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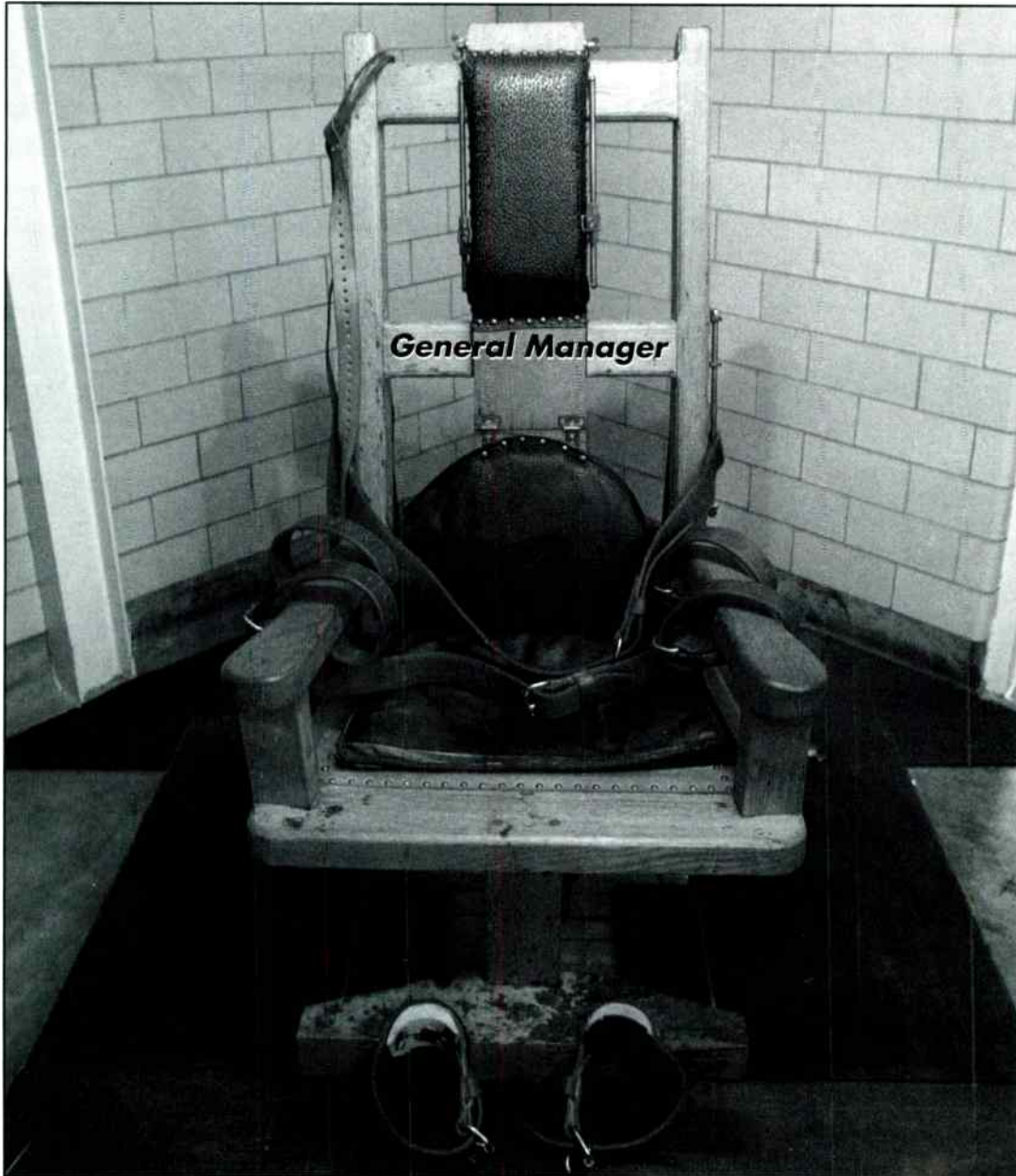
Vol IX, Number 1
January 3-16, 1994

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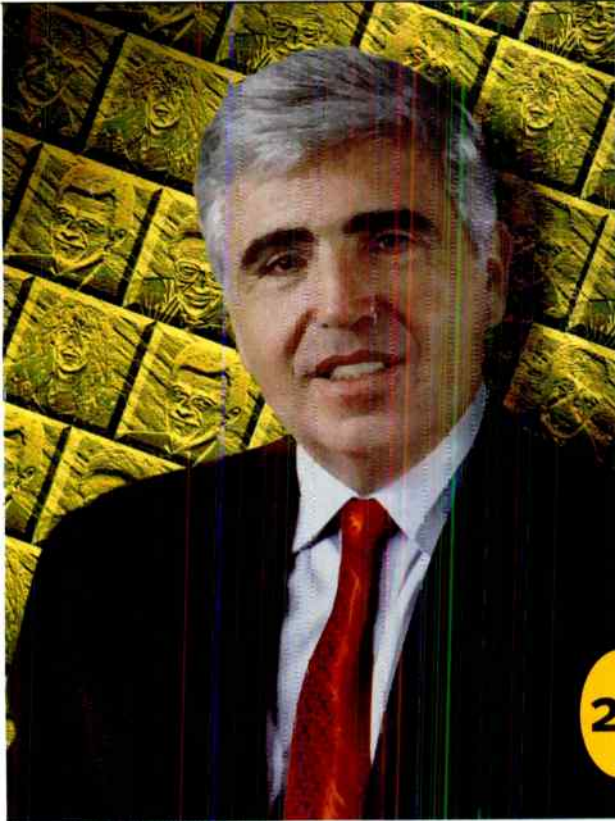
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Radio's Premier Management & Marketing MagazineSM

Vol. IX, Number 1 January 3-16, 1994



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Interview: ◀ Radio Executive of the Year Mel Karmazin

While most Radio companies were breathing collective sighs of relief that the industry's recession finally appeared over, Infinity Broadcasting President/CEO Mel Karmazin was sifting through the ashes to find a phoenix or six that would fit squarely into his corporate portfolio. Our choice for Radio Executive of the Year discusses his deals with Unistar and Westwood One, challenging the FCC on indecency regulations, and the rumor that he plans to buy a rep firm.

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- CBS Radio's Hank Stram and Jack Buck

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Radio Ink Mission Statement For Readers:

Radio Ink is a positive Radio industry resource designed to continually educate readers by providing fresh, stimulating and actionable ideas in marketing, sales and programming along with refreshers on the basics. Content is 100 percent related to Radio, quick-to-read, with a no-bias editorial balance, giving equal emphasis to all formats, market sizes and geographic regions. All editorial material is geared toward building the success of our readers, their stations and the Radio industry overall.

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Radio Ink provides an upbeat, first class, pro-Radio environment for advertisers wishing to associate their product with positivism, productivity and quality. Radio Ink strives to provide enhanced results and added value by offering strong, widespread, loyal readership of industry decision-makers. We make our customers our most important asset by providing services which focus on their needs.

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PUBLISHER'S NOTES

Why Mel Karmazin Is Our Radio Executive of the Year



Mel Karmazin is a controversial figure to some. He and his company, Infinity Broadcasting, have received a certain amount of negative publicity over the past couple of years, most of it related to Howard Stern and the issue of indecency. In fact, I have spoken out unfavorably in this magazine about Infinity and Howard Stern over the indecency debate. How, then, can we name Karmazin as our Radio Executive of the Year?


There really was no question about who should receive this distinction. Despite my philosophical differences regarding one aspect of Karmazin's company, I cannot let it cloud the big picture. Mel Karmazin is a broadcaster worthy of recognition. His company has made recent progress like no other. It would be a tragedy to judge Karmazin on the indecency issue alone when his company is doing so much more than just Howard Stern — which, like it or not, has been significant for Radio.

Karmazin doesn't belong to the good ol' boy club, nor does he play by its rules... yet he is effective, successful and respected. He has focused on building a mega-group of Radio stations and now owns 22 major-market stations and is in the process of buying more, making his company the largest owner of Radio stations in the

United States.

