

MANAGER'S BUSINESS REPORTtm

MBR

Radio Business Report, Inc.

17 Years

September 2000

News in Reviewtm

Viacom bids for the rest of Infinity. Clear Channel closing on AMFM.

Page 6

Agency Perspectivetm

Three from Madison Ave. on the merger of AMFM Radio Networks into Premiere.

Page 14

Programming & Positioningtm

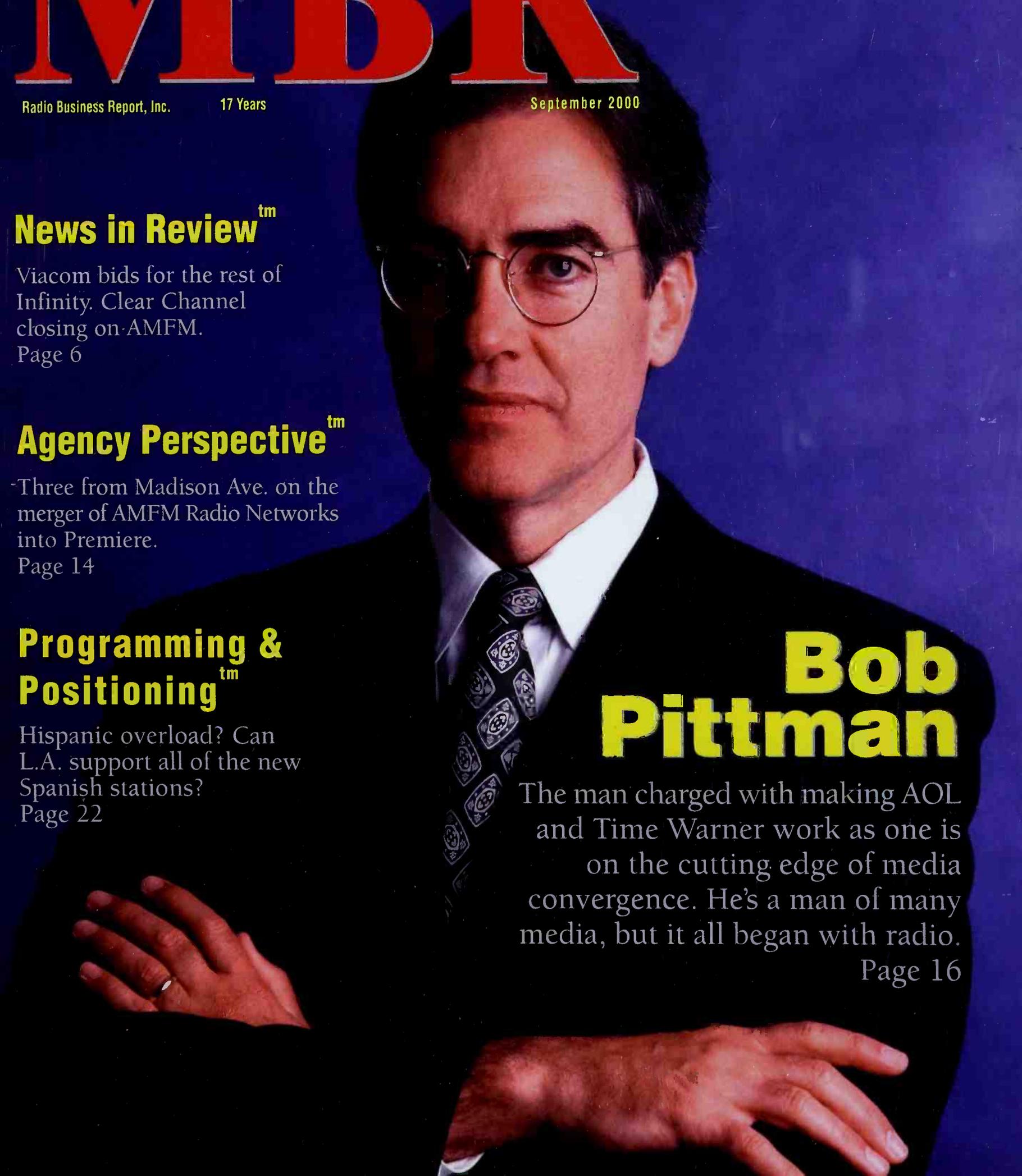
Hispanic overload? Can L.A. support all of the new Spanish stations?

Page 22

Bob Pittman

The man charged with making AOL and Time Warner work as one is on the cutting edge of media convergence. He's a man of many media, but it all began with radio.

Page 16



Leaders Know That **Complete Market Domination** Requires **Complete Solutions**

That's why Leaders Look to BE!

Leaders in broadcasting manage revenue today by working in a dynamic environment that crosses efficient radio station automation, innovative transmitter design, and streaming Internet radio technology. **THERE ARE NO BOUNDARIES!** In this new industry it's all about trust, talent, flexibility, robustness, "best of breed" and accountability. And there are no boundaries in what BE has to offer:

Support: BE offers 24/7 support both by phone and Internet. Our core belief is that customer's needs come first!

Training: BE offers hands-on classes, which give your people the understanding they need to successfully operate BE equipment.

Partnerships: BE has formed relationships with digital technology and broadcast industry leaders to ensure that our solutions successfully serve our customers needs today and into the future.

Customized Solutions: BE takes pride in working with customers to provide them innovative broadcast solutions that are unique to their environment.



AudioVAULT®
Enterprise wide/WAN/LAN/Internet ready multi radio studio digital audio management system.



VAULTXPRESS™
AudioVAULT® power for small to medium sized radio operations without the price!



WebVAULT™
Professional Internet streaming radio audio management solution!



eSTREAM™/ eSTREAM™ STUDIO
Live and post-production. On-air sound quality over the Internet power!



BE Transmitters
New robust, high performance, global standards designed FM/AM technology!

Visit our NAB Radio Booth #1028



Leaders Look to BE!

Broadcast Electronics

Quincy, Illinois | 888.232.3268 • 217.224.9600 | www.bdcast.com | www.AudioVAULT.com

Radio revenues rests at 21% at the Y2K halfway marker

According to the Radio Advertising Bureau, radio has bested the preceding record-breaking year's revenues by 21%. This despite a slight slowdown in the pace of growth. The overall 14% gain for the month was the first time all year that the industry failed to hit or top the 20% mark. Still, a month which features a 14% gain is nothing other than an excellent month.

58% of all stations in Arbitron-rated markets are now part of a superduopoly cluster. We predict that the number will top 60% eventually, but at the current rate, it will probably not happen until sometime next year barring a surprising group acquisition of some sort.

On the next page, we have sliced and diced format groups for your inspection. In terms of total listeners and total stations, the News-Talk-Sports group rules in Arbitron environs, and not surprisingly it dominates the AM dial.—Dave Seyler

Radio Revenue Index

June still hot despite breather for national

The frenetic growth rate of radio's national business hit a bit of a speed bump in June, if you can call a 14% gain such a thing. Normally, you couldn't, but it sticks out this year when gains have ranged from 25%-40%. Local business also hit its nadir for the year so far, but its identical 14% gain was more in line with growth so far. The lowest performance prior to June had been March's 15% showing, and the best month, May, wasn't all that far away at 22%.

Radio is 21% to the good at the halfway mark of 2000, and the Olympics and the general election are yet to come. Look for another annual revenue record to be shattered.

June 2000	Local	National
All markets	14%	14%
East	17%	23%
Southeast	10%	18%
Midwest	9%	3%
Southwest	10%	25%
West	20%	9%

Local & Nat'l revenue June 2000
All markets **14%**

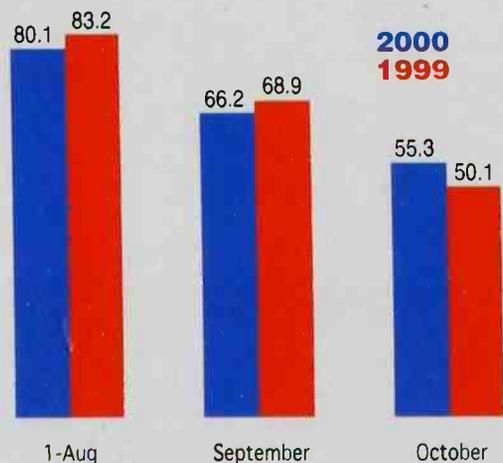
Jan-June 2000	Local	National
All markets	18%	31%
East	19%	36%
Southeast	14%	25%
Midwest	15%	20%
Southwest	15%	37%
West	22%	34%

Local & Nat'l revenue Jan-June 2000
All markets **21%**

Source: RAB

Forward Pacing Report

Radio time continues to be a hot commodity, and after a period where pacing has gone at or slightly behind last year, it roars back ahead in October by more than 5%. And that does not count last-minute political buys.



Superduopoly Dimensions

Industry Consolidation
(as of August 14, 2000)

Superduopoly: 58.0%

Market	# of stns	percent
1 to 50	914	58.3
51 to 100	700	61.6
101 to 150	469	56.7
151 to 200	460	54.9
201 to 250	408	60.1
251 to 276	156	51.0
All markets	3,107	58.0

Total consolidation: 78.2%

Market	# of stns	percent
1 to 50	1,264	80.6
51 to 100	896	78.8
101 to 150	639	77.3
151 to 200	636	75.9
201 to 250	518	76.3
251 to 276	234	76.5
All markets	4,187	78.2

Year-to-date stock price performance

Radio revenues continued to grow and another record quarter went into the books of radio groups. Strangely, Wall Street seemed not to notice and radio stocks remained in the doldrums.—JM

Company	7/31/00 Close	YTD Net Chg	YTD Pct Chg
Ackerley	12.750	-5.375	-29.66%
Adelphia	35.250	-30.375	-46.29%
Alliance Bcg.	0.021	-0.229	-91.60%
Am. Tower	42.875	12.313	40.29%
Am.Comm.Ent.	0.280	-1.595	-85.07%
AMFM Inc.	71.438	-6.812	-8.71%
Beasley	15.375	-0.125	-0.81%
Belo Corp.	19.313	0.250	1.31%
Big City Radio	4.500	-0.250	-5.26%
Ceridian	22.750	1.188	5.51%
Cir.Rsch.Labs	12.000	10.000	500.00%
Citadel	29.938	-34.937	-53.85%
Clear Channel	76.188	-13.062	-14.64%
Cox Radio	24.125	-9.125	-27.44%
Crown Castle	34.000	1.875	5.84%
Cumulus	9.750	-41.000	-80.79%
DG Systems	5.625	-1.500	-21.05%
Disney	38.688	9.438	32.27%
Emmis	36.063	-26.257	-42.13%
Entercom	38.813	-27.437	-41.41%
First Entertain.	0.145	-0.496	-77.36%
Fisher	72.000	10.250	16.60%
FTM Media	3.000	-9.750	-76.47%
Gaylord	24.813	-5.125	-17.12%
Gentner	15.063	1.063	7.59%
Global Media	2.719	-1.969	-42.00%
Harman Intl.	63.250	7.125	12.69%
Harris Corp.	34.250	7.563	28.34%
Hearst-Argyle	19.063	-7.562	-28.40%
Hispanic Bcg.	38.063	-8.046	-17.45%
Infinity	35.250	-0.938	-2.59%
Interep	6.500	-6.875	-51.40%
Jeff-Pilot	61.000	-7.250	-10.62%
Launch Media	6.875	-12.063	-63.70%
NBG Radio Nets	1.688	-1.406	-45.44%
New York Times	41.188	-7.937	-16.16%
Pinnacle Hldgs.	56.188	13.813	32.60%
PopMail.com	0.844	-2.156	-71.87%
Radio One, Cl. A	23.313	-7.354	-23.98%
Radio One, Cl. D	18.875	-11.792	-38.45%
Radio Unica	7.594	-21.281	-73.70%
RealNetworks	42.438	-17.718	-29.45%
Regent	6.719	-1.781	-20.95%
Saga Commun.	23.000	2.750	13.58%
Salem Comm.	12.125	-10.500	-46.41%
Sirius Sat. Radio	38.375	-6.125	-13.76%
Spanish Bcg.	11.125	-29.125	-72.36%
SpectraSite	21.250	10.375	95.40%
SportsLine USA	15.750	-34.375	-68.58%
TM Century	0.500	-0.125	-20.00%
Triangle	0.010	-0.010	-50.00%
Tribune	32.500	-22.563	-40.98%
Viacom, Cl. A	66.688	6.251	10.34%
Viacom, Cl. B	66.313	5.876	9.72%
WarpRadio.com	1.750	-2.875	-62.16%
Westwood One	27.813	-10.187	-26.81%
WinStar Comm.	30.250	-19.917	-39.70%
XM Sat. Radio	31.063	-7.062	-18.52%
Major stock market indices			
The Radio Index	173.190	-82.870	-32.36%
Dow Industrials	10520.510	-976.610	-8.49%
Nasdaq comp.	3766.980	-302.330	-7.43%
S&P 500	1430.830	-38.420	-2.61%

THE RADIO INDUSTRY'S BEST CHOICE FOR SUCCESSFUL TELEMESSAGING!

- A Sure-Fire Book Booster!**
- More Effective Than Television!**
- More Targeted Than Direct Mail!**
- Fraction of the Cost of Television!**

StarCall

888-796-CALL

Call Randi Markowitz today for a free database analysis.



September 2000, Volume 4, Issue 9

Executive Editor Jack Messmer
 Senior Editor Dave Seyler
 Senior Editor Carl Marcucci
 Associate Editor Elisabeth Derewitz
 Associate Editor Karla Roberson
 Creative/Production Director Ronald Greene
 VP Administration Cathy Carnegie
 FCC Research Consultant Mona Wargo
 Administrative Assistant April Olson

Publisher Jim Carnegie
 VP/GM, Associate Publisher Ken Lee
 Senior Account Executive John Neff
 Account Executive Susanna Pritchett

Editorial/Advertising Offices

6208-B Old Franconia Road
 Alexandria, VA 22310
 PO Box 782 Springfield, VA 22150

Main Phone: 703/719-9500
 Editorial Fax: 703/719-7910
 Sales Fax: 703/719-9509
 Subscription Phone: 703/719-7721
 Subscription Fax: 703/719-7725

Email Addresses

Publisher: J.Carnegie@rbr.com
 Editorial: RadioNews@rbr.com
 Sales: KLee@rbr.com
 JNeff@rbr.com
 SPritchett@rbr.com

©2000 Radio Business Report, Inc. Material may not be reproduced without permission. Printed in USA.

