads telling listeners how delicious and healthful dairy products are - and how good they are for the economic health of your area. Your county extension service can get your figures.

JUNE - Easy - Have a contest with listeners guessing on what date the temperature will hit the same number as your frequency (or other number).

JUNE - Father's Day - For a mens store, have youngsters record ads saying, "This is _____. For Father's Day, I bought my Dad _____ at _____."

JULY - Independence Day - Broadcast a patriotic song each hour on the 4th of July. Have the songs introduced by officers of various veterans organizations in your area. The groups could purchase them, including a patriotic message and information about the group's service to the community.

JULY - Ice Cream on the Court House Lawn - July is "Ice Cream Month." You can get a lot of attention by serving free ice cream from 11:30 AM til 50 gallons (and cones) are gone. Have celebrity "scoopers" e. g. the mayor, county officials, etc. Listeners get the FREE ice cream by simply saying "K K K K is my favorite radio station." Do a remote.

JULY - "Picnic Month" - the prize a picnic for 6 (or whatever number you deem appropriate). To win, listeners guess the secret number by the process of elimination. Take 3 guesses per hour. If a listener gets a correct number, let him/her go on to the next digit. The guesses are broadcast live on the air. The announcer tells the caller whether he/she is "high" or "low." Use a 6 digit number - maybe 7-4-1776.

AUGUST - Sidewalk Sale/or Other Event - The station purchases shopping bags with call letters and frequency printed on them along with the name of the event, date, etc. Advertiser who buy an ad schedule get a coupon in each bag. The bags are distributed door to door by a local service club. The donation the station makes is less than the cost of a 3rd class mailing.

AUGUST - "Bike to School" - Simple multiple location drawing. Prizes: a boys bicycle and a girls bicycle.

AUGUST - School Bell - A simple promotion for "Back to School." Ask listeners to register at participating merchants - then "listen for their name to be broadcast when the 'school bell' rings." Give them so many minutes to call. Play the "school bell" sound effect, then read an ad, then announce the name.

SEPTEMBER - Labor Day Weekend - Give your station a special "holiday" sound with road reports, special weather coverage, information on attractions and events within driving distance. Perhaps, a tie-in with the Jerry Lewis Telethon. Give the weekend a special music "hook" by featuring the top 50 songs in your format for the Summer. Sell a special rotating "package" of ads to business that will be open. You might also sell participations to local industries, labor unions, etc.

SEPTEMBER - Grandparents Day (2nd Sunday) - The greeting card makers, florist associations, etc. are pushing it harder every year. You might want to do a special program of letters submitted by grandchildren about their grandparents - or - you might make some special awards: most grandchildren, youngest grandparents, etc.

SEPTEMBER - National Hunting/Fishing Day (by presidential proclamation 3rd Saturday). Depending on when the major hunting season opens, you may want to sell a hunting safety campaign on your station.

OCTOBER - Fire Prevention Week - If there are volunteer fire departments operating in your area, why not broadcast 'thank you' to the individual members who serve at little or no pay..

OCTOBER - Halloween - Purchase 4 inch diameter "florescent stick on" badges for "trick or treaters" to wear to be more easily seen by motorists. Put your call letters and frequency on them (plus the name of a co-sponsor.) Talk to your special advertising salesperson early.

OCTOBER - Return to Standard Time (last Sunday). Sell a schedule reminding listeners to turn back their clocks at 2 AM Sunday morning and to be at _____ when they turn back their prices for a special _____ Sale."

NOVEMBER - Election Day - Sell a time signal on election day e. g. The time is _____. _____ reminds you the polls will be open for _____ more hours. VOTE.

NOVEMBER - Thanksgiving - Most station run their bumper sticker promotions during the Summer. Many motorists keep them on their autos. Why not a "Spotter Contest" with a turkey for the motorist who hears his/her license number broadcast?

NOVEMBER - Decorate the Tree - By the Friday after Thanksgiving, set up a Christmas tree in your town square or other shopping area. Invite listeners to put 1 to 5 ornaments on the tree. Have them put their name and address on each ornament they place. On the Saturday before Christmas do a "remote" starring "Santa." Have him randomly remove ornaments, reading the name and address. If the person hears his/her name at the remote or over the air, he/she gets a prize.

DECEMBER - The 10 days before Christmas, the station invites listeners to pick a gift from the mythical "Christmas tree" There are 50 prizes valued from \$100.00 to \$600.00. Prizes are numbered 1 to 50. A turkey shoot cart is used. The listener's selection must match the number on the cart to win. The game is played several times per hour, 24 hours per day. Advertisers who "put" gifts on the tree get a coupon which can be redeemed for up to half of their January schedule.

DECEMBER - Reindeer Race - Have your sportscaster record "make believe reindeer races" in which Donner, Blitzen, Comet, Cupid, Dancer, Prancer, Dasher, and Vixen compete. Listeners register to be called for a chance to play the game.

DECEMBER - Santa's Trip to Your Town - A series of 36 reports of Santa's voyage from the North Pole to your town (customized) are available at a very reasonable cost from Voice Bank, P. O. Box 516, Portage, MI - 49081 (616) 323 3467. (Introduced in 1989).

SALES - Bid and Sell - When you have something that only includes one advertiser, auction it at your sales meeting. "How much can you get for it?" High bidder gets 24 hours to bring in the order at the price he set. If he doesn't get it done, #2 bidder gets it for 24 hours, etc.

SALES - Cold Call Day - Each salesperson gets 10 non advertisers to call on. Start day with 7:30 AM breakfast meeting. End with 5:30 PM social and report. The entire day is devoted to cold calls on non advertisers.

SALES - Rolling Sales Meeting - Instead an "in office" meeting, take the salespeople on an auto ride through your market. Who's news? Who's expanding? Why isn't he/she on?

SALES - Ideas - Award a monthly prize for the best sales idea from a non salesperson on your staff.

SALES - Keep Turnover Down - Set salespeople on an annual performance bonus. Keep each salesperson appraised monthly of his/her stake in the "pool." Pay it February 1. Salespeople leaving forfeit their stake. Put the rules in writing.

YEAR LONG CONTEST - If your station does a lot of small giveaways, you can give them an extra wallop by signing up losers and winners for a chance to win \$1,000.00 (cost \$83.33 per month less interest). Make the award an event in mid or late January. Stage it in a hall, gym, other public place. Select 12 finalists. As each number is called, that person is eliminated. The winner is the last to be called.

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