Some call it luck. We see it as vision, keen focused strategy and persistence. In addition to Infinity's Radio holdings, Mel Karmazin has built a Radio network powerhouse, starting with the syndication of Howard Stern. He then gained control of the Unistar Radio networks, adding syndication of Don Imus, G. Gordon Liddy, Don & Mike, and The Greaseman. His recent stock play also puts him in control of Westwood One networks, which include Mutual and the NBC entities and an estimated \$20 million cash flow for the networks alone, making his among the largest networks in the country.

Critics say Karmazin's hard-ball bulldozer tactics haven't been good for Radio, yet who else has brought so much favorable attention from Wall Street? Who else has generated so much attention to Radio in business circles and with the general public? Who else has the clout or the guts to take on the FCC to change ownership limits and to challenge indecency regulations? Mel Karmazin may not meet the conventional expectations of many broadcasters, but he is bullish on Radio and is forging a strong future for his company and the Radio industry.

Mel Karmazin is also a "Radio guy." He started out as an AE at WCBS-AM in 1967 and is a believer in Radio. With the level of investment Karmazin has made in Radio, you can rest assured his focus will be on industry growth. Like him or not, Mel Karmazin cannot be ignored, nor can his powerful influence on this industry. 

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RADIO INK,
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LETTERS

Faulty Facts

While I enjoyed Philip LeNoble's Sep. 20 article, "Understanding America's Newest Consumer," I take issue with one critical piece of his research.

In the article, he said, "Baby Busters prefer the classic rock of the '60s and '70s as well as alternative music," but offered no research to substantiate that claim. Indeed, Arbitron reports that the most listened-to format by Baby Busters is current/hard rock, followed by new age rock. In markets I've studied, current rock stations like those affiliated with ABC/SMN's Z-Rock Network far out-deliver classic rock stations in the 18-30 demo and normally the 18-34 demo, too.

Please encourage your contributing writers to get their facts correct. I can assure you that many mainstream AOR and classic rock AOR stations will use this article by Mr. LeNoble to sell against current oriented and new age rock stations. Of course, the fact that Radio stations still sell against each other is certainly a far bigger problem we face than any article by anybody.

Mark A. Kiestler, GM
KUTZ-FM
Austin, TX

Ideas Needed

First the kudos and my continuous support of *Radio Ink* as America's premier Radio magazine. Each issue is full of useful information, strategies and tactics to help broadcasters of all sizes compete in a very fluid marketplace.

I have always appreciated your attention to broadcasters caught in disasters, floods, earthquakes and hurricanes. While my case is not as drastic, I'd like to appeal to you for some assistance.

Guam is experiencing an explosion in teenage violence, vandalism and crime. Without question, these crimes are gang-related. The civil authorities and certainly the community leadership are somewhat handicapped in that we have never been confronted with this issue.

Hit Radio 100 is trying to take a leadership position in attempting to head off this crisis.

The ideas we have had and the programs we can create are not the be-all, end-all solutions. There are countless broadcasters in countless markets that have faced

the challenge. Some more successfully than others. The aid I'm seeking from you involves nothing more than referring me to stations on the mainland who would be willing to share their ideas. If you could take a few moments and jot down the information, station calls, PD name and a fax number, I would be more than grateful.

On behalf of the children of the Territory, thank you!

Roy Gibson, PD
Guam Radio Services, Inc.
530 West O'Brien Drive
Agana, Guam 96910

Editor's Note: Radio Ink encourages readers to write to Gibson at the above address to share ideas for tackling the teen crime issue.

Copy Commentary

John Fellows' response (*Radio Ink*, Nov. 1, 1993) to Judy Carlough's Special Report on copywriting is a blatant example of why potential advertisers too often feel "Radio doesn't work!" Salespersons are not copywriters. It is not their job. Every time a salesperson sits down at a word processor to write copy, the competition is sitting in front of the client getting a signature on an order.

Due to the nature of Radio, "effectiveness" cannot be separated from "creativity." Boring ads make for boring Radio. Radio advertising needs to enhance the sound of the station and not become a "tune-out!" Sorry, Mr. Fellows, but that takes creativity! You claim to be "down in the trenches," but it is apparent you have your head in the sand! As for your assertion, "We need to improve the wheel, not reinvent it," you're once again mistaken. Those of us in Radio need to wake up every morning and reinvent the wheel!

Mary Clements, Dir. of Operations
WGL Radio
Fort Wayne, IN

Hallowed Hall of Fame

Congratulations to Bruce Dumont and his colleagues at The Museum of Broadcast Communications on the Radio Hall of Fame induction ceremonies. It was a fabulous evening and another excellent example of what can happen when our industry comes together to celebrate its achievements.

Gordon H. Hastings, Pres.
Katz Radio Group
New York, NY

ADDRESS ALL LETTERS TO:

Reader Letters, c/o Radio Ink, 8000 N. Federal Highway, Boca Raton, FL 33487. Or fax to 407-995-8498. Each letter should include your full name, address and telephone number, and may be edited for clarity or space.

CORRECTIONS

ABC Radio Networks

In the special report on long-form programming in the Nov. 29 issue, a portion of ABC Radio Networks' summary of program offerings was inadvertently left out. Following is the missing text:

"ABC Radio Networks offers a variety of news, talk, music and entertainment programming including: weekly countdown shows such as *American Country Countdown* with Bob Kingsley, *American Top 40* with Shadoe Stevens, *American Gold* with Dick Bartley, *The Z-Rock 50 Flashback* (Classic Rock), and debuting in January 1994, *Tom Joyner's Movin' On* (Urban, Urban A/C). ABC/SMN offers 24-hour music formats including: *Country Coast-to-Coast*, *StarStation* (AC), *Hot AC*, *Classic Rock*, *Real Country* (Traditional Country), *The Touch* (Urban AC), *Z-Rock*, *Stardust* (MOR), *Pure Gold* ('60s & '70s Oldies), *Kool Gold* ('50s & '60s Oldies), and *Urban Gold*. Syndicated morning shows include *Paul Harvey News and Comment*, the new *Moby In the Morning* (Country) and *The Tom Joyner Morning Show* (Urban, Urban A/C). ABC TalkRadio features: *Home Sense* with Mike McClintock, *The Garden Hotline* with Ralph Snodsmith, and *Moneytalk* with Bob Brinker. The ESPN Radio Network provides long-form sports programming. ABC News also offers programs such as *American Agenda*. Contact Darryl Brown, 212-456-5540."

Children's Broadcasting Corp./Radio AAHS

Also in the Nov. 29 long-form programming special report, the contact name and phone number to call for the program offerings from Children's Broadcasting Corp./Radio AAHS were incorrect. The correct name and number are Bill Barnett, 818-990-3391.

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*Dave Van Dyke
Vice President & General Manager
ARROW 93, KCBS-FM, Los Angeles*

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Bill didn't come in with any pre-formulated plan. Instead he listened to our goals and helped us find a great new opportunity. And, although some people may not realize it, there's



*Tommy Edwards, Program Director
ARROW 93, KCBS-FM, Los Angeles*

* Fall 1993 Accuratings, Weeks 2-5, Oct. 6-Nov. 2 Adults 25-54, Total Week, Station partisan-ship share.

For more information, call Larry B. Campbell, President (206) 624-3888.

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World Radio History

What is the single greatest cause of customer attrition and how do you minimize it?



Suzanne L. Westcott, GSM
WWW-AM/FM
Detroit, MI



Bill West, SM
WZYP-FM/WHVK-FM/WVNN-AM
Huntsville, AL



Chris Xenakis, GSM
WNOR-AM/FM & WAFX-FM
Chesapeake, VA



Kevin W. Cox, GSM
Radio Cleveland, Inc.
Cleveland, MS

The single greatest cause of customer attrition is that clients no longer invest in their products. The demands of being in business are much greater, as are the risks. The free spending of the '80s have thrust us into a highly unstable environment in the '90s. Long-range strategy and imaging campaigns have been replaced with action-driven tactics. The only assurance for survival is return on investment, and each dollar's effectiveness is being measured on performance.