Manager's Business Report is published monthly by Radio Business Report, Inc. 6208-B Old Franconia Rd. Alexandria, VA 22310. **POSTMASTER:** Send changes to Radio Business Report 6208-B Old Franconia Rd. Alexandria, VA 22310. Application to mail at Periodical Postage rate pending at Alexandria, VA and additional mailing offices. Mail subscription rate: One year \$105. All foreign subscribers \$126 for one year.

RBR Family of Products



RADIO BUSINESS REPORT
 Mid-Week News Brief

Source Guide
 and Directory
 The All-Radio Yearbook

MBR Stats

The business of formats: News-Talkers on top

Based on its dominance of large markets in general and the AM dial in particular, stations programming some form of News, Talk and/or Sports claim the most listeners in Arbitron-rated markets. It is also the most commonly-programmed format group, with 1,001 adherents.

These statistics are based on RBR analysis of Arbitron population and ratings data from its Fall 1999 survey and information from the RBR Source Guide database. All percentages refer to total listeners per category. Stations in Puerto Rico were excluded from this study.—DS

Format performance, persons 12+

Rank	Format	Rated Stns	Unrat Stns	Total Stns	%AM Dial	%FM Dial	%All Radio	Chng
1	News-Talk	699	302	1001	66.3	1.6	15.1	-0.3
2	AC	609	98	707	0.6	18.2	14.5	-0.3
3	CHR	329	15	344	0.0	14.8	11.7	+1.1
4	Country	617	178	795	2.1	13.2	10.9	-0.7
5	Urban	307	31	338	2.3	12.4	10.3	+0.6
6	Spanish	275	177	452	8.1	6.5	6.8	+0.7
7	Classic Rock	308	25	333	0.0	7.2	5.7	—
8	Rock	234	9	243	0.0	6.9	5.4	+0.3
9	Oldies	296	74	370	0.9	6.6	5.4	-0.6
10	Alternative	153	24	177	0.0	5.5	4.4	-0.3
11	Standards	254	95	349	11.9	0.9	3.2	-0.3
12	Religion	345	472	817	7.0	1.3	2.5	+0.1
13	Jazz	66	6	72	0.4	3.0	2.5	-0.2
14	Classical	32	7	39	0.2	1.9	1.5	+0.1
15	Children-Other	15	78	93	0.3	0.0	0.1	-0.2

Format performance, various demos

Rank	Format	Persons				Mkts				
		18-34	25-54	35-64	1-50	51-100	101-150	151-200	201-276	
1	News-Talk	6.4	12.4	16.7	16.9	11.1	11.3	10.6	10.0	
2	AC	15.5	17.1	16.5	13.9	15.9	15.9	15.5	16.3	
3	CHR	17.7	9.2	6.0	11.4	12.7	11.7	15.2	10.1	
4	Country	9.4	10.4	12.3	7.5	16.2	17.8	20.4	26.5	
5	Urban	13.0	11.0	9.5	11.5	8.3	8.9	5.1	5.8	
6	Spanish	8.5	7.5	6.5	8.4	4.4	1.9	2.4	1.4	
7	Classic Rock	6.7	8.0	6.9	5.3	6.4	6.4	6.2	9.2	
8	Rock	9.6	6.4	4.0	4.7	6.6	8.0	8.3	6.6	
9	Oldies	1.9	6.3	8.7	5.1	5.8	6.7	6.3	6.3	
10	Alternative	7.9	4.7	2.7	5.1	3.6	2.7	2.2	1.4	
11	Standards	0.0	0.7	2.0	2.8	4.2	3.9	3.8	3.5	
12	Religion	1.5	2.3	2.9	2.1	3.4	4.1	2.6	2.7	
13	Jazz	1.2	2.9	3.6	3.2	0.8	0.7	0.7	0.2	
14	Classical	0.0	1.0	1.6	2.0	0.5	0.0	0.7	0.0	
15	Children-Other	0.0	0.0	0.1	0.1	0.1	0.1	0.1	0.0	

Source: Arbitron, RBR Source Guide database

Non-Traditional Revenue Track

Recruiting picking up

With the job market so tight, from the employers' point of view, Recruiting is a favorite area for radio stations to expand non-traditional revenues. Those new graduates went job hunting in June and it looks like radio stations were there to serve as matchmaker.—JM

Non-Traditional Revenue Track
% of Vendor/New Business by Category
 (June 2000)

	1999	Jan	Feb	Mar	Apr	May	June	YTD
Automotive	11.62	11.15	7.72	11.02	15.69	11.37	18.91	12.19
Food/Grocery	28.05	23.69	25.55	27.69	22.44	26.65	34.59	26.44
Leisure	31.02	26.59	32.30	31.67	34.61	29.21	13.14	28.27
Health & BC	7.12	5.65	10.86	9.80	1.57	6.85	0.91	6.28
Home Improv.	6.11	2.66	3.90	5.64	0.86	17.63	19.12	8.72
Office	3.55	0.43	4.59	0.77	8.19	0.95	1.04	2.16
Clothing	4.38	5.46	4.87	5.11	5.72	5.24	2.44	4.95
Recruiting	8.14	24.36	10.21	8.30	10.93	2.11	9.85	10.98

Source: Revenue Development Systems, based on revenues from 76 stations in 32 markets.



SMARTER
DIGITAL
DELIVERY

A smarter buy. A smarter system. DAD_{PRO32} combines reliability, flexibility and ease of use with hot, web-savvy features and the best tech support in the business. It's time for smarter digital.

Smarter. Faster. Better.



800.ENCO.SYS

www.enco.com

Viacom bids to buy out Infinity shareholders

Viacom (N:VIA) President/COO Mel Karmazin has made good on his threat to buy back all shares of Infinity Broadcasting (N:INF) if Wall Street didn't bid up the price of Viacom's (N:VIA) 64%-owned radio subsidiary. Viacom offered 8/15 to swap 56.4% of a Viacom Class B (non-voting) share for each public share of Infinity. Based on the previous day's closing prices, Viacom said that valued Infinity shares at \$40.04, a 13.6% premium.

Following the Viacom offer, Infinity announced that its board of directors has formed a special committee composed of independent directors for the purpose of reviewing the buyout proposal. The special committee, consisting of Bruce Gordon and Jeffrey Sherman, anticipates retaining independent legal counsel and financial advisors to assist in its review of Viacom's proposal. Viacom already owns 100% of Infinity's super-voting Class B common stock, which represents approximately 64.3% of the equity of Infinity and approximately 90.0% of the combined voting power of Infinity's Class A (publicly traded) and Class B common stock.

News of the Viacom buyout bid sent Infinity's stock up \$4 to close 8/15 at \$39.25, while Viacom's Class B shares slipped \$1.50 to \$69.50. Wall Street analysts were applauding the move and reiterating buy recommendations on other major radio stocks.

"I think it is very bullish for the radio sector that [Viacom CEO] Sumner Redstone and [President] Mel Karmazin want to own more radio and are willing to pay 21 times 2001 BCF," said CS First Boston analyst Paul Sweeney.

"As for impact [on other radio stocks], how can this be negative?" asked Bishop Cheen at First Union Securities. He also noted that investors who bought the Infinity IPO for \$20.50 per share in December 1998 are getting an annual return of around 40% on their investment. "How many places on Wall Street or Main Street can I get that kind of return?"

Deutsche Banc Alex. Brown analyst Drew Marcus agreed that the multiple being paid by Viacom reaffirmed the value of the radio assets for companies such as Clear Channel (N:CCU). "Clear Channel also benefits as the only remaining large cap out-of-home [media] play," Marcus added.—JM

AMFM clears FCC hurdle to jump to Clear Channel

Clear Channel Communications (N:CCU) is expected to close its \$23.5B stock-swap acquisition of AMFM Inc. (N:AFM) by the time you read this, following an FCC announcement 8/15 that the license transfers had been approved. The biggest deal in the history of radio will create the largest radio company ever, with more than 900 stations (not including Clear Channel's extensive foreign holdings).

The FCC's brief announcement said Clear Channel will have to divest 122 stations in 37 markets. That appears to fit with the divestitures already announced by Clear Channel—99 required by DOJ (including last year's AMFM swap with Cox Radio) and an additional 23 made necessary by the FCC's local ownership limits under the 1996 Telecommunications Act.

As MBR went to press, Clear Channel was awaiting release of the actual FCC order, before setting a closing date. Most of the individual commissioners were expected to issue statements.—JM

Rush launches website

Premiere Radio Networks' Rush Limbaugh launched his own website 8/16, www.RushLimbaugh.com. Listeners previously (and currently) went through Premiere's site Premrad.com to access the show's audio stream and information. The new site will echo key topics of each day's show, archived audio clips, parody songs and major sections that include: "From Rush's Stack of Stuff," "Rush on a Roll," "Talent on Loan from God," "More Fun than a Human Being Should be Allowed to Have," "Across the Fruited Plain" and "See I Told You So."—CM

FCC responds to NAB

The FCC has finally presented its rebuttal to the NAB's case against the FCC's LPFM initiative. The FCC told the DC Federal Appeals Court that any interference experienced by FM stations from an LPFM station would be very small and could come from a variety of other factors including location and position of the radio; LPFM was not an "inefficient use of the spectrum" because prior rulings against LPFM stations were made because there was no licensing system; and finally that policy is changing because "an agency may change its view of what is in the public interest" and the court must only prove that "prior policies are being deliberately changed, not causally ignored."—ED

Nassau pulls back IPO; considering sale

Nassau Broadcasting's planned IPO failed to generate enough interest and has been withdrawn. Lead underwriter Merrill Lynch gave up 8/1 on trying to place 12.4M shares after delaying the pricing from the previous week. Investors were less than enthused about the regional radio group, which is focused on New Jersey, adjacent areas of Pennsylvania and the wealthy New York and Connecticut suburbs of the Big Apple. CEO Lou Mercatanti noted that radio stocks had been beaten down recently: "Radio stocks generally trade in sympathy with the technology stocks and we believe we would be better served withdrawing the offering at this time."

The next day (8/2), Mercatanti announced that Nassau had retain Salomon Smith Barney to "explore strategic alternatives." That's Wall Street speak for hanging out a "for sale" sign. Nassau said it projects that, on a pro forma basis, it will have 2001 revenue of roughly \$80M and broadcast cash flow of \$31M.—JM

Fox Sports launches

Debuted 8/28 on 35 affiliates, Premiere Radio Networks' Fox Sports Radio Network launched with a well-known pool of talent and 73 of the 77 pro sports teams' play-by-play rights. For weekdays (all ET), Tony Bruno (previously with ESPN Radio) got the 8A-Noon slot; Jeanne Zelasko and Kevin Frazier 3P-5P; Chris Myers and Steve Lyons 5P-7P; Bob Page 7P-11P; Bob Golic and Rich Herrera 11P-4A and Dan Sileo 4A-8A.

The Noon-3P weekday slot is not filled, so no to compete with Premiere's Jim Rome Show. Rome, while considered a Sports talker, has an ever-widening affiliate and advertiser base. Says Premiere President Kraig Kitchin: "Jim is his own man and he is also affiliated with a great number of stations that are not Sports-formatted—30 of his 142. We have huge intentions with Jim, to be on more than 200 radio stations."

For Saturdays (ET), Dave Zepowitz hosts "Fore Play" 8A-10A; Tom Murray takes 10A-Noon; Noon-8P is "We are There Saturday," hosted by Chris Rose; 8P-Midnight is Rich Herrera; Midnight-4A is Steve Pickman and 4A-8A is the "Best of Bruno."

For Sundays, it's "Rock 'N Roll Racing," hosted by AMFM Radio Networks' Rock morning duo "John Boy & Billy" 8A-10A; "Round Table Ruckus" 10A-11A; "NFL This Morning" with Marv Levy and Jackie Slater 11A-Noon; "We are There Sunday" with Joe Tutino and NFL analysts Golic, Billy Ray Smith and Chris Collinsworth; 8P-10P Andrew Siciliano; 10P-Midnight "The Wrestling Show"; Midnight-4A Pickman and 4A-8A Sileo.

Like Fox Sports TV, the radio net plans a major regionality effort, using the new StarGuide distribution platform. On evenings and weekends, beginning in the Fall, FSRN will originate several initial different regional feeds—Texas, Florida and the Northeast.—CM

Visteon allies with iBiquity Digital

Visteon (N:VC), which supplies navigation, communication and audio systems for Ford (it was recently spun off from Ford), GM, Honda and Nissan globally, has formed a strategic alliance with iBiquity Digital (the recent alliance of USA Digital Radio and Lucent Digital Radio). Visteon will work in tandem with iBiquity to develop AM/FM IBOC DAB OEM radios with telematics and wireless data functionality. In addition, Visteon will make its DSP (Digital Signal Processing) technology available to chip manufacturers for sale to receiver manufacturers. That DSP technology will act as an enabler to iBiquity's IBOC technology. "They are going to be working with us on commercial chip development as well, which is very important, because it's not just a receiver. You have to have an inexpensive chip to make these things affordable. We are working with a lot of people on that and Visteon already has some good proprietary technology—A to D conversions, digital tuning, etc.," commented iBiquity CEO Bob Struble.

Visteon is also working with Sirius Satellite Radio (O:SIRI) to get the service into 2001 autos. Does this mean an effort to produce unified AM/FM-IBOC-Satellite DARS receivers? "It's a marketplace decision," says Struble. "If IBOC is successful in the marketplace and the satellite radio guys

are also, then it's a natural market evolution that people are going to want combined receivers. We think iBiquity is uniquely positioned to play a major role in that because we've got [Lucent's] PAC [audio coding technology] and PAC is also in Sirius and XM Satellite Radio (O:XM SR)." —CM

Stern caller arrested for death threat

...not against Howard, but Democratic VP candidate Joseph Lieberman. Lawrence Franco, 23, was arrested by the Secret Service 8/15 for making death threats on Stern's show Monday 8/14. Calling himself "Nazarene," Franco had made comments that the Connecticut Senator "is gonna take my bullet...I'm telling you now...you got the killer on the air."

The call was traced to Franco's Farmingdale, NY home where he was arrested. He was released 8/16 on \$200K bond and put under house arrest, pending a psychiatric exam.

"I warned him...I told him he shouldn't be saying that stuff," Stern told listeners on his 8/16 show.—CM

Liggins looking for syndicator deal: ABC, Westwood competing

Radio One (O:ROIA) President/CEO Alfred Liggins is looking to strike a deal with an established syndicator, namely Westwood One or ABC Radio Networks, to handle programming, clearances, sales, advertiser nets, etc. for the new network he's been talking about for months. After getting the Clear Channel spinoffs, Liggins says his station base would be much larger than that of American Urban Radio Networks. That bulk, he adds, is making Radio One the company that Urban talent wants to work for.

"We've got a large Urban business going right now with Tom Joyner and Doug Banks and we're looking to expand it—we're going to have a new Urban network in January. We've also got a whole dedicated staff that does nothing but Urban from a marketing and sales standpoint," ABCRN President Traug Keller tells MBR. "So, we view Alfred as a possible partner in multiple areas. We are definitely going to be doing things together, I can promise you that. Whether it's going to lead to them becoming part of our network or whatever, we will have to work that out."

Both nets have appeal for Liggins. Since Westwood CEO Joel Hollander came on board, there have been new programming platforms, some very successful. Knowing he likes to launch new programming and initiatives, we believe Hollander is very interested in doing a deal. Where ABC has well-established Urban properties, Westwood probably has access to more stations than ABCRN.

Liggins says he wants to keep control of the new African-American net(s), and let the syndicator partner handle the execution. The deal also hinges on what Liggins thinks his inventory should be valued at—it could be viewed as over-inflated, according to two MBR sources close to the networks. Both Westwood and ABCRN have had multiple meetings with Liggins so far.—CM

Oh that merry month of May

By Jack Messmer

May is always the top billing month of each year for year and this year it became the first \$2B month in the history of radio.

At the local level, the Total Media Index shows that radio held its own for the month of May, claiming 18.61% of total ad spending, compared to 19.01% a year earlier. One notable drop was in Internet/E-Commerce, or dot-com advertising, where radio's share slipped to 38% from 45.51%. In the biggest category of them all, though—Automotive—radio's share grew to 11.26% from 10.09%.

MBR/Miller Kaplan Total Media Index - May 2000 (Expenditures in 000)

Category	Radio	TV	Newspaper	Total Media	Radio % of Total
Automotive	54,350	219,695	208,578	482,623	11.26%
Restaurants	19,375	76,082	7,692	103,149	18.78%
Department Stores	11,548	28,553	113,534	153,635	7.52%
Foods	13,118	43,172	4,147	60,437	21.71%
Communications/Cellular	27,020	50,724	66,579	144,323	18.72%
Furniture	7,990	25,886	48,126	82,002	9.74%
Financial Services	21,619	27,039	50,488	99,146	21.81%
Movies/Theater/Concerts	13,541	27,689	73,055	114,285	11.85%
Grocery Stores	12,274	20,241	21,203	53,718	22.85%
Appliances & Electronics	5,926	22,770	41,197	69,893	8.48%
Hotel/Resorts/Tours	4,991	18,997	47,106	71,094	7.02%
Drug Stores/Products	7,677	19,770	13,290	40,737	18.85%
Computers/Office Equipment	5,625	12,122	23,059	40,806	13.78%
Specialty Retail	18,438	24,710	39,139	82,287	22.41%
Health Care	12,741	19,310	21,519	53,570	23.78%
Auto Parts/Service	6,738	11,186	7,786	25,710	26.21%
Music Stores/CDs/Videos	4,883	7,389	4,690	16,962	28.79%
Transportation	5,057	7,188	13,773	26,018	19.44%
Entertainment-Other/Lottery	10,740	9,277	8,504	28,521	37.66%
Home Improvement	7,220	15,537	19,560	42,317	17.06%
Professional Services	10,507	16,386	15,252	42,145	24.93%
Beverages	22,888	29,318	3,516	55,722	41.08%
Television	45,794	4,396	19,183	69,373	66.01%
Personal Fitness&Weight Ctrs.	766	6,734	1,902	9,402	8.15%
Publications	5,992	5,838	42,846	54,676	10.96%
Internet/E-Commerce	38,497	40,230	22,588	101,315	38.00%
TOTAL	395,315	790,239	938,312	2,123,866	18.61%

*Based on Media Market X-Ray composite data for 15 markets (Atlanta, Charlotte, Cleveland, Dallas, Houston, Minneapolis-St. Paul, New York, Philadelphia, Pittsburgh, Portland, OR, Providence, Sacramento, San Diego, San Francisco, Seattle). Newspaper and television data compiled by Competitive Media Reporting and radio data compiled by Miller, Kaplan, Arase & Co., CPAs. For further information contact George Nadel Rivin at (818) 769-2010.

Quotes & Clicks

"The biggest challenge, far and away, is finding qualified sales people."

Michael O'Shea, CEO, New Northwest Broadcasters, on his transition from major market GM to small market group head



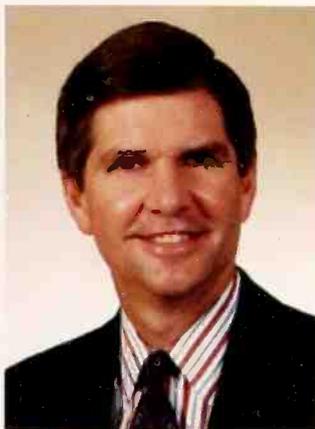
"They have a print channel. They have a magazine channel. We now have broadcast channels—radio, TV and cable. And if you start to think a little bit clearer, and further down the road, you start to see other channels being put on this. The ultimate goal of everyone is to have the 10-thousand-pound gorilla, which is the ultimate platform which holds all of the various media channels, including outdoor, interactive, all of that—one Website, a one-stop shop for any agency, any buyer in the world."

Jeff Trumper, founder and President, Broadcastspots.com, on his company's merger with MediaPassage.com



"It could take a year to settle itself out, with all of the new entrants that are in there."

Mac Tichenor, CEO, Hispanic Broadcasting Corp., on the proliferation of new Spanish stations in the Los Angeles market



"Too many observers and investors are over-reacting to a soft July, which is a typical, overdue 'blip' month."

Jim Boyle, Media Analyst, First Union Securities

"We cannot support today's decision...This action is in stark disregard of this agency's statutory obligation to ensure that all proceeds of such bidding are deposited not later than September 30, 2000. As Commissioners, we are sworn to uphold the law. Today we are obligated to object to this direct violation of our governing statute."

FCC Commissioners Harold Furchtgott-Roth and Gloria Tristani on Chairman Bill Kennard's second postponement of the 700 MHz spectrum auction



"The McCain/Kerrey Low-Power Radio Act introduced should be renamed the 'Interference Assurance Act.'"

Eddie Fritts, President & CEO, National Association of Broadcasters, on Sen. John McCain's (R-AZ) revised bill, which attracted its first co-sponsor, Sen. Bob Kerrey (D-NE)



"Everybody talks about the Internet, but take away the Internet and there is still significant growth from other advertisers, for instance computers and soft and hardware combined are up 137%, credit cards are up 123%, political issues are up 110%, even things like electronics and appliances up 44%. So it's going to end up as a very strong year."

Ralph Guild, CEO, Interep, on Wall Street's overemphasis of dot-com advertising



"So, we view Alfred as a possible partner in multiple areas. We are definitely going to be doing things together, I can promise you that. Whether it's going to lead to them becoming part of our network or whatever, we will have to work that out."

Traug Keller, ABCRN President, on a network deal with Radio One (N:ROIA)



"The new Clear Channel radio stations of the future, which are the previous AMFM stations, will be reducing their network inventory commercial load in the future to a level to be determined and announced in the next eight-10 weeks. It's an effort to put commercial inventory back into the hands of the local broadcasters within our group, which obviously is an increased revenue play, and to reduce the commercial load on each of the radio stations."

Kraig Kitchin, Premiere Radio Networks President/COO on upcoming changes for Premiere after the Clear Channel-AMFM merger



What are YOU managing?

Read

MANAGER'S BUSINESS REPORT™

MBR

All business.

No hype. No phony controversies.
No pop psychology. No "gurus."

Manager's Business Report.

What radio managers need to know.

Period.

Every month.

If you're a manager, you need *Manager's Business Report*.
Every month.

Subscribe today: One Year - Only \$105 for 12 monthly issues.

Name/Title _____

Company/Station _____

Address _____

City/State/Zip _____

Email _____

Bill my (check one) Visa MasterCard American Express

Credit Card # _____ Exp. Date _____

Check enclosed (mail this form with check in envelope.)

Subscribe by phone: 703-719-7721 - Fax: 703-719-7725.

Subscribe online at <https://www.rbr.com/subscribe.asp>

Email: Subscribe@rbr.com.

RADIO BUSINESS REPORT
OF THE RADIO BROADCASTING INDUSTRY

Make It Your Business!



RADIO BUSINESS REPORT
VOICE OF THE RADIO BROADCASTING INDUSTRY

One Year Only \$220 for 52 issues.

Name/Title _____

Company/Station _____

Address _____

City/State/Zip _____

Email _____

Bill my (check one) Visa MasterCard American Express

Credit Card # _____ Exp. Date _____

Check enclosed (mail this form with check in envelope.)

Subscribe by phone: 703-719-7721 - Fax: 703-719-7725.

Subscribe online at <https://www.rbr.com/subscribe.asp>

Email: Subscribe@rbr.com.

What's the latest?

Do You Know?

Or

Do You Wait

To Find Out?

Subscribe now to

RBR's daily email

news update!

One Year Only \$149.

Delivered every afternoon by email.

Name/Title _____

Company/Station _____

Address _____

City/State/Zip _____

Email _____

Bill my (check one) Visa MasterCard American Express

Credit Card # _____ Exp. Date _____

Check enclosed (mail this form with check in envelope.)

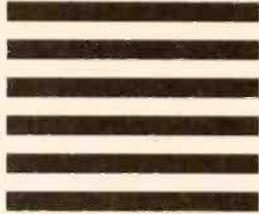
Subscribe by phone: 703-719-7721 - Fax: 703-719-7725.

Subscribe online at <https://www.rbr.com/subscribe.asp>

Email: Subscribe@rbr.com.



NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES



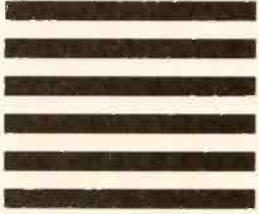
BUSINESS REPLY MAIL
FIRST-CLASS MAIL PERMIT NO. 9014 Springfield, VA

POSTAGE WILL BE PAID BY ADDRESSEE

Manager's Business Report
Subscriptions
Post Office Box 782
Springfield, Virginia 22150-0782



NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES



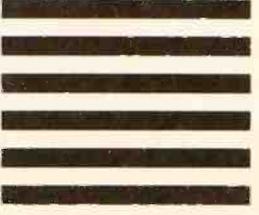
BUSINESS REPLY MAIL
FIRST-CLASS MAIL PERMIT NO. 9014 Springfield, VA

POSTAGE WILL BE PAID BY ADDRESSEE

Radio Business Report
Subscriptions
Post Office Box 782
Springfield, Virginia 22150-0782



NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES



BUSINESS REPLY MAIL
FIRST-CLASS MAIL PERMIT NO. 9014 Springfield, VA

POSTAGE WILL BE PAID BY ADDRESSEE

RBR Daily E-Mail
Subscriptions
Post Office Box 782
Springfield, Virginia 22150-0782

Order by phone: 703-719-7721 or Fax 703-719-7725
Order online at <https://www.rbr.com/subscribe.asp>
Email: subscribe@rbr.com



Make Your Morning Show Turn Your Listeners On.

With Strategic NetLinx, put your morning show's bits, personalities and features on the Internet today and make changes on-air tomorrow. Now you can select listeners from your audience, let them listen by computer, and see their feelings instantly. To turn your listeners on like never before, call 312-726-8300 or visit us at www.strategicmediaresearch.com.

STRATEGIC
NETLINX

Each month we ask a few general managers from around the country to share with us, and you, their views of the industry. This month we quizzed Bonneville International's Drew Horowitz, Market President and GM of WTMX-FM, overseer of WNND-FM and WLUP-FM Chicago and Clear Channel Communication's Ron Kight, GM of WMTZ-FM and WNTJ-FM Johnstown, PA.

1

Do you attend your state convention, an NAB, the RAB or a combination of both? Why?

Drew Horowitz:

I attend the Illinois Broadcasters convention (IBA). I am a board member. It's a good opportunity to network with everybody within the state, large and small markets. It's also a good way of staying up with legislative issues impacting our state specifically. I also go to the Fall NAB convention as well because that tends to be more radio oriented and I do that because I think that they have some excellent panels and guest speakers that tend to be topical as far as the issues of the day. I think it's a great networking opportunity from an industry-wide standpoint. And for future hires and future opportunities etc. it's a perfect place. I also think the NAB does a great job in supporting the industry and it's a great place to stay on top of initiatives and issues that we're facing as an industry and keeping abreast of what we need to do as far as making sure we're heard in Congress.

Ron Kight:

I always attend my state convention (Pennsylvania) and I also always attend the RAB seminar. The state convention keeps me in touch with what is going on in the state of Pennsylvania and what other broadcasters in the state of Pennsylvania are involved in. The RAB, I have always found to be a very valuable seminar, and I never fail to come away from the RAB without having new ideas. I used to go to the NAB all the time. I never went to the full NAB. I would only go to the NAB Radio Show, but in recent years, there's been a conflict between my corporate meetings and the NAB. There's no particular reason for not going. There's just always a conflict.

2

What do you feel is the #1 hot topic to be discussed at conventions right now?

Drew Horowitz:

There are a couple things: I think the impact of satellite radio is high on the list, the Internet and streaming is important and the opportunities and issues it presents to the industry as a whole from a radio

standpoint. Also, the issues dealing with the RIAA and streaming and what costs there should be for putting product on the Internet from a radio station perspective.

Ron Kight:

Well, the number one topic is always sales, but maybe the thing that concerns me even more than sales today is the Commission's desire to push through Low-Power FM. I see LPFM as being extremely damaging to the broadcast industry. It is also, in my estimation, pointless.