So how do we minimize attrition? Education and communication are paramount. Stations must be customer-focused on all levels. We must no longer sell spots, but offer marketing solutions.

We must educate our clients as well on our medium, so they will be able to set attainable goals and expectations.

Finally, we must create greater communication between the agencies and stations. Agencies must allow us greater access on the planner, AE and client level. The better our understanding of the clients' objectives, the more proactive we will become in offering solutions that deliver results. ☐

This is a great topic because many times managers say that attrition is a "natural thing." But, it's my opinion that attrition is not necessarily "natural" and there are many things that can be done to minimize it.

One of the single greatest causes of attrition is our failure to deliver results to advertisers. To minimize this cause of attrition, the two things that make Radio work (frequency and copy) must be first in every salesperson's mind. Too often we leave these two items behind in pursuit of selling the latest package or meeting a monthly goal. Attrition will be minimized and goals will be surpassed if we sell them enough commercials and make sure there's a good offer in the commercial. If possible, every order and piece of copy should be scrutinized prior to airing. This includes agency orders and tapes. Be sure to listen for an offer that will make people respond. By the way, sales trainers Dave Gifford and Chris Lytle offer great advice in this area of "selling for results." ☐

Not defining expectations. Too much Radio is bought rather than sold. The majority of the time, we negotiate a rate and just take the order. We as Radio marketers never investigate what is needed (attempted) to be accomplished from the campaign. On a local level, when we develop (sell) a prospect into a Radio advertiser, we are generally held more accountable for the result. This is where defining the client's expectations is imperative.

When Radio is being bought, it is more of a buyer's market. Radio reps are then reduced to quoting a price and then dropping it to meet a CPP. Rarely are we concerned or included in how many cars, houses or whatever products are sold. If the campaign's expectations are clear and the result is accomplished, we leave little question as to whether the client should return as an advertiser.

We know that if we continue to deal with a media buyer whose only concern is how cheaply she/he can buy media, we are not being marketers. The underlying theme is, "Get to the client," so that your station's value is realized and demanded. ☐

It sounds like a cliché, but lack of service is the single greatest cause of customer attrition. Clients cancel because they no longer feel your Radio station is an effective means of selling their product. But it takes several days, weeks or months before the first doubt turns into a cancellation. To minimize attrition, you must be there after the sell to answer questions, resolve doubts, solve problems, etc. Always remember: Your biggest clients are your competitors' biggest prospects. Make sure your clients see you as much or more after the sell as they did before the sell.

Another way to minimize attrition is to recognize that a certain amount of it is a fact of life. Constant solicitation of new business is key to the survival of your Radio station. Not only does soliciting new business increase sales, but it also helps cushion the blow when attrition occurs. ☐

IF YOU WOULD LIKE
to respond to a Forum question,
call the managing editor at
407-995-9075.

Contest Participation

You have participated in a Radio station contest in the last six months:



RAB Is Dallas-Bound

In an attempt to slash real estate expenses and reduce personnel costs, the Radio Advertising Bureau's executive committee announced its decision to move most of its operations from New York City to Dallas. The move, expected for some time, was announced after the RAB Board examined three separate sites, including Chicago, Denver, and Dallas. Initially the smart money was on Denver, which is closest to RAB President Gary Fries' backyard, but several inside sources suggested that Dallas was selected, in part, to demonstrate that Fries was "not taking the RAB home with him."

Most of RAB's operational and support functions will be among those to move, but Fries insisted that the headquarters — including the marketing department and some station services functions — will remain in New York. RAB's office space at 304 Park Ave. South costs the association a reported \$50 per square foot, an amount Fries said he no longer could justify to RAB members. "We simply can't keep using stations' dollars to help prop up the New York economy" when the organization could move elsewhere, he said. By contrast, suitable office space in Dallas leases at approximately \$12 per foot. Support staff wages and the cost of other services also are significantly lower

in Dallas, and the organization expects to save approximately one-sixth of its annual expenditures by getting out of New York.

Fries said that most of RAB's staff will be invited to move to Dallas, but also stressed that the organization has been "redefining some of the missions and staff requirements, based on the new technologies of the '90s." Translation: Some staffers are out, some may not wish to move, and those who do move may see new job descriptions when they get to Dallas. Fries refused to predict when the move will occur, but indicated that a search for new office space has begun, and the transition most likely will take place soon.

Premiere Takes Nine From Olympia

Premiere Radio Networks has purchased nine Radio network programs from Olympia Networks of Missouri, including three comedy, one country, and five sports features, including *Coast To Coast With Bob Costas*, *John Madden's Sports Calendar*, *John Madden's Sports Quiz*, and *Sports Flashback*.



Steve Lehman

According to Premiere CEO Steve Lehman, the acquisition of these programs "should enable Premiere to become a significant player in network sports Radio."

Lehman indicated that the acquisition will add more than 1,000 new stations to the networks' affiliate list and should boost operating revenues from \$11 million in 1993 to more than \$20 million in '94, with net income likely exceeding \$.55 per share. The programs were purchased in an all-cash transaction that is not expected to dilute the company's stock. Terms of the deal were not disclosed.

Stations Rap Rap Songs

In response to increasing objections over explicit lyrics contained in records by various rap artists, Radio stations in New York and Los Angeles have begun to either ban some records entirely or to edit selective words or phrases. Management at WBLS-FM New York and KACE-FM Los Angeles have decided to prohibit the airplay of those records which it considers "derogatory, profane, misogynist," or which could incite violence, while KPWR-FM Los Angeles — bowing to pressure from community groups and advertisers — has opted to "bleep" such offensive words as "bitch," "nigger," and "ho." Among those songs on the "hit" list is Buju Banton's *Boom Boom Bye Bye*, which reportedly calls for violence against gays, and presumably Ice T's *Cop Killer*, which allegedly advocates the killing of police officers.

Thurmond Pushes Hard For Ad Warnings

U.S. Sen. Strom Thurmond (R-SC) appears serious in his push to mandate health warnings in all alcohol advertising. Last month Thurmond said "no way" to compromise proposals submitted by various broadcast groups, including the National Association of Broadcasters, and reiterated his intention to see this legislation (S.674, introduced last year) signed into law. Thurmond, who lost a daughter in an alcohol-related accident in 1993, summarily rejected proposals which would call for stations to develop local alcohol education programs, community outreach programs, and media campaigns, including PSAs. Instead, he is expected to make emotional appeals for full support from his Senate colleagues, many of whom

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Radio Revenue Projection For 1994

by Reed Bunzel

Figures for the first 11 months of 1993 showed that Radio revenues increased almost 8 percent over the same year-to-date figures for 1992, tracking well ahead of overall economic growth. And with the U.S. economy poised to improve significantly, so should Radio's fortunes... if all indicators hold steady.

Most economists agree (miracle of miracles) that the U.S. economy should continue to grow at a modest pace through 1994, based primarily on improvement in consumer confidence levels and consumer activity, low interest rates, depressed OPEC oil prices, and an increase in across-the-board employment. While some sectors of the corporate economy (NYNEX and Xerox, for example) still are downsizing their operations and laying off middle-management personnel, many smaller companies have been adding to their payrolls, although many new jobs are coming in at

lower wages. Meanwhile, healthy increases in new home sales should help spur durable goods purchases and other consumer activity, and even the job losses incurred through corporate restructuring could have a positive effect as cost-efficiencies lead companies to make more capital investments in the future.

Flies in the Ointment?

Overall, the economy should grow 4-1/2 percent with real growth adjusted after inflation hovering around 3 percent, according to Mark Fratrick, vice president and economist at the National Association of Broadcasters. Fratrick expects the Federal Reserve Board to push interest rates up a bit, but any impact of these small increases will be negligible. "We may see 1/4 to 1/2 of a point, just to show the bond market that they're serious about inflation," Fratrick says. Meantime, the stock market should benefit from corporate

restructuring; also, as people find job stability, they should start spending more on major ticket items.

Fratrick does see two flies in the economic ointment. "We still have yet to see what impact the Clinton tax increases will have on April 15, and we still have a major problem with the California economy," he explains. Across-the-board employment gains could offset the first of these potential setbacks, but the situation in California could drag on for several more years. "California is such a significant part of the U.S. economy that, if you took California out of the equation when we had an unemployment rate of 6.8 percent, it would have been 6.1 percent," Fratrick says. "However, with increased trade expected between the United States and Mexico as a result of NAFTA, and if there is a revival in the Japanese and other Pacific Rim markets, California is well-suited to exploit its geographic location."

Bottom line: Inflation should remain at a minimum through 1994, particularly if OPEC continues to drive down its prices ... and that bodes well for Radio. Says Fratrick, "In terms of Radio advertising, there's no reason why the marketplace shouldn't increase at least at a pace equal with or greater than the general economy, maybe 6 percent to 7 percent total growth."

Radio Advertising Bureau President Gary Fries concurs, calling for combined local and national Radio revenues for 1993 to finish up 8 percent over '92, and predicting this growth to continue into 1994 at a pace of around 6 percent to 8 percent for the year. This expectation largely is based on a "continued strengthening of the basic premises that are the foundation of Radio sales," Fries says. In fact, while conceding that the health of the overall economy is crucial to Radio's performance, he notes that the industry's strength is influenced just as much by its position relative to all other media.

"We see no indications that 1994 will



Gary Fries

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NEWS FEATURE

◀ 10

be anything other than a continuation of this year," Fries says. "It is important, however, to throw in a little caution because we must remember we're going to be comparing '94 against '93, which was a really aggressive year."

According to Fries, revenues should increase nationwide, in all regions of the country, with the slowest growth coming in the East. "The Southeast and Midwest were good through 1993, and if California shows any signs of recovery, the West will be off the wall," he says. "The only trouble with California is Los Angeles, but that's being offset by some individual markets that are so strong they're holding the entire West up."

The Network Outlook

Coming off a dismal year in '92, network Radio — after December figures are posted — should show a 7-1/2 percent or 8 percent increase. According to Radio Network Association President Rick Devlin, October and November helped considerably to push network billings up over the 7 percent mark — and this growth should continue well into '94. "Based on the number of up-front buys and a general overall economic outlook, next year looks almost as good." Devlin predicts that revenues should increase another 5 per-

cent or 5-1/2 percent in '94, possibly more if automotive leasing disclaimer legislation — already approved by the House — is passed by the Senate and signed into law.

"Disclaimer restrictions have really hurt the network business," Devlin says. "We deal a lot in 30-second spots, and the disclaimers sometimes are 29 seconds in length. So we have a lot to gain from this if it passes."

Fourth quarter 1993 national spot revenues should finish up some 9 percent compared with the same period in '92, and the entire year should come in at just over 7 percent vs. last year, once December's numbers are figured in. This increase over '92 — national spot Radio's worst year in recent memory — came largely from growth in a number of major categories, including national and regional retail, airlines, long distance companies, and automotive.



Gordon Hastings

Katz Radio Group President Gordon Hastings projects growth in '94 to be at least 5 percent, possibly more if on-book paces hold steady at current levels.

12 ▶

\$\$\$\$ Million Dollar Club \$\$\$\$

Million Dollar Club For January 3-16, 1994

\$30 M: WLWZ-AM/FM GREENVILLE, SC AND WMFR-AM/WMAG-FM HIGH POINT, NC AND WNEU-FM EDEN, NC; AND WRDU-FM RALEIGH, NC; SELLER: VOYAGER COMMUNICATIONS; BUYER: HMW COMMUNICATIONS; BROKER: MEDIA SERVICES GROUP.

\$22 M: WAAX-AM/WQEN-FM GADSDEN, AL, WFKS-FM JACKSONVILLE, WOLZ-FM FT. MYERS, AND WNNC-AM/WKSF-FM ASHEVILLE, NC; SELLER: HERITAGE BROADCAST GROUP; BUYER: OSBORN COMMUNICATIONS.

\$9 M: WTRG-FM RALEIGH, NC; SELLER: TOM JOYNER; BUYER: HMW COMMUNICATIONS INC.; BROKER: MEDIA SERVICES GROUP.

\$6.3 M: WAPI-AM/FM BIRMINGHAM; SELLER: WAPI INC.; BUYER: DICK BROADCASTING CO.

\$5 M: WRXR-AM AIKEN, SC AND WKBG-FM MARTINEZ, GA (CP) AUGUSTA, GA; SELLER: J&L BROADCASTING; BUYER: MULTI-MARKET RADIO; BROKER: BLACKBURN & CO.

\$4 M: WBUF-FM BUFFALO; SELLER: LINCOLN GROUP LTD.; BUYER: PYRAMID BROADCASTING; BROKER: MEDIA VENTURE PARTNERS.

\$2.5 M: KQBR-FM DAVIS (SACRAMENTO), CA; SELLER: KYLO RADIO; BUYER: PROGRESSIVE MEDIA GROUP; BROKER: KALIL & CO.

\$1.7 M: KFMH-FM DAVENPORT, IA; SELLER: FLAMBO BROADCASTING INC.; BUYER: CONNOISSEUR COMMUNICATIONS; BROKERS: MEDIA VENTURE PARTNERS AND DAVE COWLE.

\$1.6 M: KEEL-AM/KITT-FM SHREVEPORT, LA; SELLER: MULTIMEDIA RADIO INC.; BUYER: PROGRESSIVE UNITED CORP.

\$1.5 M: WNOO-AM/WFXS-FM CHATTANOOGA, TN; SELLER: TENNESSEE COMMUNICATIONS L.P.; BUYER: PYE BROADCASTING INC.



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NEWS FEATURE

◀11

"We recognize that we may be a bit conservative, and we are quite optimistic that we will be able to raise that number as soon as we get harder numbers for the first quarter," Hastings told *Radio Ink*. "A broad range of advertisers helped us push through '93, and we should continue to see that support in '94."

Interep Radio Store's Pat Healy is a little more optimistic in his expectations, predicting 8 percent to 10 percent growth through next year. His reasoning: "People are feeling better about themselves, the economy is picking up, ad spending is increasing, the pendulum between advertising and promotion is skewing back toward advertising, TV is continuing to fragment, and Radio vs. competitive media is doing very well." Also, new business development efforts promoted by the major rep firms have generated at least \$25 million in new spot Radio revenues.

The darkest spot for Radio in 1994: the serious thrust in Congress, spearheaded by U.S. Sen. Strom Thurmond (R-SC), to require warning labels in all beer and wine advertising. "This one's got me scared," Fries says. "It may not have an impact in '94 because, even if it gets passed out of committee, it could get bottled up. But I'm very fearful of the mood of the country on social issues, and this is a big one."

Radio Daze



Out with the old — in with the new.

News In Review

might find opposition difficult in light of heightened social awareness of drunk-driving issues.

The alcohol industry spent approximately \$850 million on advertising in 1992 (the last year for which figures are available), some \$82 million in Radio alone. Beer and wine producers have claimed that warnings in ads might greatly reduce the effectiveness of their spots, thus causing them to significantly cut back their advertising programs. NAB and other groups agree, claiming that ad warnings will not curb alcohol abuse or drunk driving but will have a severe financial impact on all media. But this argument may not wash with senators who have to answer constituents' concerns regarding a number of highly charged social issues.

Heftel, SRN In \$150 M Merger

In a deal valued at \$150 million, Heftel Broadcasting Corp. and the Spanish Radio Network (jointly owned by Heftel and Mambisa Broadcasting) have merged.

The company, which still will be known as Heftel Broadcasting, will include KTNQ-AM/KLVE-FM Los Angeles, WADO-AM New York, WAQI-AM/WRTO-FM and WQBA-AM/FM Miami, and WGLI-FM Babylon, NY. Heftel Broadcasting is 100 percent owned by former U.S. Rep. Cecil Heftel, and is operated by company president Carl Palmer.

TM Posts 94% Net Gain

TM Century has reported net income of \$765,000 (\$.30 per share) on revenues on \$9.09 million for its fiscal year, ended Sept. 30, 1993. This figure constitutes a 94 percent increase over 1992's net income of \$394,000 on revenues of \$9.17 million. TM CEO Craig Turner attributed the increased performance to "continued cost reductions and efficiencies in all primary product lines." International sales revenues were up 10 percent in '93 over '92, and last July the company moved to new facilities, which led to corporate consolidation and implementation of technological improvements that significantly increased the company's product line.