3

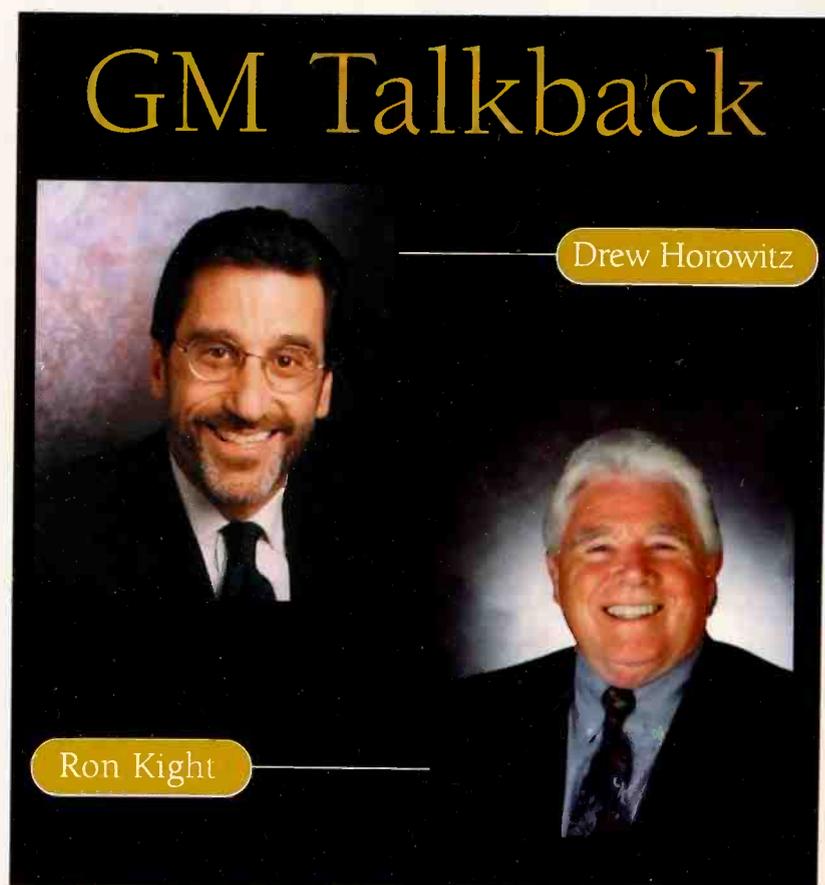
How did you get into radio?

Drew Horowitz:

I have my undergraduate degree in Mass Communications from Temple University. I was a dual degree major with American History. I wound up going to Law School for a couple years, didn't like it and got into the business in Chicago as a salesperson.

Ron Kight:

I've been in radio for going on 43 years. I started as a disc jockey, worked my way up to program director, worked my way into sales, from sales I moved into general sales management and later on general management. I came up the really, really hard way.



If time is money, what
could you get for an extra
radio commercial every
ten minutes?

If you're in the radio business to
make money (and who isn't)
you need

"Cash"TM

Through an exclusive time-
shifting process, Cash creates
additional broadcast time to
sell. It does it in real time, right
on the air. It does it without
reducing program content. It
does it without affecting pitch
or creating a "chipmunk effect."
It does it in stereo or mono. It
does it in variable amounts,
adding from zero to five
minutes, within two minutes to
two hours.

Cash, from Prime Image - you
don't need one unless you want
to make some.



**Prime
Image**SM

The Digital Video People

662 Giguere Court #C, San Jose, CA 95133 • Tel (408)867-6519 Fax (408) 926-7294 Service (408)926-5177
Primeimagein@earthlink.net • www.primeimageinc.com

Get your atlas ready because *MBR* is heading out to find out what makes state associations tick. In our new section, "State of the States," we will discuss the hot topics and concerns of each state association and what was discussed at their convention. This month, *MBR* associate editor Elisabeth Derewitz spoke with Connie Searles, president of the Idaho State Broadcasters Association and Bob Rosenthal VP/GM of Journal Broadcasting group Boise and Secretary/Treasurer on Board of ISBA about their convention which was held July 27-29 and with Karole White, president/CEO of the Michigan Association of Broadcasters about their convention which was held August 10-12.

IDAHO

What were the successes?

Connie: The big success was our 50th anniversary celebration. We had entertainment by the Idaho Army National Guard Band, which was wonderful. We also did a memoriam to Wayne Cornils which his family attended. It was wonderful for them to see his friends from Idaho broadcasting and also for us to be able to pay tribute to a man who has really put radio broadcasting in the forefront.

What concerns did the broadcasters have both locally and as an industry?

Bob: The hot topics for us continue to focus on taxation issues that involve our state legislature. We have a lot of concerns about them not overtaxing our industry on services that are offered. That is something that we monitor a lot. We do a nice job keeping in touch with our state legislators so we can stay on top of those issues. Nationally, speaking for radio broadcasters, we're deeply concerned with low-power FM's. I think we've done a very good job of educating and enlisting our two Senators and our two Congressmen. They are all with us as broadcasters and not in favor of seeing LPFM's be signed on, but as we all know that thing is moving forward. I am also concerned with having our broadcasters stay active in our industry because with consolidation there are just less of us. So we owe it to ourselves to stay active in the things that concern us.

Is consolidation still happening at a rapid pace?

Connie: Well, consolidation is always an issue. We have basically three major radio com-

panies in the state which own almost 11% of our radio stations. Our former governor Cecil Andrus emphasized again the fact that localism is very important in Idaho. He was our keynote speaker at our luncheon. He emphasized his concern that there may be out-of-state ownership of most of our stations and those owners need to be just as seriously interested in localism and serving the local community as the stations were when they were locally owned. I think that is a concern of our local politicians.

What about dot-com companies and streaming?

Bob: Our group meets very infrequently and it's a relatively small group because we're a small state. It's a very divergent kind of a state so we didn't really get into that. We don't really get a lot of the dot-com kind of money because we're not a major metropolitan area. So, it'd be wonderful if we could discuss that, but it's not really affecting us. I wish it was more available to us. The companies are dealing with streaming on their own and we're not talking about it as a group.

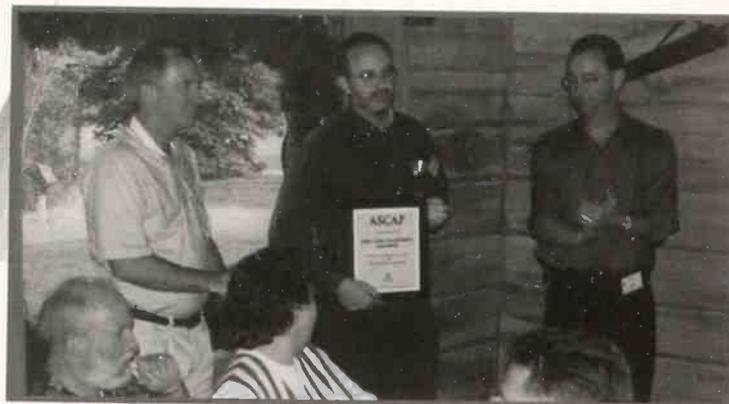
Any change in types of people coming to the convention?

Connie: Because of consolidation, particularly in Idaho where we didn't have a lot of stations to begin with, we're noticing a drop off in attendance at our meetings, primarily because where, for example, we once had 11 stations with GM's we now have 11 stations with one GM. Out of those 11 stations we may have formerly gotten registrations from 6 or 7 people, but now we get one. That's a

concern from the standpoint of getting information out to the people who need it. There is not an emphasis that managers should attend the local meetings. The managers are concerned with their bottom lines and maybe think that spending money to come to a state convention may not be the best use of their money. The state conventions are where the policy for what happens in the states, according to broadcasting, is generally set and where we get feedback as to what the managers are interested in and what the stations are interested in. If we don't get that feedback, it's very difficult to assess their needs.

Do you think that the attendance is down at your convention because there seems to be a lot more "play" things than "work" things on the agenda?

Bob: No, I don't. A long time ago when we were doing this, the play part was what drew



(l-r) Randy Paul of ASCAP, Chairman Mike Ripley and outgoing Chairman Jeff Anderson, celebrate the association's 50th anniversary with a plaque presented by ASCAP.

everybody to Sun Valley. It's a great place to play. I just think that there are so few of us anymore and the demands on our time are so significant that it's difficult to find the time to go and do these things. I think it's important to have a combination of good substantial work-related stuff available like good speakers, good workshops and good roundtables as well as golf and dancing too. One of the other things that has changed is that 15 years ago the group was older. Now we have younger people with younger families. If they want to bring their families it's more expensive and takes more planning.

Do you know next year's dates and location yet?

Connie: It will be in Sun Valley again. July 26-29. And for 2002 it's July 25-28 in Sun Valley.

MICHIGAN

How did it go?

We had 175 broadcasters with us and everyone had a marvelous time and our speakers were outstanding.

What concerns did the broadcasters have both locally and as an industry?

The local broadcasters and as an industry for radio, were still greatly concerned with LPFM. Next month, the window opens for Michigan. We are part of the second round of states. [The broadcasters] spoke to the FCC and to our Senator Spencer Abraham to voice their concerns. The main concern is that LPFM will cut holes in the listening patterns [of existing broadcasters] where there could be areas surrounding the LPFM stations that cannot receive the full power FM station. With the FCC doing away with the third-adjacency rule to get these stations in, it could be on the fringe of the LPFM stations where people would like to get the LPFM stations but won't be able to because we would interfere with them. The new and interesting thing was that the FCC said that where there was interference, they would make the LPFM station owner make technical changes or even stop broadcasting. The transition for television to digital continues to be a great concern and the deadline that the broadcasters are facing in 2002 where they will have to give back the analog channel when there are as many high definition televisions in Michigan as you can count on one hand.

What were some of the advertising categories that were discussed?

We spoke a lot about the sales representatives from local stations needing access to the media planner rather than just the media buyer because the media buyer takes the plan and tries to make the most of it. It's almost a waste of time to try to get in and convince the buyer because if your station doesn't exactly meet the plan, then you really don't have a chance. So we discussed how to do that. The advertising agencies [on our panel] did not think that it would be inappropriate for sales man-

agers to request meetings with the planners.

We are seeing a great surge of advertising dollars coming out of pharmaceuticals and both radio and television are each other's best customers.

Was there discussion about dot-com companies and streaming?

Yes, there was discussion about the dot-com companies and that they would continue to be important in broadcasting. What dot-com companies are going through right now is consolidation, just like we are. They will continue to be a major advertising source, but we should not forget our traditional sources of advertising.

With streaming, everybody's doing it but nobody knows how to make money from it yet. It's one of those things that you must do.



Karole L. White President/CEO
Michigan Association of Broadcasters



MAB Chairman, Skip Essich presents a posthumous Lifetime Achievement award for Ken MacDonald to his wife Ann MacDonald

What was discussed in the FCC Washington Update?

They discussed LPFM and how they were going to be beefing up their divisions that will come out and check on the EEO. They also spoke about their computerization, putting all the forms and things on the web. They are heading towards all filings being electronic.

What was the general stance on political advertising?

We had both representatives, Joe Knollenberg and Spencer Abraham present. Both of them were not in favor of free airtime. We were pleased and proud of that. They feel that it could open up the field to people who could not garner support on their own. It would give groups that could not get support airtime that would maybe be wasted and we would have to give it to everybody. They both recognized that broadcasters in Michigan are very strong at giving free political airtime to candidates through news, debates and town hall meetings and forums.

Is consolidation still happening at a rapid pace?

In Michigan there have been a number of recent consolidations and the number of broadcasters that attended our convention was down a bit. Our total number of attendees was about the same as it usually is, but the number of people that were general managers at stations was down. We feel that reflects consolidation.

Do you know next year's dates and location yet?

There is no date set, but it will be in July or August and everybody liked the facilities here [in Thompsonville, MI] so we will probably come back.

THE NEW PREMIERE: THREE BUYERS' OPINIONS

We asked three major buyers who attended Premiere's 7/24 Museum of TV and Radio presentation what they thought—good and bad—about the changes and innovations the net will make after the merger with AMFM Radio Networks.

Natalie Swed Stone, Managing Partner/Director of National Radio Services, OMD USA. OMD is a division of Omnicom, which acts as a buying conglomerate for BBDO, DDB Worldwide and TBWA/Chiat. She buys for clients such as Visa, McDonald's, Gillette, JC Penney, Chlorox and HBO.

Matthew Warnecke, Group Director, MediaCom.

Buys for clients such as Smith Kline Beecham, Century 21, Days Inn, Warner Bros, The American Egg Board, Pharmacia Upjohn, Autobytel.com and Hasbro.

Mitchell Scholar, Director of National Radio, Horizon Media Inc.

Buys for clients such as GEICO Direct, A&E, The History Channel and Blue Diamond Almonds.

What do you think about the new 10-second networks, Pulse and Action?

Swed Stone: I think I'm most excited about the Action and Pulse Networks because of the use of the technology and what it can deliver—specific copy by market and the fact this is going into RADAR and what it might open up in terms of a marketplace. So, now other networks might do similar things and we might have more inventory in the medium.

Warnecke: I think for retail-driven accounts this may be a great opportunity. But many MediaCom clients using network radio are truly national and don't necessarily need that local push. However, innovations in this medium are welcome as another way to showcase national radio as the place to be. Just look at a cable rating on TV—that's reach? As a percentage of media spending, there is work to be done to show the branding and reach advantages of network radio and these newer options are part of the tools we can use to grow our industry and our client's businesses. That being said, my main concern remains the retention of inventory that is appropriate and for our clients' schedules.

Scholar: It's hard to tell for the kind of accounts we have right now. I think it's a very exciting thing for retail accounts, but as of this moment, I haven't assessed all of the needs for my clients in 2001. I'm definitely going to keep it in my bag of tricks.

Are you worried Premiere's rates will go up after the merger?

Swed Stone: We are concerned about the rates. The good news is although Premiere is bigger, so are we on the agency side—much bigger. We hope that over time that the size that we bring to the marketplace will ensure that we get the best deals for our clients. If we had one client, what could we say to Premiere? If I have 15-20-25 clients, and I've got a ton of money on the table, then I have some leverage.

Warnecke: I don't think so. Worrying gets you nowhere. There's still a marketplace that these people have to negotiate in. There are many networks, Premiere included, that can build reach, frequency, give great efficiency and have great stations. For example, MediaAmerica—it's not like AMFM is the only way I can get Z-100 on a network buy. If you're a radio station in the Top five markets, you may be owned by Clear Channel and now part of the Premiere-AMFM umbrella, but you're still probably doing business with MediaAmerica or Global, so I can still clear great stations without necessarily having to go exclusively to AMFM-Premiere. They don't have a stranglehold on my ability to deliver a great station and a great rating.

The ultimate response that I have is there's always ratings points out there that are efficient and still worthwhile of my client's attention. And so they will still have to compete in a marketplace that exists.

Scholar: I'm very pleased for Premiere. I first met Kraig Kitchin 10 years ago. He's come a long way and I'm excited and pleased for him and for his company, because I've watched them grow by leaps and bounds. It's been a very exciting thing to see happen, because you

like when good things happen to good people.

As a member of the radio community, I'm thrilled to see the positive growth that has taken place and will continue to take place through this mega-merger. As a radio media negotiator and advertiser coordinator, I'm a bit wary of what might be taking place from a cost standpoint. Because to achieve what they are going to achieve, there's always a price to pay. Actually, I'm looking forward to the challenge—it's going to be a delicate dance between myself and them to try to reach an understanding as to what my clients can afford to pay and what they can afford to accept as payment.

What do you think about Premiere's plan to lower inventory?

Swed Stone: We think they had no choice, regarding the AMFM stations. However, we were pleased to see Premiere's creativity in bringing back the inventory through Pulse and Action. They found another way, a unique way, to bring the audience back to us.

Warnecke: I'm still digesting the information we heard recently, but it seems to me that inventory is decreasing on networks that were already limited inventory to begin with. As a percentage of the entire market, I have yet to be shown that there will be fewer units available overall. But in the end, you negotiate in the marketplace as it reveals itself. We make the best deals based on the price relative to delivery in the context of historical data. Healthy markets come and go. What will have lasting impact is consistency together with reasoned negotiations.

Scholar: The reason they they gave for it is to cut down on the clutter of the individual stations. In essence what they're doing...it's obvious that they can make more money, now that they are all part of a very large broadcasting company, by selling the spots individually on a spot by spot basis in each local market than they can by selling nationally. It's going to make the upfront very, very interesting. It's going to be interesting because we're going to face a situation where there's going to be reduced inventory in a market that should continue to have high demand. That, in and of itself should force pricing out, when there's high demand and low inventory. It's going to be a challenge. That's a delicate dance because as media professionals, we don't really want to tell our clients they will have to pay more to get the same, if we can avoid doing so. So I'm going to do my battles first. That's my obligation and my job.



TECHNOLOGY

MONEY

LIFESTYLE

ENTERTAINMENT

He was founding editor of Raging Bull's Cyberstock report. Today, Matt Rags offers insights on the wild ups and downs of technology stocks. Hear his illuminating commentary and interviews on **Tech Sector**. One of the quality radio vignettes available for syndication through Redband Broadcasting.

**Redband**
BROADCASTING

Redband—a whole new way to get quality audio content. To find more, go to Redband.com or visit us at NAB, Booth 2234.



By Jack Messmer

STEP ASIDE HOWARD, BOB PITTMAN IS THE TRUE KING OF ALL MEDIA

He built MTV from an idea into a movement: “I want my MTV!” Then he joined Steve Case to develop another idea into a big business—America Online. Now he’s the guy who’s going to be in the hot seat, melding old media and new media as Time Warner and AOL merge into a media giant. But before any of that happened, he was a small town kid who got a job playing records on the radio. Bob Pittman spun the platters, then rose through the ranks to program NBC’s flagship station in New York, before heading off to pursue those new projects in other media (not to mention stints in theme parks and real estate franchising). The AOL President and COO reflected on his multi-faceted career for MBR, along with sharing his vision of where all media are heading in the new millennium.



TIME IS MONEY.

DON'T LET VALUABLE SPOTS ON YOUR
WEBCAST GO UNSOLD.

Make the most of your online inventory by delivering targeted advertising into your live webcasts. With Hiwire, advertisers reach the precise audiences they want so you get the high CPMs you deserve. Call affiliate relations at (213) 489-3900 or visit www.hiwire.com for more info.



hiwire[™]

Insert revenue into *your* stream

LOS ANGELES SAN FRANCISCO NEW YORK PARIS WWW.HIWIRES.COM

Many people in radio have suggested that your success at MTV and AOL is due in part from your radio background—that you “think like a radio guy.” Do you see any truth in that view?

Yes, I do. I think radio is a business of brands, it's a business of knowing your market segment. It is a tough business in the sense that it is hard to have any major points of differentiation from your competitor other than those that you have created through marketing or through the products itself, but not based on patents or other structural advantages. I think that training—of understanding how you position a product, how you can stay true to that, how you have a laser-focus on your audience segment—is critical in any business. It has certainly helped me in every business that I've been in, not only at MTV and AOL, but probably Six Flags and Century 21 as well.

What attracted you to radio? And why did you leave for other media?

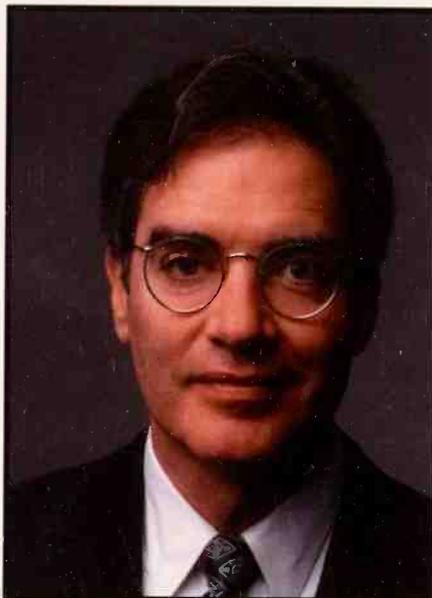
I was attracted to radio because that was the only job that I could find at age 15 in my small hometown of Brookhaven, Mississippi. I actually tried to get a job working in a men's clothing store first and then bagging groceries. Radio, ironically, was third choice. So although radio didn't start out as a great passion it certainly turned into one. I left radio—I was working at NBC in New York—when I had an opportunity to join this new company called Warner AMEX Satellite Entertainment Company, which was going to start this new stuff called Cable Networks Narrowcast [later known as MTV], which was like radio and the possibilities were unlimited. It was sort of the Internet 20 years ago—just too irresistible to pass up.

What do you consider the highlights of your radio career?

I think the highlights of my career were the people I worked with, and there were some real stars out of the bunch, from Don Imus to Lee Masters, who has been very successful in the Internet business and was very successful in the TV business. Charlie Warner, who was my first mentor, and Bob Sherman. And I worked with lots of other people who had major influences on my career.

Do you listen to radio today? Who do you think is really good in radio now?

I listen to radio every morning, I listen to WTOP in Washington DC and I am a news



“I don't think there is any one company that can do it all, anywhere in this process, and what you're finding is an enormous amount of collaboration and alliances emerging”

radio-junkie. I think I probably am out of the business enough that I really couldn't say what is really good; I think you really have to be in the business to pass that judgement.

As part owner of Roberts Radio, were you involved in the radio business or did you leave it all to your partner, Bob Sherman?

I'd earlier said that one of the really great joys in the radio business was the people I'd worked with, and Bob Sherman was my boss at NBC. He's a terrific guy, he and I have stayed friends through the years. He helped me out when I was at Six Flags, building a whole sponsorship sales group. After he left his last job, he and I talked about creating a radio group, which we did with Roberts Radio—a huge success for us. We are now in the process of closing the deal now to sell it to Clear Channel. I will tell you I am smart enough to let Bob Sherman run the company and I made certain that we had all the capital resources needed to execute his vision.

What interested you in making the investment in Roberts Radio?

I think the investment was really developed from when Bob Sherman and I talked about our mutual interest in seeing a great opportunity in small market radio which I think had really been left out of the growth of radio, but it was all changing as a result of regulatory changes and also as a result of technology which could substantially improve the economics in those markets. I had actually owned a couple of radio stations before Bob and I decided to create a company out of it, and I had done it just to sort of keep my fingers in radio.

Why did the two of you decide that this was the time to cash out?

Well, I think in any business you either grow or you sell, but what you don't do is sit still. We had originally started buying radio stations when we could buy them at a low multiple and when the multiple got so high that we thought we couldn't buy anymore, we thought it was time to sell.

Do you consider AOL's Spinner.com to be a competitor to radio or something else?

I don't think Internet radio stations are really competitive to radio stations; I think they are an extension of the music experience, programmed by someone else. I think radio is enormously portable. Clearly Spinner and the other Internet radio sites are really tethered to the computer so I think in that regard they are probably a “specialization” or a “subset” of radio in general.

Do you think radio as we know it will continue independently of the Internet, be killed by the Internet or converge with other audio services from the Internet and elsewhere to provide wired/wireless audio to consumers in various settings?

I think the wonderful thing about radio is it's ubiquitous, and I think you find radio stations today on the Internet, you find radio stations over the air, and you will probably find streaming audio, ala radio stations, coming over wireless devices. But I think at the heart of it you've got to have a product; I know radio programmers are not wed to radio as just being their broadcast license, the same way today TV broadcasters are not wed to just

Ratings

**Good
Medicine.**

BOORTZ

The Big Dog Feeds

Neal Boortz snaps up ratings
wherever he goes.

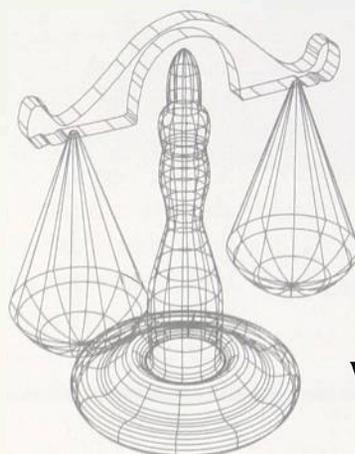


Atlanta WSB
M35-54 **15.5** (w'00)

Dayton WHIO
M35-54 **9.3** (w'00)

Charlotte WBT
M35-54 Up **188%**
(F'99-W'00)

HANDEL — ON THE — LAW



**Great
talk...**
marginal
legal advice.
Weekends.



THE MOTLEY FOOL GETS FOOLISH WEEKDAYS!

Put the power of the Fool to work for you with
The Motley Fool Market Minutes, because in today's
market every minute counts.

Motley Fool Market Minutes and
the Weekend Show



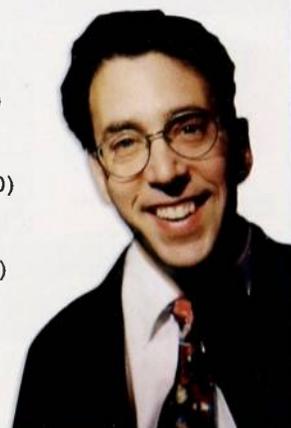
Clark Howard is The New Big Thing.

KFI Los Angeles
UP **56%** A35-54 (Sp99-W00)

KTAR Phoenix
UP **418%** A35-54 (W99-W00)

KXNT Las Vegas
UP **178%** A35-54 (F99-W00)

WTMJ Milwaukee
UP **64%** M35-54 (W99-W00)



Paul Douglas, Cox Radio Syndication
404.962.2078

Amy Bolton, Jones Radio Network
202.546.7940

Proven talk
from
COX
RADIO, INC.

A Jones
International
Networks
Company



their broadcast distribution, but rather probably over half of their viewership is done through cable, which has nothing to do with their broadcast license, so I think you're finding the same thing emerge with radio, and I think it's probably very good for radio because it enhances, and increases, the distribution outlets.

What should radio companies be doing to prepare for the future?

I think radio companies have to keep track of where the consumer is going and what the consumer is adding to their lives, and if you think radio is about ubiquity, then radio has to be there wherever they are. I've noticed that in the old days radio stations would set up so you didn't lose the radio signal when you went into the tunnel and under the Hudson River in New York. I think today you've got folks who are making sure you don't lose your favorite radio station when you are on your computer, or when wireless devices come, to make sure your radio station is there as well. So I think it's a matter of thinking very broadly about their business.

What is the biggest challenge you face in making AOL and Time Warner work as a single company?

I think at Time Warner the real opportunity for us is to get the synergy going among all the companies, I'm not sure that there is a big problem to making it work. Yes, it's a big company, but it's just a matter of management "elbow grease" to put it together and I think the biggest opportunity for us is teamwork and that's probably what you'll find us focusing most on.

Can any one company, even one as big as AOL/Time Warner, provide all of the media services that people will want and expect in the future?