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Dusty Black, VP/GM
KODA-FM
Houston, TX

This nightmare actually happened to me!

The first order of business is to properly handle the large number of calls to the station. Listeners are confused and must be reassured. Briefly give them the facts, be polite, and thank them for calling. Try to sound calm and confident.

It's essential you notify your listeners and clients. Alert the local TV stations and newspapers to your plight. Unless you're a direct competitor the news/talk Radio stations may pick up the story. Try to find an angle for them to get excited about. Fax a press release to everybody, including your clients.

Gather your staff, and organize a client phone blitz. Update clients on the situation, reassure them it will be fixed ASAP, thank them for their loyalty, and let them know you'll take care of them as soon as the station is back on the air. You'll have competitors making phone calls as well, so make sure the client hears from you.

Appropriate staff members to assist with media relations, client contact, etc. Keep in close contact with the press; they can be your best allies in this situation. Make sure the sales staff is highly visible.

Once you get back on the air, don't forget those media outlets who were especially helpful. Buy a full page ad and TV spots and proclaim "We're Back," and thank your listeners for their loyalty.

Thank the audience for their patience and capture attention with some kind of "We're Back" on-air promotion. And don't forget to service your clients like crazy.



Don Morehead, GM
KWLO-AM/KFMW-FM
Waterloo, IA

Maintain audience by

continuing as much outside visibility as possible. Use other media to stage a contest with prizes for first responders when your signal returns. Continue appearances at club and mall locations and seek guest spots on local TV interview shows. Make sure you muster news exposure through TV and print. A direct link to cable TV can provide service to "cable" listeners and duplicate the signal on access and background channels. Do possibilities exist for an LMA?

In a "combo" operation, convert ad schedules from the "down" station to a sister facility at a discount. Success stories may encourage clients to invest future buys on both stations. Give advertisers frequency credit toward "bulk-buys" for ads scheduled prior to your down time. And, with surplus staff, what a great time to revise copy or produce "spec" spots. Offer "sale rates" to advertisers willing to air schedules immediately upon your return to the air.

Your staff is your most valuable resource! Look to them for ideas to exploit your dilemma. Avoid layoffs and squelch rumors of such. Turn support staff's "free-time" into an opportunity to catch up on projects you've never before found time to do, like organizing storage areas and updating music catalogues. Turn the entire staff into telephone direct marketers placing phone calls to "P1" listeners and updating them on a forecasted back-on-air target.

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Circle Reader Service # 107

MANAGEMENT



by Chris Gable

Out of Touch?

Breaking Through Subconscious Filters

Have you noticed the latest marketing trend selling products that are clear, clean, natural, refreshing, honest? Are there implications that you can apply to the way you operate, hire, lead, sell, hire, fire, broadcast?

Think about it. We want CD-quality sound because it is pure, crisp, digital. We want clean water. We zap TV channels to filter in or out, depending on our mood or desires.

Think about other filters we use in our daily life. Do you take your calls, all the time, anywhere? If you do, you're a rare breed. Most of us filter out the unnecessary, undesirable, boring or annoying calls when we can.

Subconscious Filters

The human experience requires a great deal of filtering just to keep sanity. Our subconscious is a constant filter, tuning in to what our value system says is important and tuning out what we find to be unworthy of our attention.

It's been said that each day the average American faces more requests for their attention than George Washington faced in his entire life. No wonder the thoughts and writing of our founding fathers seem so clear and simple. So, while you and every American develop stronger and more complex filters, is it any wonder that we all seem to seek a simpler existence?

Products compete for our attention daily, using brand name logos to cut through our subconscious filters. People do this too, whether it's with a particular style of dress or the way we arrange our office furniture.

Tear Down the Roadblocks

But what about filters in business communication? Too much filtering can isolate a manager and rob you of perspective. Want to break free? Start removing filters. I'm not talking about symbolic filters. I mean wipe out some obvious, visible roadblocks. As a manager, take a few lunch breaks this week at the receptionist's desk. Answer the phones. Sample the front line of communication with the public.

Next, head back to traffic, bookkeeping or production and fill in. Don't know the process? Isn't that a dangerous filter you've allowed to creep into your life? Get back on the street. Talk to fellow managers and turn off your filters, listen, and listen, and listen, and absorb.

One of my first managers taught me a great policy, and I try hard every day to live it.

I'll never ask you to do something I won't do.

I may ask you to do something I cannot do, but please, allow me to look over your shoulder so I'll be able to learn.

I must know how you and your job contribute to my business. 

Chris Gable is president of Chris Gable Broadcast services. He may be reached at 717-964-3255.

QUICKREAD™

- It's healthy to subconsciously filter out what is not important to us in our daily life, as so many people and products vie for our attention.
- Too much filtering, however, can rob a manager of perspective.
- To remove some filters, spend some time answering the office phones or filling in, in other departments.



Great Radio that Makes Money and Makes Sense!



THE DON McDONALD SHOW

Talk About **The Most Important** Part Of Life

NBC's...Bruce Williams and Don McDonald...are knowledgeable pros."
-Money magazine, June 1991

"We have the privilege of having a license...to serve our community and that community wants Don McDonald."
-Peg Dempsey, General Manager, KEZX-AM, Seattle, WA

"I thought Bob Brinker was interesting...until I heard Don McDonald's show. He is the best I've ever heard."
-Kenneth Wismer, listener, Renton, WA

"Our success this year is directly attributable to the tremendous value that (Don's) show brings to this station."
-Ron Cohen, President, KFNN-AM, Phoenix, AZ

"If someone had told me...that I would be making tens of thousands of dollars... of investment decisions based upon the words of a...talk show host, I would have arranged psychiatric consultation for (them). Yet...that is exactly what is happening."
-John Anderson, listener, Dallas, TX

"WPGC(AM) listeners love (Don's) show...he is always 'right on the money'.
-Steve Chaconas, Program Director, WPGC-AM, Washington, DC

"As a teacher trainer I recognize (Don) as a model educator as well as an entertaining talk show host."
-Pat Morfee, listener, Gig Harbor, WA

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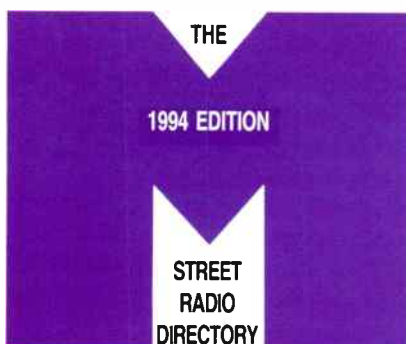
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SALES



by Ray Holbrook

Think Like A Woman If You Want to Outsell Other Men

If you are a man, thinking 'like a woman' will help you get sales other men may never get.

Generally, I believe that men are more adversarial sellers. Women, perhaps instinctively, are less confrontational and more nurturing in their approach. Marketing is in today ... it has always been in. Spot selling is out ... but like the flu, there is still a lot of it going around. We pay great lip service to the premise that we should be marketers of our client's products instead of simply sellers of our station's spot inventory. It's easy to say, and very difficult to do.

Kill or Be Killed?

There are many men selling Radio today who have been trained for the sales

"battle." They have been told by whoever trained them that "there will be a sale made today ... either you sell him, or he will sell you." Either you sell the prospect your program or package of spots ... or he will sell you by saying "no." We are not that far away from the coliseums of ancient Rome where a single victor was required in hand-to-hand combat.

Sales, especially Radio sales, should not be a win or lose combat for either party. When carried to its best, and right, conclusion, it will be a win for the salesperson, the Radio station and the advertiser.


Salesperson as Problem-Solver

Women, generally, are nurturers; they approach a sales prospect as a supporter, not as an adversary. Instead of walking into

a business on the first call with a package of commercials to sell, a woman will usually ask questions and get to know the manager ... and the business. Then she will take the information gathered back to the office and build a campaign, complete with sample commercials, proposed advertising schedule and intelligent reasons for airing the campaign in the manner she has proposed. She returns to the prospect and presents the plan developed to solve the specific problems outlined by the prospect in their earlier meeting. More often than not, she will walk out with the order.

Are women better salespeople than

Sales, especially Radio sales, should not be a win or lose combat for either party.

men? I don't think so. However, I believe that we men will be more effective salespeople if we adopt some of their methods, like sensitivity. If you want to be more successful as a salesperson, use the sensitivity which is very much a part of you.  Ray Holbrook is GM of WMDM/WPTX Lexington Park, MD. He may be reached at 301-475-8383.

QUICKREAD™

- Women generally sell differently than men. Men are trained to do battle, while women approach a sale as a supporter.
- A woman will get to know a client's business first and then sell them on a specific plan, rather than try to sell the package on the first call.
- Salespeople can be more effective by using their sensitivity to a client's needs.

A Picture Is Worth A Thousand Words



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"We're very, very happy with the DSE 7000. It has exceeded everyone's expectations. Most jocks can operate it after just 15 to 30 minutes of training. The DSE is in use an average of 15 to 16 hours a day."

Fred Miller, Chief Engineer
WRIF, Detroit, MI

"As far as I'm concerned, it's the best workstation on the market. The one negative thing I have to say about it is that we only have one. We joke about how a line forms around the studio with the DSE, and nobody touches the other one."

Chris Thornton, Chief Engineer
WSBT, South Bend, IN

"When they told me they were going digital, I was ready to quit my job. But within a week I was thinking how did I ever live without it?"

Dan Alexander, Production Director
WCXP/WCPT, Alexandria, VA

"I'm in production heaven! The DSE is at the top when it comes to production capability, freedom and safety. UNDO is the best thing that's happened to radio since the invention of tape."

Greg Williams, Production Director
WMC AM/FM, Memphis, TN

"It has speeded up our editing process so much that now the guys who 'wanted it yesterday' can actually get it yesterday! The on-air guys love it for their production. If they took it away from me, I think I'd give up the business."

Bob King, Program Director
KEX/KKRZ, Portland, OR

"We had all the other machines in here. This was the only one we could actually start up and start using in five minutes. No setup, no confusion, no trouble."

Vito Colonna, Production Director
WNCN, New York, NY

"It just blows everything else away."

Carl Harris, Production Director
WHYY, Annapolis, MD

"Without question, the DSE has increased the quality and creativity of our production."

Bob Duckman, Program Director
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World Radio History

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by George
Whitaker

What The Heck Is "Radio" Anyway? Sound Basics You Should Know

When you talk about Radio, you have to talk first of all about sound, because Radio is merely a means of delivering sound. The business of broadcasting is not Radio alone, it is a Radio frequency carrier delivering sound.

What we perceive as sound is change, change in air pressure as detected by our eardrums. There is always one atmosphere of pressure. But what we perceive as sound is any rapid change in this pressure. Therefore, anything that can deliver this change could be used as a broadcast medium. All we're after is a change in something, it can be water, air or whatever, as long as we can, ultimately, get a change in air pressure on the other end.

Now that we have established what we are delivering, let's look at how AM and FM Radio, each in their own way, work to deliver sound.

AM Basics

First of all, let's look at our carrier. Consider a station on 1600. This designation means that the station operates with a carrier frequency of 1600 kilohertz. This is

QUICKREAD™

- Radio is basically a means of delivering sound. Sound is change in air pressure detected by the ear drums.
- With AM Radio, to effect a change we can convert into sound, we are increasing and decreasing the amount of signal we are broadcasting.
- With FM, in an unmodulated carrier, sound waves are the same distance apart. In a modulated carrier the difference shows up as the distance between waveforms.

a sine wave, and 1.6 million times per second this sine wave will rise from zero to maximum, then reverse and swing back through zero to maximum in the other direction, then back to zero. That, of course is what we know as our carrier.

In AM we put the audio on the outside of the carrier in what are called sidebands. We impress the audio on the edges of the carrier. Viewing a tone of about 20 percent modulation on an oscilloscope, you would see it moving out, getting taller. That is your positive modulation. And, at the same time we are moving down toward the middle. This is your negative modulation.

We can push the outer side out to 125 percent, legally. That is an arbitrary limit chosen by the FCC, not a physical limit. In fact, I have seen our transmitter pushed to 150 percent positive and it still sounded fine. The FCC decided on the 125 percent limit to reduce interference problems.

This is not the case at all with the negative peaks of modulation. They are moving down as you increase the volume of the modulation and are moving toward the center. When you over-modulate on negative peaks, you are actually cutting your carrier completely off. We hear this as noise and distortion because when you cut the carrier off, the listener hears a "pfft" because the Radio is hearing something, then nothing, and then it's hearing something again. Not to mention the fact that you will generate frequencies other than the one you are licensed for.

When you cut your carrier with negative modulation, it actually goes to nothing; if you are looking at it on a scope you will see it make a straight line at the middle.

That's why it's very important to watch

your negative peaks. And that's why the FCC is interested in negative peaks.

I have seen managers say something to the effect of, "Oh, let's crank it up a little more. I know we're flashing the lights, but I want it loud." But you're not really going to do anything but increase your distortion, because once you pass the point that you are cutting your carrier, you just can't put any more on there.

AM stands for "amplitude modulation." We are increasing the amount of signal there by adding the modulation; that's why your antenna current goes up with modulation.* Twenty-two and a half percent at 100 percent modulation. To effect a change we can convert into sound, we are increasing and decreasing the amount of signal we are broadcasting. The receiver strips away the carrier, and we are left with the changing level that corresponds to the audio we put into the transmitter.

Another thing to note is that the parts of the signal nearest the carrier are the lows, such as the bass guitar, and the far edges are the highs, such as the cymbal. Which brings us to a problem with AM. Why don't we have the high fidelity of FM?

Noise Vs. Sound

The real truth is that we are broadcasting highs up to 10 kHz. They just aren't being received.** The highs have always been there, but we don't hear them because they are cut off by the tuning section of the receiver called the intermediate frequency (IF) strip. The IF strip is, by necessity, somewhat narrow-banded. The effect is referred to as limiting the bandpass.

In AM, limited bandpass kills your

highs. In FM, limited bandpass creates noise. This is done to keep down interference between stations. Because out in the far edges of the sideband is where all of the adjacent channel stations begin to overlap, and cutting this off can reduce interference. It also reduces the pickup of man-made noise. Ever since the '50s, the receiver manufacturers have compensated for the design flaws by chopping off everything but the most intelligible frequencies. It cut down on noise but killed the sound of AM. Now that the FCC has adopted the NRSC standards to keep our sidebands sharply limited, the receiver manufacturers, in theory anyway, will increase the tuning width of the IF and allow more of our signal to be heard, without having people complain that their receiver can't separate stations.

With the NRSC receivers, we gain back some of what we have lost over the years. One of the problems here is that it requires expensive circuitry to build a receiver to take advantage of NRSC.

FM Basics

In FM, instead of adding to the amount

of energy present, we move the frequency up and down. This makes the wave longer or shorter, corresponding to the audio. You will see that what we are doing is stretching and compressing the signal.

If you look at AM on an oscilloscope you can see it moving up and down. If you look at FM on a scope you can see it moving in and out as it gets longer and shorter. In an unmodulated carrier they are the same distance apart. In a modulated carrier the difference shows up as the distance between waveforms. In the FM receiver, when we get rid of the carrier, what we have left to convert to sound is the difference between the carrier and the points to which it moved up or down. Again, we have delivered a change that can be converted to sound.

Now, the fact that the sound is down in the carrier, as opposed to being added to the outside, brings up the reason that AM is susceptible to lightning and other noise and FM is not. If you have a bolt of lightning that creates a spike of r.f. energy, the effect can be visualized as taking a chunk out of your signal. If you take a chunk off the edge of an AM signal, you have lost part of your audio, and noise has been substituted. In FM, however, the interference has to be

great enough to cut completely through the carrier before the sum-difference situation that the receiver is looking for is altered. ☐

This article was excerpted with permission from George Whitaker's book, Radio Engineering for the Non-Engineer. Whitaker may be reached at 817-468-5981.