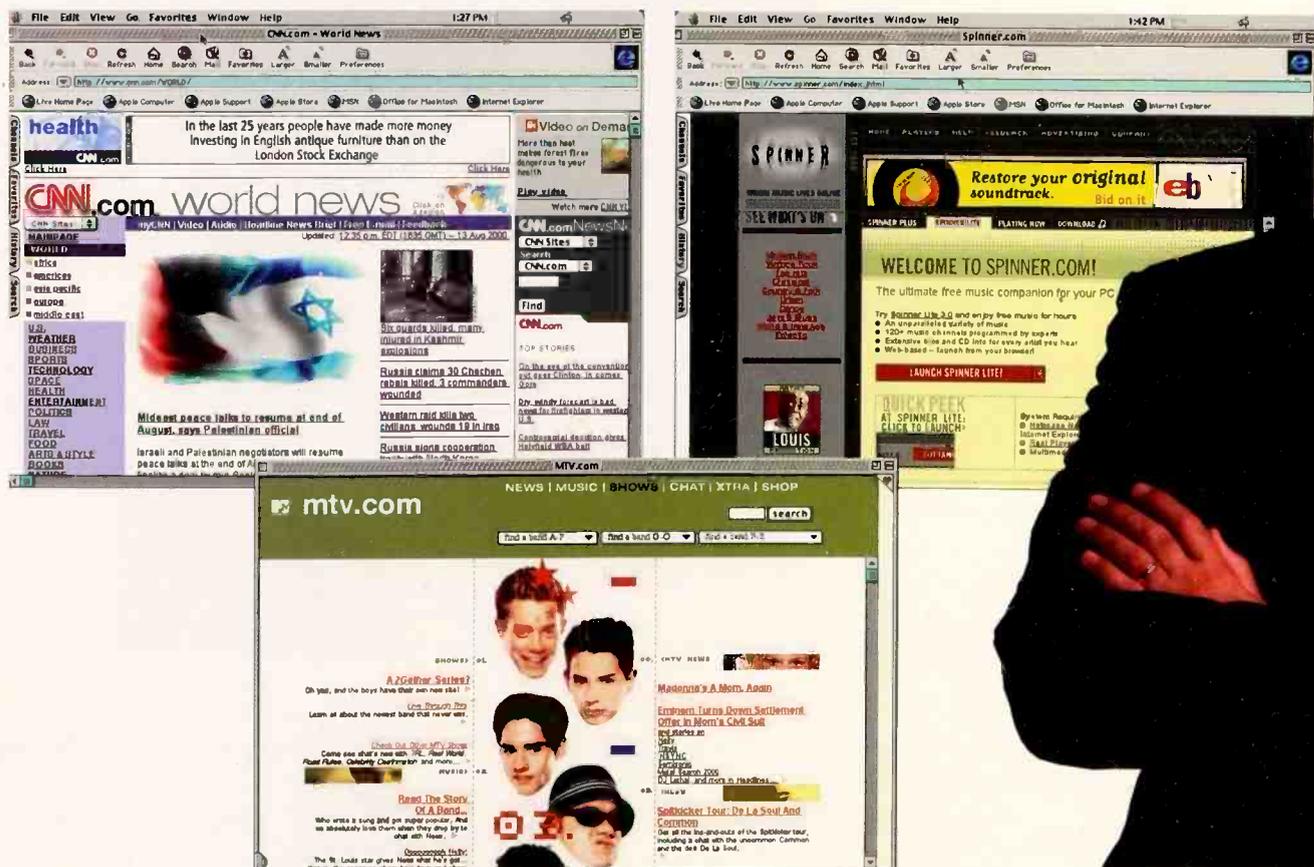
No. As a matter of fact I think if you're looking at the new technologies, what is really changing in the world is that I don't think there is any one company that can do it all, anywhere in this process, and what you're finding is an enormous amount of collaboration and alliances emerging. In the old days you'd think about a company as your competitor, and I think that today you find that companies are both competitors and collaborators, and you have to be very nimble and very flexible in terms of those definitions of what other companies

are. You are seeing much less of that combative spirit and much more of the collaborative spirit of trying to bring new products to market and make new markets happen.

You talk a lot about branding. Will traditional advertising continue to be the best way to establish new brands, or is some new model emerging?

When you say traditional advertising, what is it? Every 10 or 20 years we change the definition of advertising. I think of advertising as renting a consumer relationship to an unaffiliated third party. So when I sold sponsorships at Six Flags theme parks, I thought of that as advertising. When we sell carriage in certain channels on AOL to certain products, I think of that as advertising. Does that include 30-second TV ads, or 60-second radio ads? Sure, that's advertising as well. I think what you are looking at is more and more tools and vehicles for marketers to use in their quest to build new brands and new products in an increasingly competitive environment and I think we all play a role in that. The good news is that companies have more and more money to spend doing it, so those of us in the advertising business are beneficiaries of it.

Bob Pittman's legacy is all over the World Wide Web. He started MTV, Although it's now owned by competitor Viacom, Spinner.com is part of the AOL empire he now runs and he'll oversee CNN once Time Warner is merged in.



**You can deliver web radio
all over the world.**

**We can deliver ad revenue
into your bank.**

You've invested a lot in developing your web radio site. Great content, streaming servers, fat pipes, and a growing listener base. You have everything you need. Except revenue.

Now you can have that too.

Lightningcast inserts targeted, audited advertising into your stream. Our business is to make you money from your available ad space. We can move all, or just some, of your ad inventory using our unique technology and delivery system. It's that simple. Just sit back and count your cash.



www.lightningcast.com / 800.259.6679

De Radio Guerras: Hispanic horse race in City of Angels

by Dave Seyler and Elisabeth Derewitz

In the Fall of 1992, KLAX-FM made headlines throughout the radio industry. Not only did it unhorse KLVE-FM as the leading Hispanic station in Los Angeles, it also managed to grab first place among all stations in the market. While it was not quite a worst-to-first performance (the station had scored a 2.0 12+ in the preceding Summer survey), it certainly got everybody's attention.

KLAX remained king of the hill until the Winter 1995. Amazingly, it's reign was not ended by one of the many powerhouse English-speaking stations in the market—Spanish KLVE came back to reclaim its old top-Hispanic title, and in so doing, also took over first place overall, jumping from a 3.0 Fa94 to a 5.2 Wi95.

KLAX has never recovered. In its heyday, it was scoring five and six shares. Since, it rarely has broken into the fours, and it's been well over a year since it cracked the three threshold.

Although still ahead of KLAX, KLVE is no longer the top Hispanic dog. It plays second fiddle to sister KSCA-FM, and KLAX-FM is fourth behind KBUE-FM (and simulcast partner KBUA-FM). Neither of these stations were even in the format during KLAX's reign. KBUE-FM, formerly known as KNAC, was bought by current owner Liberman from Keymarket for \$13M. HBC (back when it was still known as HefTel) bought KSCA from Golden West for \$112.5M.

Overall, competition for Hispanic ears has increased dramatically since 1992. There were only seven rated Hispanic stations back when the *RBR Source Guide* first included a radio station section. That number has more than doubled, with 15 Hispanic stations listed in the Arbitron Spring 2000 book.

HBC is far and away the leading Hispanic broadcaster in the market. Its stations combined for a 16.9 share 12+ compared to Liberman's 4.7. However, the cavalry has been spotted on the horizon for SBS and Entravision, although how effective it will be

remains to be seen. SBS is picking up KFOX-FM and KREA-FM from Marcos Rodriguez, and Entravision will be getting 103.1 co-channel simulcast partners KACD-FM/KBCD-FM via the Clear Channel/AMFM spin-off derby. While none of these are full-market signals, they can't hurt.

"KRCV-FM and KRCD-FM, the new simulcast station that we started in February, has done real well," said Gary Stone, GM of HBC's cluster. "It just beat KLAX in ratings for the Spring book, so we're excited that the station is just coming on the scene and doing so well. But we don't target trying to do better than KLAX or any other station, we target what is best for the audience. They pay us by listening and we get ratings so it's pretty much a win-win situation."

"One of the advantages of having three or four stations is that people buy three or four deep, so you try to take advantage of getting the larger share of the dollars that are available as a result of that. There are a number of new advertisers that are looking into and purchasing Spanish advertising. That's changing our customer base."

In a teleconference with Wall Street analysts 8/1, Hispanic Broadcasting Corp. (N:HSP) CEO Mac Tichenor said that additional station choices could boost listening to Spanish radio in L.A., so long as the market isn't overloaded. In his view, there is still room for the new stations which have launched in recent months and which are due to join the fray soon. "It could take a year to settle itself out, with all of the new entrants that are in there," Tichenor noted.

One thing is certain: The Hispanic population of Los Angeles is a prize worth fighting for. LA's general 12+ population is over 10M, and its Hispanic population makes up 38.7% of it at just over 4M. Put into perspective, 4M is just slightly less than the entire 12+ population of market #5 Philadelphia.

Calls	Freq	Fmt	Own	Su99	Fa99	Wi00	Sp00
KSCA-FM	101.9	SpRg	HBC	6.0	6.8	6.1	5.9
KLVE-FM	107.5	SpC	HBC	5.9	4.9	5.1	5.0
KBUE-FM	105.5	SpRg	Liberman	3.3	3.2	3.2	2.7
KLAX-FM	97.9	SpRg	SBS	2.8	2.1	2.5	2.3
KTNQ	1020	SpNT	HBC	1.3	1.4	1.4	1.8
KSSE-FM	97.5	SpC	Entravision	2.4	1.9	1.5	1.7
KRCD-FM	103.9	SpV	HBC	0.8	0.8	0.9	1.5
KHJ	930	SpRg	Liberman	1.6	1.5	1.3	1.2
KRCV-FM	98.3	SpV	HBC	0.1	0.1	0.3	0.9
KLYY-FM	107.1	SpC	Big City	0.7	0.5	1.0	0.8
KBLA	1580	SpNT	Unica	0.6	0.9	0.5	0.6
KWIZ-FM	96.7	SpC	Liberman	0.5	0.5	0.4	0.5
KWKW	1330	SpNT	Lotus	0.5	0.6	0.7	0.5
KBUA-FM	94.3	SpRg	Liberman	0.5	0.5	0.3	0.3
KWKU	1220	SpNT	Lotus	0.0	0.0	0.0	0.0

Source: Arbitron

WEBCASTi AM/FM

Are you webcasti(ng)?

Is it making you money?

It could be.

Extend your Brand Online...

Contact WEBCASTi AM/FM for more information about
NEW Streaming Revenue Opportunities!

www.webcasti.am * 1.888.697.2860 * www.webcasti.fm

KWKZ.FM Pure Country 106.1 - Microsoft Internet Explorer

KWKZ 106.1
Pure Country

Live Requests!
Click Here

Buy It...

KBZS.AM - Business Radio 1220 - Microsoft Internet Explorer

Business Radio 1220
KBZS-AM

Traffic Weather Stock Email Us @ BusinessRadio1220

Play Stop Mute Vol

Playing 03:51

Mon., August 07, 2000 National Headlines

HOME LINEUP MARKETS CLICK2WIN
STUFF TO BUY ADVERTISING PARTNERS CONTACT US

Get a Great Sounding Web Address dot.FM

* All data delayed at least 20 mins.

contact:
sales@webcasti.fm
1.888.697.2860

www.webcasti.am
www.webcasti.fm

THE SILENT CUME KILLERS

There are killers among us. Hard core felons, operating under the darkest cover of night, silently slaughtering the cumes of innocent radio stations everywhere with little regard for format, market size or group owner.

These killers would be easier to spot if they shouted "Die Cume Die!" from the mountaintops. Instead, they clandestinely divert your attention, and more importantly your budget, into promotional areas with lesser cuming potential. These first degree offenders have the potential to severely limit the total number of different listeners which, over time, can affect the general health of your radio station.

See if you recognize any of these villains captured on surveillance video in the GM's office of a station whose cume has taken a 20% hit:

1. Relying on marketing options with no cume-building capabilities.

If the promotional medium you choose doesn't provide reach, it's impossible to generate cume. Those options with the best cuming potential are television, direct mail and outdoor. Television...because of its near 100% saturation...is an inherent cume builder. Buy enough points in the right programming areas, run the right creative message and cume will, more than likely, follow. (This may be a bigger challenge than you bargained for this Fall, due to political!) The availability of near saturation residential mailing lists makes direct mail a good choice for infusing cume. Depending on the existence of enough key locations, outdoor can do the trick, too.

Some vehicles can only generate cume with an exorbitant amount of promotional budget behind them. Like telemarketing and video mailers...whose cost per unit makes it virtually impossible to provide reach without an astronomical budget. And, when you stop to consider that at least 50% of Arbitron's in-tab is derived from households with UNLISTED phones, telemarketing's reach becomes even more questionable.

Even a \$50 million yearly promotional budget can't give e-mail marketing reach capabilities. Since the internet connection rate is generously estimated at 50% with no opt-in e-mail lists available to reach that percentage,



generating cume via e-mail marketing is a foregone conclusion. Even on-line marketers themselves have gravitated to television and direct mail as a means of self-promotion, fully recognizing their own limitations.

However, giving credit where credit is due: E-mail and web marketing do offer a more affordable means for a radio station to continually schmooze their Loyal Listener Database than any other medium...including direct mail. Some stations, however, fail to recognize that database marketing is about generating quarter hours of listening from existing listeners, not generating new cume.

When you consider so-called "multi-level marketing," keep in mind that 3 times 0 is still 0. These plans combine telemarketing, follow-up letters and e-mail marketing...three vehicles each with insufficient cuming abilities. Often times, these multi-level marketing plans take a medium which is already inherently non-cuming and further dilute its effectiveness by spreading the dollars too thinly in too many directions. This means nothing more than doing an insufficient job of marketing on three levels instead of just one.

2. Diverting too much budget to new technologies.

Limited promotional budgets have left many broadcasters caught between investing in the future and surviving the present. It's all about trade offs. With enough budget, it's possible to do it all. Without it, you're forced to make choices, sometimes none of them particularly good. If diverting key marketing dollars to stream audio 2,000 miles away seems like a good idea, so be it. Hopefully, there will be enough left of your cume by the time streaming is meaningfully measured and media buyers deem it viable. So, before you jump on the technology bandwagon at the expense of your mainstream marketing, make careful note of the lack of air bags. Too bad these new technologies weren't available back when the budget was!

3. Targeting your marketing plan too finitely.

Cume is a necessity for mass appeal radio formats. Since no station can afford to direct their message to everyone, targeting is a must. The trick is to avoid getting "too cute" with your targeting strategy so as to destroy any potential to build cume in the process. It's entirely possible to cherry-pick households too finitely and miss every diary in the market as a result. Targeting is nothing more than taking calculated chances. In key listening areas, taking chances isn't encouraged and "too much" is always preferential to "not enough." When you find yourself "buying into" ludicrous targeting strategies as your way of making excuses for a slim budget, it might be time to regroup.

Programming Cume Killers, such as bad jocks or too many units (Oops, hit a nerve there!), do a number on your quarter hour first before moving to your cume. By contrast, Marketing Cume Killers go immediately for the jugular, leaving you little time to react. Get these silent cume killers behind bars before the XMers blaze in sporting a pair of ugly-ass shoes and a bloody knife. Once cume has eroded, it's much more difficult to refurbish it and twice as expensive than tending to it along the way.

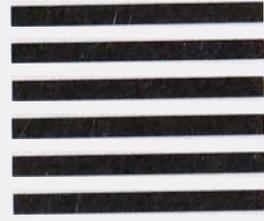
As a very wise man from Arbitron, Gary Marince, once said: "Cume, if unattended, will erode." There's no reward too great to protect your cume from the silent killers among us.

Nancy W. Izor is President of Creative Media Direct, Inc., 1000 Belcher Rd., Ste. 10, Largo, FL 33771. Phone: (727) 536-9450.

Order by phone: 703-719-7721 or Fax 703-719-7725
Order online at <https://www.rbr.com/subscribe.asp>
Email: subscribe@rbr.com



NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES



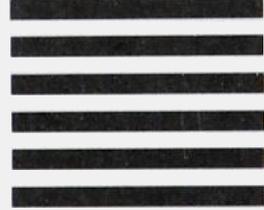
BUSINESS REPLY MAIL
FIRST-CLASS MAIL PERMIT NO. 9014 Springfield, VA

POSTAGE WILL BE PAID BY ADDRESSEE

RBR Source Guide & Directory
Special Offer
Post Office Box 782
Springfield, Virginia 22150-0782



NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES



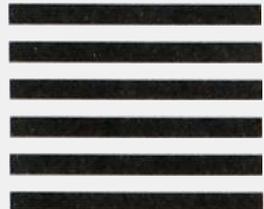
BUSINESS REPLY MAIL
FIRST-CLASS MAIL PERMIT NO. 9014 Springfield, VA

POSTAGE WILL BE PAID BY ADDRESSEE

Radio Business Report
Subscriptions
Post Office Box 782
Springfield, Virginia 22150-0782



NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES



BUSINESS REPLY MAIL
FIRST-CLASS MAIL PERMIT NO. 9014 Springfield, VA

POSTAGE WILL BE PAID BY ADDRESSEE

Manager's Business Report
Subscriptions
Post Office Box 782
Springfield, Virginia 22150-0782

Is The Source With You?

Order Now and Save \$40 – reg. \$129 – NOW only \$89!

Name/Title _____

Company/Station _____

Address _____

City/State/Zip _____

Email _____

Bill my (check one) Visa MasterCard American Express

Credit Card # _____ Exp. Date _____

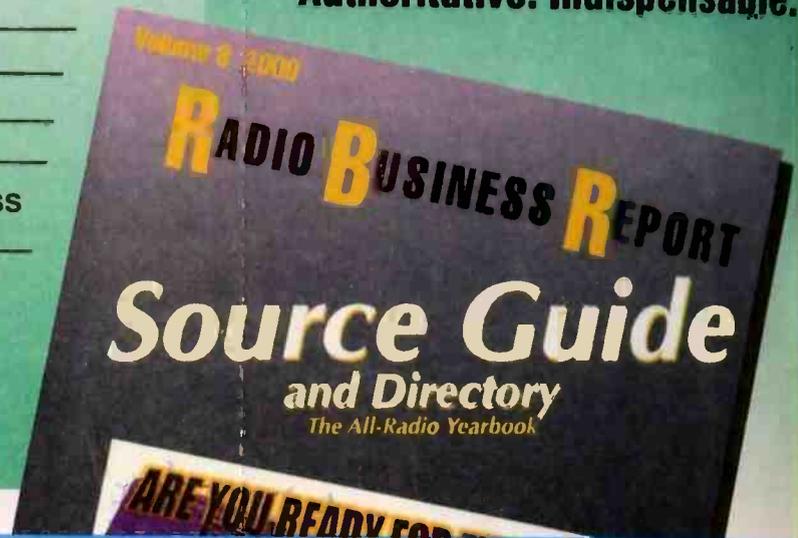
Check enclosed (mail this form with check in envelope.)

Subscribe by phone: 703-719-7721 – Fax 703-719-7725.

Subscribe online at <https://www.rbr.com/subscribe.asp>

Email: subscribe@rbr.com.

**Instant Access To
Essential Information**
Suppliers, services, market
data and more. Up-to-date.
Authoritative. Indispensable.



One Year Only \$220 for 52 issues.

Name/Title _____

Company/Station _____

Address _____

City/State/Zip _____

Email _____

Bill my (check one) Visa MasterCard American Express

Credit Card # _____ Exp. Date _____

Check enclosed (mail this form with check in envelope.)

Subscribe by phone: 703-719-7721 – Fax: 703-719-7725.

Subscribe online at <https://www.rbr.com/subscribe.asp>

Email: Subscribe@rbr.com.



Make It Your Business!



If you're a manager, you need *Manager's Business Report*.
Every month.

Subscribe today: One Year – Only \$105 for 12 monthly issues.

Name/Title _____

Company/Station _____

Address _____

City/State/Zip _____

Email _____

Bill my (check one) Visa MasterCard American Express

Credit Card # _____ Exp. Date _____

Check enclosed (mail this form with check in envelope.)

Subscribe by phone: 703-719-7721 – Fax: 703-719-7725.

Subscribe online at <https://www.rbr.com/subscribe.asp>

Email: Subscribe@rbr.com.

**How are YOU managing?
Read**

MANAGER'S BUSINESS REPORT™

MBR

All business.

No hype. No phony controversies.

No pop psychology. No "gurus."

Manager's Business Report.

What radio managers need to know.

Period.

Every month.

Other publications talk about internet radio stations...

Come see
us live at
BOOTH 2347

we have one

RADIO BUSINESS REPORT™

Tune in now and listen to rbr.com

Daily radio news from the
Radio Business Report newsroom



Powered by Web Radio



“IT’S JUST A QUESTION OF STYLE”

By Robert L. Jolles

After fifteen years of being a sales trainer and conducting seminars, I am now ready to answer the most often asked question posed. “Can anybody sell?”

This question can be rephrased anyway you would like - such as, “Are you born a good salesperson?” or “Is the art of selling a natural skill?” - but any way you slice it, the question really remains the same, “Can anybody sell?” If I had a nickel for every time I was asked that question, well, let’s just say, I’d have a heck of a lot of nickels!

I’m not sure I knew the answer myself until I was fortunate enough to meet the greatest salesman who ever lived. No, it wasn’t many of the big shot authors and speakers, to whose fraternity I too belong. Nope, it was a fellow named Ben Feldman.

You probably haven’t heard of him either, but you should have. In 1979, while I was with the New York Life Insurance Company, Ben led the industry in sales. That is all the insurance companies, not just mine. Actually, it is unfair to say he led the industry — he dominated it. The top nine agents were all fairly close to each other. Ben Feldman tripled the next closest competitor.

I had never seen a picture of Ben, but I imagined what he looked like. Outgoing, tall, aggressive, big booming voice. Really, I guess I saw him as a collection of every stereotype I had been led to believe was necessary to be an effective salesperson. One day I had the rare pleasure of meeting this man, and in a way, he changed my life. Ben Feldman stood about 5’3”, somewhat overweight, had hair a little like Larry from the “Three Stooges,” and spoke with a heavy lisp. Not quite what I had expected. Within seconds, however, I was drawn to the unique style that Ben Feldman possessed. He had none of the more conventional strengths that we associate with his kind of success, yet he remained true to his style, made what he had his strengths, and was dominant in his field.

It was then and there I learned the most valuable lesson I would ever receive in my life regarding our own personal style: I could not be Ben Feldman; I could, however, focus on his technique or process and continue to ask myself, “How can I do that so it sounds like Rob Jolles?” What is my personal style? Rob’s strengths aren’t Ben’s strengths, but than again, Ben’s aren’t Rob’s either.

Too often salespeople feel that they must incorporate certain better-known strengths into their particular style. On more than one occasion, while working for Xerox, I was sent to Rochester to act as a speech coach for some of the Senior Vice Presidents. Unaware of their own personal strengths and style, they would want to incorporate other strengths, such as humor, which they simply did not possess. I always felt it was my job to uncover what they did well, and utilize it to the maximum degree possible.

Go for a golf lesson and you’ll understand what I mean, because you will see two different kinds of teachers. One will show you the way he hits it, put a bucket of balls in front of you, and work to get

you to hit it the same way. The other will put a bucket of balls in front of you, ask you to hit for a while, and then step in to help. What that second teacher is doing is studying your natural style.

Some golfers have longer arms, so are more flexible, and some have stronger left arms. I want the lesson from the second teacher, because what he’s doing is trying to blend his sound concept of technique into your natural style.

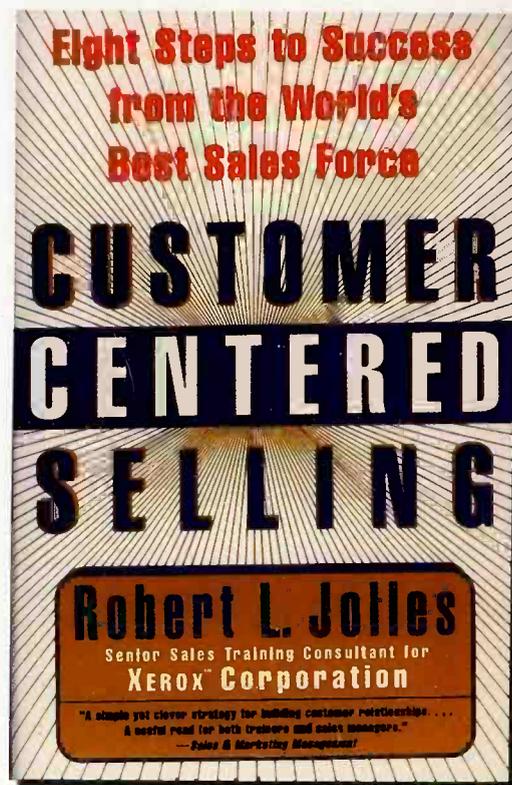
Each of us possesses our own style. Ben Feldman should be an inspiration to us all. He basically possessed no obvious style attributes we associate with classic salespeople, yet he sold 1.6 billion dollars of insurance in his lifetime! The key to being a good salesperson is not only learning what your natural style is, but also committing to it and utilizing it as effectively as possible.

“Can anybody sell?” *Absolutely!* The key is to separate style from technique. Sadly, often sales managers, and mentors

who are meaning to help preach more of their style than their technique. This is because many are what we call “unconscious competents” and truly cannot separate one from the other. They frequently try to coach by saying things like, “This is not a complicated business, just work hard and good things will happen.” That bit of help would be the equivalent of a baseball coach saying, “Swing hard and it will go over the fence.”

To add insult to injury, not being able to separate style from technique, the mentor then makes numerous style comments to “help” some more. This leaves many mistakenly trying to emulate the wrong things, being someone they are not, and leaving the field of selling with a disillusioned taste in their mouth.

In the summer of 1994 Ben Feldman passed away but not without leaving us a few final gifts. He left many process behaviors that are repeatable and effective when working with clients. However, in my mind, his greatest gift may have been one he never articulated. He taught us all that if you commit to your own personal style, and not worry about anyone else’s strengths or style, you can become as great as you want to be.



NATIONAL NEWS

NATIONAL SPORTS

"WHITE HOUSE REPORT"
with April Ryan

"HOLLYWOOD LIVE WITH TANYA HART"
The Hottest Gossip from Tinseltown

"USA MUSIC MAGAZINE"
The Urban Sound of America with John Monds

"THE BEV SMITH SHOW"
National Nightly Talk Show

"COMING SOON"
Movie Review with Lorraine Turner

"BLACK COLLEGE FOOTBALL WEEKLY"
NABJ Award Winner

SPM URBAN NETWORK
Integrated Marketing Promotions

AMERICAN URBAN RADIO NETWORKS

WE INFORM

AURN delivers...

- Hourly news keeping African American listeners in touch with current issues throughout the day, everyday;
- The "White House Report," coverage of national news events connecting African American's with a direct line into The White House;
- "The Bev Smith Show," the only national nightly talk show that explores today's issues affecting the African American community;
- Comprehensive sports coverage on the Black Collegiate scene.

WE ENTERTAIN

AURN is...

- "Coming Soon," daily movie reviews on the latest box office coming attractions;
- "USA Music Magazine" America's top urban entertainment program featuring the best in urban music, news and interviews on the industry's hottest stars;
- "Hollywood Live with Tanya Hart," a daily show that goes behind the scenes to bring listeners the juiciest gossip on Hollywood's celebrities.

WE ARE THE URBAN VOICE OF AMERICA

AURN offers...

- Innovative programming to keep African Americans informed;
- Entertainment promotions to keep our listeners excited and involved;
- News our audience needs with a Black perspective;
- Quality service and added value for America's Top Advertisers.

REACHING AND TOUCHING BLACK AMERICA LIKE NO OTHER



NEW YORK - 655 THIRD AVE. • 24TH FLOOR
NEW YORK, NY 10017
(212) 883-2100 • FAX: (212) 297-2571

CHICAGO - 75 EAST WACKER DR.
CHICAGO, IL 60601
(312) 558-9090 • FAX: (312) 558-9280

DETROIT - 1133 WHITTIER ROAD
GROSSE POINTE PARK, MI 48230
(313) 885-4243 • FAX: (313) 885-2192

ATLANTA • LOS ANGELES • PITTSBURGH • WASHINGTON, D.C.

September

12-15

NABOB Annual Fall Broadcast Management Conference, Washington, D.C. (202) 463-8970

13-14

North Dakota Broadcasters Convention, Bismarck, ND (701) 258-1332

13-16

Radio Television News Directors Association Conference, Minneapolis, MN (202) 659-6510

14-15

Alaska Broadcasters Convention, Anchorage, AL (907) 258-2424

18-20

Association of National Advertisers Seminar, Phoenix, AZ (212) 697-5950

20

New York Chapter of Women in Cable & Telecommunications Annual Luncheon, New York, NY (212) 854-0335

20-23

NAB Radio Show, San Francisco, CA (202) 775-3527

27-29

Broadcast Technology Society 50th Annual Symposium, Vienna, VA (703) 591-0110

October

2-5

NAB Satellite Uplink Seminar, Washington, DC (202) 775-3527

3-4

Society of Broadcast Engineers, Pittsburgh, PA (317) 253-1640

5-6

Minnesota Broadcasters Association Annual Conference, St. Paul, MI (612) 926-8123

5-7

Tennessee Association Annual Convention, Nashville, TN (615) 399-3791

5-7

Oregon Broadcasters Convention, Bend, OR (541) 343-2101

9-10

Indiana Broadcasters Convention (317) 573-0119

9-10

Kansas Broadcasters Convention, Wichita, KS (785) 235-1307

16

Broadcasters' Foundation Charity Golf Tournament, Inwood, NY (203) 862-8577

18

Bayliss Foundation Media Roast, New York, NY (831) 624-1536

18-19

Kentucky Broadcasters Convention, Lexington, KY (502) 848-0426

24

NAB Education Foundation, Arlington, VA (202) 775-3527

26-29

Society of Professional Journalists Nation Convention, Columbus, OH (765) 653-3333

Professional Cards

Mullaney Engineering, Inc.