FOOTNOTES

*If you are using a toroidal transformer type of antenna current meter, the meter will move downward with modulation. This is because the meter is reading the carrier only and, as the negative modulation increases, the amount of carrier decreases. This type of meter will ignore the audio frequency energy in the sidebands even though it is there.

**A few years ago, the FCC adopted the NRSC (National Radio Standards Committee) recommendations calling for limiting AM stations to 10 kHz, instituting pre-emphasis, and setting standards for measuring the amount of "out-of-band" material a station is broadcasting. These measuring standards take effect this year, and each station will have to prove compliance. See FCC rules for proof-of-performance.

Announcing the Finalists for the 1993 Radio Wayne Awards



Previous Winners

- 1991 Δ Val Maki Δ *The Radio Wayne Award*
- 1992 Δ Cary Simpson Δ *The Radio Wayne Award*
- 1992 Δ Bob Poe Δ *General Manager of the Year*
- 1992 Δ Louise Crawford Δ *Sales Manager of The Year*
- 1992 Δ Mary Bennett Δ *Woman of the Year*

A panel of judges has narrowed the nominations down to these finalists. Judges will select one winner in each category, who will be awarded on Saturday, February 19 at RAB '94 in Dallas. The Radio Wayne Award is named for "Radio Wayne" Cornils who has set an example of leadership and quality in Radio for a lifetime. The award is designed to recognize individuals who epitomize professionalism and have raised the overall level of excellence in Radio within their market, and in the industry as a whole.

Best Overall Broadcaster (The Radio Wayne Award)

- Skip Finley Δ WKYS/Washington, DC
- Sally Hawkins Δ WILM/Wilmington, DE
- Mike McKoy Δ KJYY/Des Moines, IA
- Mary Bennett Δ KZFX/Houston, TX
- Perry St. John Δ KQEG/La Crosse, WI

General Manager of the Year

- Lou Vito Δ WPKO/Bellefontaine, OH
- David Manning Δ WRBQ/Tampa, FL
- Doyle Peterson Δ KMGA/Albuquerque, NM
- Linda Byrd Δ WROO-WAIA-WNZZ-WZNZ/Jacksonville, FL
- John King Δ WSIX/Nashville, TN

Sales Manager of the Year

- Martie Miller Δ KEKB/Grand Junction, CO
- Richard Mecham Δ KSL/Salt Lake City, UT
- Glenn Cheesman Δ WVNO/Mansfield, OH
- Gail Brooks Δ KCBS/San Francisco, CA
- Dennis Burchill Δ WSWA/WQPO/WPKZ/Harrisonburg, VA

Woman of the Year

- Kim Woodworth Δ WTXI/Tuscaloosa, AL
- Cecelia Breyault Δ WMXJ/Hollywood, FL
- Karen Carroll Δ KYKY/St. Louis, MO
- Mary Rawlins Δ KBCO/Denver, CO
- Joan Gerberding Δ WPST/Trenton, NJ

RADIO INK



Radio Executive of the Year

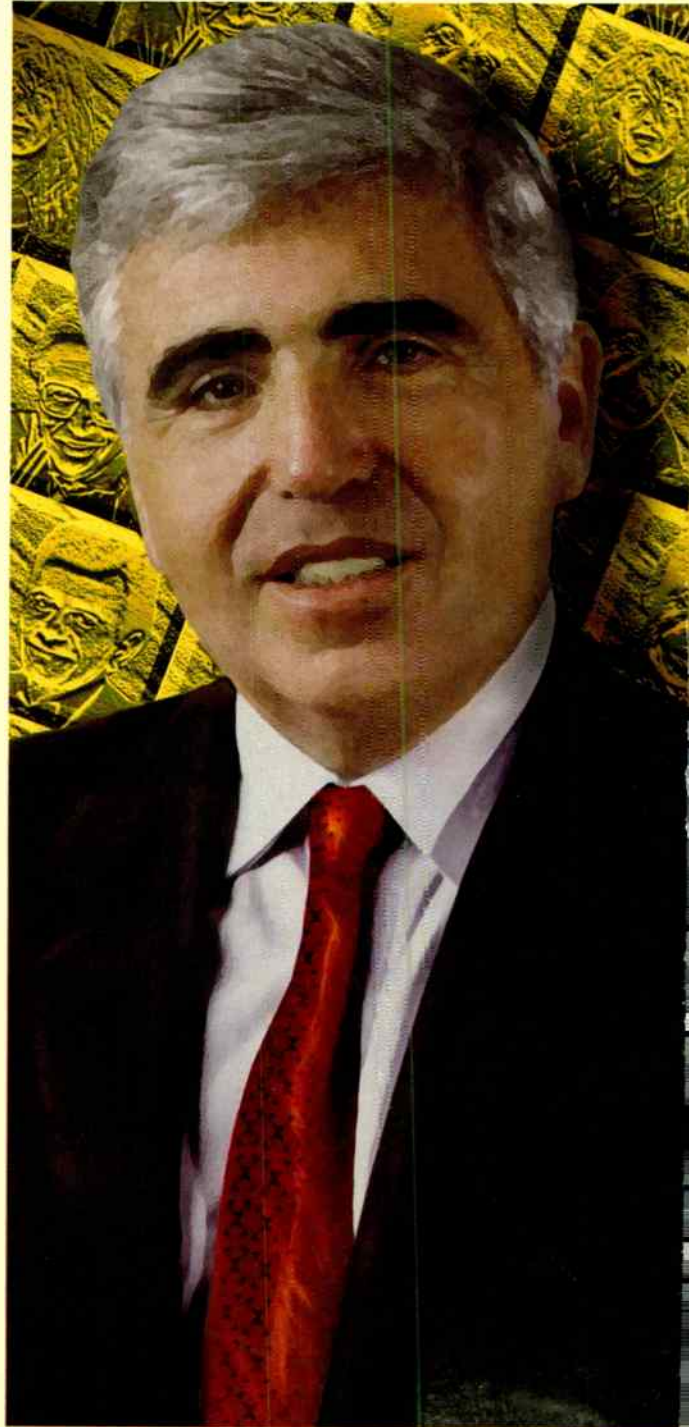
Mel Karmazin

Proposed or closed transactions in 1993 totalling more than \$300 million. Revenues up 15 percent from a year ago, almost double that of the Radio industry at large. The purchase of two major Radio network companies, and with them most of the mega-talent in the industry. Total assets pushing the \$2 billion mark by year's end, and still growing. And all of it in Radio.

There was no question this year who deserved *Radio Ink's* Radio Executive of the Year award. Mel Karmazin, president and CEO of Infinity Broadcasting, took advantage of newly changed FCC rules, an upturn in the public marketplace, and a solid internal management team to outpace virtually every other Radio group in growth and operational success through 1993. While most other Radio companies were breathing collective sighs of relief that the industry's recession finally appeared over, Karmazin was sifting through the ashes to find a phoenix or six that would fit squarely into his corporate portfolio.

Not that 1993 was without turmoil for Karmazin and Infinity. Last summer, the FCC issued a Notice of Apparent Liability against Infinity, fining it \$500,000 (on top of \$600,000-plus in 1992) for alleged indecent programming broadcast on *The Howard Stern Show*, and WLUP-AM Chicago dropped the Stern program supposedly because of concerns over potential charges of indecency (Karmazin disputes this reasoning). Additionally, various "citizens' advocacy" groups have filed petitions to deny the transfer of KRTH-FM Los Angeles and WPGC-AM/FM Washington. Karmazin is bothered by the efforts of his detractors, but he refuses to have his company "held hostage" by other people's social agendas.