Consulting Telecommunications Engineers

9049 Shady Grove Court

Gaithersburg, MD 20877

phone//301-921-0115 fax//301-590-9757

Member AFCCE

mullener@aol.com



COMMUNICATIONS TECHNOLOGIES, INC.

Broadcast Engineering Consultants

Clarence M. Beverage

Laura M. Mizrahi

P.O. Box 1130, Marlton, NJ 08053

(856) 985-0077 • fax: (856) 985-8124

dataworld®

- Market Analysis
- Custom Mapping
- Ethnic/Demographic Data
- Sales Marketing Packages
- Pinpoint Target Audience

www.dataworld.com

800-368-5754

RESERVE NOW!

THE JOHN BAYLISS MEDIA ROAST

2000

OCTOBER 18

**The Pierre Hotel
New York City**

Proceeds benefit the Bayliss Radio Scholarship Fund.

Roastee★

Larry Wilson

Citadel Communications

MC: Bill Stakelin
Regent Communications

Roasters:

Jeff Dashev, Interep
Bob DiPiero, Love Monkey Music
Richard Ferguson, Cox Radio
Frank Kalil, Kalil & Co., Inc.
Bob Proffitt, Citadel Comm.

Call Kit Franke at **831.624.1536** or www.baylissfoundation.org

Upped & Tapped

BroadcastAMERICA.com has turned its VP of Sales position over to Vincent A. Ciampi. He comes on board after stints with AnyDay.com and IT Network.

Soller eclipse casts shadow over Blue Chip engineers: Urban specialist group owner Blue Chip Communications has lured John Soller away from AMFM's Southern Star station unit to take on the role of VP, Engineering.

Former AMFM exec. George Toulas has joined Christian specialist Salem Communication as Senior VP. He'll work with CEO Edward Atsinger.

He'll need an extra wide business card: Shawn Pastor has been named VP, Affiliate Sales for Sports Programming and Southeast Networks at Westwood One.



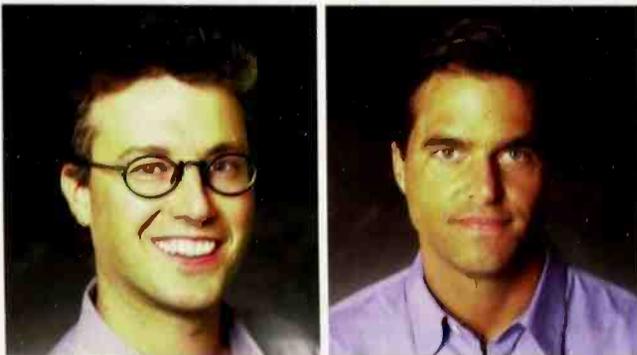
Turn on your Hartshorn? Media Research firm The Media Audit has brought in Gerald Hartshorn as Executive VP, Research Director. He exits cable programmer Starz Encore Group.

New Parker lot for Mega manager: Ex-General OM/PD of KCMG-FM Los Angeles Don Parker has been named the new VP/Programming for rapidly expanding radio group NextMedia. Also, taking on the VP/General Manager slot at the group's WJBR-FM in Wilmington DE will be David Smith. And there's more—Mark Stennet is being brought into the company as VP/Engineering, taking leave of the soon-to-be merged AMFM Inc.

Emmis makes a Marv-elous move: KKFR-FM Phoenix VP/General Manager Marv Nyren will be adding a hat, taking on the same chores at KKLT-FM once it spins to Emmis from Clear Channel/AMFM. Chris Gallu will remain General Manager at sister AMs KTAR and KMVP.

I'm WALKin', yes indeed...: AMFM's (soon to be Clear Channel's) WALK AM-FM in Nassau-Suffolk has lured Mark Clark away from his LSM position at an Indianapolis trio to take on its GSM job at its Long Island combo.

Music webcaster LAUNCH Media Inc. has named a trio of new execs: Briggs Ferguson was named Executive VP, Product Strategy & Marketing. Spencer McClung is now Executive VP, Advertising Sales & Business Development. Alex Maghen signed on as Chief Technology Officer.



(l-r)
Briggs
Ferguson,
Spencer
McClung

Controller freaks? Journal Broadcast Group has added a two to a new layer of financial types. Working under SVP/CFO Ron Kurtis will be Bill Lutzen, VP, controller—radio and Sandra Graver, VP, controller—television.

Arbitron is putting the web to Bed(ford): Ratings giant Arbitron put Brad Bedford to work as VP/Sales for its relatively-infant Infostream web measuring service. He also continues as VP/Asian Marketing.

Falcon takes flight: Spanish station rep Caballero has upped Veronica Falcon to VP, Director of Marketing, and brought Angela Dawson in as Director of Sales for its Spanish Language Radio division.

Old GMs just Fehder away? In this case yes, as Biloxi station cluster GM Steve Fehder moves upstairs to owner Triad Broadcasting's Louisville office as Senior VP, Director of Operations for the Eastern US.

Will new Chairman Krampf SCBA's style? Yes indeed, as KBIG/KLAC VP/GM Ed Krampf takes the top slot on the Board of Directors for the Southern California Broadcasters Association. KSSE-FM's David Haymore is the new Vice Chairman and KPWR/KZLA's Val Maki is Secretary. KFWB's Roger Nadel is Immediate Past Chairman.

Jennifer Skjodt has been promoted to the VP/Station Manager slot at Susquehanna's WGLD-FM Gold in Indianapolis. She will report to VP/Market Manager Charlie Morgan.

Merchant of Varona? Katz Hispanic media President Laura Hagan has appointed Alina de Varona Manager of the rep firm's Miami office. The company also is opening a new office in San Antonio, which will be managed by Michele Holderle.



Transmitter transfer: Bill Harland has exited Continental Electronics to become Sales Manager for QEI Corporation. He will direct the equipment manufacturer's worldwide sales and marketing efforts.

TM Century will soon be unveiling a new office in the Big Apple, and at the same time announced some key promotions. John Kuykendoll was named VP—Facilities, Chris Cline is the new Director of Creative & Marketing, and Tech Guerrero dons the newly-created Director of New Business Development hat.

I haven't got a thing to Ware? No longer a true statement at Katz Urban Dimensions, which has appointed Mary Ware VP/Director of its Chicago office. She'll be selling 130 stations in 60 markets.

Hut one, Huttenburg two, hike? We don't think the imminent onset of the pro football season had anything to do with American Tower's announcement that Debra Huttenburg is the new President of its technical consulting wing, Galaxy Engineering Services.



Neil Johnston will be taking over the books at Cox Radio beginning Sept. 1. The new Chief Financial Officer will be filling the desk of the exiting Maritza Pichon.

Media violence growing concern in Washington

Broadcasters are increasingly being blamed, at least in part, for violence in American society. Whether or not that blame is justified, pressure is growing in some Washington circles to impose anti-violence restrictions on radio and TV licensees. Here is the letter that FCC Commissioner Gloria Tristani sent 8/18 to Leslie Moonves, President, CBS Television, regarding radio and TV violence:

Dear Mr. Moonves:

I am writing to advise CBS that many Americans have written to me about the above-referenced appalling broadcast demanding government action. They believe violence suggested on television too easily and too often becomes violence attempted.

The New York Times reported a caller on the Howard Stern radio show threatened to kill Senator Lieberman. After the caller's arrest, the caller's uncle reportedly said it was just a "joke gone bad." A joke gone too far is not a joke. The graphic reading "snipers wanted" below the picture of Governor Bush was similarly not a joke.

Two concerns dominate the calls I have received: the misuse of the public's airwaves to suggest that violence solves problems and the implicit endorsement of vigilante action against those with different opinions.

Perhaps there is no government solution for bad taste or the thoughtless broadcast of misguided humor. However, America's patience with gratuitous violence on her airwaves is perilously thin. Calls for voluntary codes of conduct are changing to calls for enforceable regulatory standards. I urge CBS to meaningfully respond to these citizens and use this incident to assess its public interest obligations.

Sincerely,
Gloria Tristani, Commissioner

Tristani is not alone in threatening to clamp down on broadcasters. Here are key passages from a 5/25 letter to FCC Chairman Bill Kennard from four Senators, including Joe Lieberman (D-CT), who's now the Democratic nominee for Vice President:

Dear Chairman Kennard:

We are writing to express our serious concern about the rapidly declining standards of broadcast television, the impact this decline is having on our children and our country, and the meaning of the pledge that broadcasters take to serve the public interest.

[The Senators go on to cite several studies of TV violence.]

The connection demonstrated in the research is intuitively apparent. The Supreme Court, as noted in *Bethel School District v. Fraser*, has long recognized "the obvious concern on the part of parents" to protect children from exposure to "sexually explicit, indecent, or lewd speech." [More cases are cited.] We cite these cases not to argue for more government restrictions on television content, but simply to point out that our highest court, not to mention most parents and child development experts, have long concluded that hypersexual messages can be harmful to young children.

The only people who seem to question this are broadcast industry executives. Critics have repeatedly asked the networks to recognize the enormous influence they wield and tone down the sexual content of the programming they air when large numbers of children are in

the audience. The industry has for the most part responded by denying there is any problem...

This "anything-goes" attitude is a far cry from the profession of responsibility made by broadcasters through the old National Association of Broadcasters' TV Code, which, as you know, was the industry's vehicle for self-regulation for three decades...

The denials and excuses we routinely hear today from the industry raise serious questions about the commitment of many broadcasters to serving the public interest, as they are obligated to do by law. We must remember that broadcasters are trustees of a public resource worth billions of dollars, which they get access to for free, in return for a pledge to act as responsible stewards of the airwaves. The license they receive is a legally-binding contract, an especially important one given television's immense influence on our children and our culture. And much to our dismay, the evidence presented in this letter strongly suggests that many licensees, along with their network parents, are breaching this public trust, and harming rather than serving the public interest.

Consequently, we feel that the time has come for the Commission to engage in a broad reexamination of the public interest standard and the license renewal process, to determine if in fact the broadcasters are serving "the public interest, convenience and necessity," and whether the standard of service we expect of broadcasters needs to be clarified...

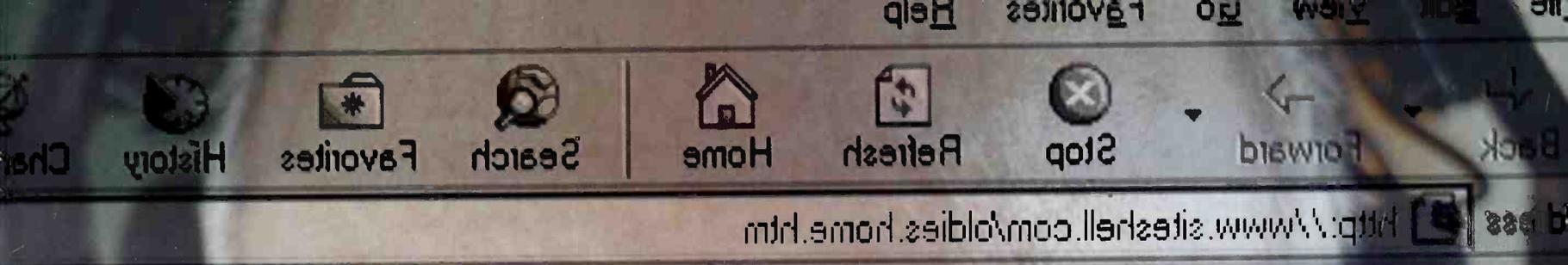
As part of this review, we would ask you to comment on the advisability of resurrecting an industry-adopted code of conduct to protect against the further erosion of broadcasting standards and to provide a broader platform for self-regulation...

...In addition, we would ask you to review and rearticulate the Commission's indecency standard. In light of the increasingly salacious content now being aired, and the fact that the Commission has not to our knowledge issued an indecency ruling related to television in more than a decade, we think it would be constructive for the Commission to clarify the meaning of this standard at this time and thus help the public and the industry understand just where that line is drawn under the law. If the law is to have any meaning, it must be enforced, and if it is to be enforced, it must first be clearly understood.

...The threat posed by the accumulated impact of these messages would be consequential at any moment, but they are especially so now, when children are gunning down their classmates and teachers, and our country is plagued by an epidemic of teen pregnancy and sexually-transmitted diseases. These are extremely complicated problems of public policy we in Congress and families and communities across America are grappling with, and we are convinced that we have little hope of solving them if the most powerful force in our culture continues to encourage the very behaviors that we are trying to deter.

The evidence is so compelling, and the risks to our children so serious, that we are obliged to ask whether the broadcasters are fulfilling their public trust. Ultimately it is the responsibility of the Congress to make such an important decision and to implement any significant change in the public interest obligations of broadcasters in this area by statute. But we hope the Commission's inquiry will help begin that process, by gathering information and providing recommendations, and ideally engage the television industry in an honest dialogue about its legal and societal responsibilities. Thank you for your consideration on this critical matter; we look forward to your response.

Sincerely,
John McCain (R-AZ), Joe Lieberman (D-CT),
Robert Byrd (D-WV) & Sam Brownback (R-KS)



© 2000 SiteShell Corp. BlueDot WebSite NetWork is service mark of SiteShell Corp. All rights reserved.

streaming audio...better yet, streaming revenue. There are a lot of so-called "free" streaming providers out there wooing radio stations. And for good reason—they want to profit from your listeners. Don't sell your audience short. Go with the BlueDot WebSite NetWorkSM. We'll create a locally branded website with content that targets your precise audience and format. No maintenance hassles. No monthly update fees. And no charge for streaming. Best of all, we make you a 50/50 partner in a sophisticated e-commerce system. Right on your site. (We even let you preempt website promo spots for cash.) For details on how to tap your revenue stream, visit www.siteshell.com or call 203-929-9101.

siteshell.com

Home of the BlueDot WebSite NetWork

Bridging the gap between
radio and the Internet.

WARP
adio)))

Visit us at NAB Booth #730

Distance and Time Mean Nothing

www.warpradio.com | sales@warpradio.com | 303.799.9118