Karmazin joined Infinity as executive vice president of Infinity's Radio division in 1981 after holding a variety of sales and management positions at WCBS-AM, WNEW-AM and WNEW-FM, all in New York. In the late 1980s, he engineered a \$500 million deal — 11.8 times cash flow — to take the then-public company private. Last year, taking advantage of solid corporate performance and a strong marketplace, he took the company public again ... and since that time the stock has more than doubled in price. Karmazin received his bachelor's degree in business administration from Pace College in 1965, and prior to entering the Radio business worked for several years at the Zlowe Advertising Agency as a media buyer and account supervisor.



INK: Industry-wide, Radio revenues in 1993 were up about 9 percent over '92, but Infinity's revenues far exceeded that figure. Why do you think your numbers looked so good?

KARMAZIN: We have some very good Radio stations that are really well-positioned within their markets. Our company believes in very large sales organizations and compensating salespeople very handsomely. We put a great deal of emphasis on new business. We don't believe in fighting for share among other Radio stations, but rather in trying to generate new Radio

'We're proud of the fact that in every market where we have duopoly, the total number of people employed is far greater than it was before we got there.'

dollars. We have commission rates at all of our Radio stations and certainly reward those people who do the best job in new business. We also have the ability to attract some of the finest talent in the Radio business. We believe in paying them very well, we give them an awful lot of freedom and autonomy. Our company is only in the Radio business, so we often say that if you want to be in the Radio business, why not work for a company where Radio is real important, rather than be in a small division of a bigger company. Because of this philosophy we've been able to attract a lot of the stars of the industry ... and they have delivered great results.

INK: How do you feel knowing you are outdistancing so many other companies in terms of revenue and cash flow?

KARMAZIN: Actually, we'd love to see everybody up 15 percent for the year. There certainly is enough money to go around. Radio still is not getting its share of the pie, but if more of the major players in this industry put their resources into Radio, the net effect would be a flow of more business into the industry. By most estimates, Infinity probably was the largest revenue company in 1993, followed by CBS, Cap Cities/ABC, and Westinghouse. We certainly would like to see those companies increase their presence in Radio, because they're fine companies with great management, operations, and assets. We'd love to see

them spend what we have spent on acquisitions, because we think it would help the industry.

INK: Can you reveal to us how you see Infinity continuing to grow through the next year or 18 months?

KARMAZIN: Since our revenues were up 15 percent last year, it's clear that our stations are experiencing great growth. Therefore, we are not dependent upon making acquisitions to grow our company. We've always said that buying Radio stations is the easiest thing, while running them successfully is much more difficult. From our point of view, as long as our existing core Radio

stations — the 22 plus WPGC and KRTH — continue to operate as successfully as they are, we'll continue to make prudent acquisitions. We have room to buy two more FMs

under the current FCC rule, which humps up to 20 next September. So we have the opportunity without any changes in the ownership rule to buy four more FMs.

INK: Has your operation and expansion of Infinity been part of a long-term plan, or are you just taking advantage of good opportunities as they have presented themselves?

KARMAZIN: When I joined Infinity in November of 1981 we owned a Radio station in Jacksonville, FL, and it didn't take us long to see that it takes as much hard work to be successful in Jacksonville as it does to be successful in Los Angeles. The rewards are far greater for success in Los Angeles, primarily because you are able to tap into a bigger and stronger talent pool. We decided that we wanted to be a major market Radio company, so we put together a portfolio of Radio properties in the major markets. We have identified the markets in which we want to operate, and we often have identified specific Radio stations in those markets that we're interested in ... and you will see this company continue to expand its position in major market Radio by acquiring properties that we believe have a large upside.

INK: You're currently in all the top 10 markets. How far down would you be willing to go and still consider yourself only in major market Radio?

KARMAZIN: Our smallest market is Tampa, and that station is generating more cash

flow than many New York City Radio stations. WQYK is a very profitable Radio station and takes a very substantial amount of money out of the Tampa market. It has double digit shares in audience and is garnering a very big chunk of the advertising pie in that market. So we certainly have seen that it is possible in a market that size to be very important to this company. But, with the current ownership constraints we will only be able to own four more Radio stations in 1994, so we probably will concentrate our efforts on markets in or near the top 10.

DOUBLED-UP

INK: You've taken great advantage of the ownership rules that were relaxed in 1992, but your primary aim does not seem to have been to consolidate operations but rather to run your duopoly stations separately. What is your philosophy on this?

KARMAZIN: I can't speak to the motives of other broadcasters, but we believe that the people we have working for Infinity are assets. Having two general managers means that you have twice as many assets. The people we have are what make this company successful. When we look at the opportunity of having two Radio stations in the same market, we don't view the general manager's salary as a disadvantage. We view the general manager as somebody who is going to help us make a lot more money.

INK: Are there any ways in which consolidation can be effective?

KARMAZIN: That option always exists, but once you make a cut, you can't make it again. If you eliminate the general manager's salary you save that amount of money, but you can't do it again next year. Our view is that Radio has a high degree of fixed cost and relatively low variable cost. Once you get beyond your fixed costs, roughly 80 percent in excess of that falls to the bottom line. Therefore, if you're able to generate a million dollars in incremental revenue, you can increase your cash flow by \$800,000. And we believe that, by having separate staffs and general managers, we can generate incremental revenues much greater than the savings we could realize by cutting a salary. We also have yet to implement any back-office consolidations, because everyone who works for us adds value to our shareholders. We also believe that it is in the country's best interest not to reduce employment. We don't believe that it was

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INTERVIEW

◀ 21

the intention of the government when they were deciding to change the ownership rules to find out that the net effect of changing those rules was to reduce employment. We're proud of the fact that in

every market where we have duopoly, the total number of people employed is far greater than it was before we got there.

INK: But in some respects don't you operate and sell your stations in tandem?

KARMAZIN: We share a lot of information between our stations, and we do coordinate our selling activities at the stations where it makes sense. For example, the sales department at WFAN, which has a male 25-54 target audience, is in constant dialogue with K-ROCK which has the similar 25-54 male demographic. They are constantly coordinating pricing and helping each other to maximize Infinity's revenues in the market without having one salesman selling both Radio stations.

INK: The big duopoly question remains whether one plus one equals two. Is that important in your management equation?

KARMAZIN: The main advantage when the FCC changed the duopoly rule was that it enabled companies to buy more stations in bigger markets. The biggest advantage for Infinity when the rules changed was that we can own 18 FMs where previously we could only have 12. People who have viewed one plus one equaling more than that are finding that when they combine their sales staff, it hasn't proven to be the case. I believe we're seeing some people benefit from being able to fire a general manager, but we can only wait and see what they can do next to generate more revenues.

INK: In the past year you opened some eyes by paying hefty prices for a few choice stations. While you can justify paying those prices in a simple cash-flow multiple equation, can you see a point where duopoly values become as absurd as some of what we saw in the late 1980s?

KARMAZIN: First, I wish I was able to buy every one of the Radio stations for a lot less money. It's not like we like paying that much, but we like to buy blue-chip properties, which tend to have a lot of cash flow. And that makes them worth lots of money. Certainly, duopoly has helped on the pricing side because it increased the number of



potential buyers. For example, prior to duopoly we wouldn't have been able to buy KRTH-FM in Los Angeles. The only people who could have bought it were companies

not already in that market, and most of the major players in the business are in L.A. So the seller would have been forced to find somebody in a smaller tier, and the price might have been different. Even so, many of the major players in Radio have yet to aggressively pursue acquisitions, but if they did it would be beneficial to the industry — and we probably would see a great impact on pricing.

INK: How serious are you in petitioning Congress to lift the ownership caps, or at least raise them?

KARMAZIN: You know, I really have no idea where that story came from, but I can figure it out. Generally, however, we agree with the FCC's original vision to have no limits on ownership ... or maybe 50, if that would ease the concerns of Congress. It's important to understand that Radio is a local medium, and lifting the ownership limits would not result in restraint of trade or concentration of power, just because somebody would be able to have a bunch of Radio stations in a bunch of different markets. The FCC and Congress dealt with community domination by imposing the 25 percent ownership caps, but what difference does it make if someone owns 20 Radio stations or 30? There is no limit to the number of newspapers that a company can own, and that's a local medium, too. If I were in Congress I would be more concerned about the one newspaper in a market than I would be about a company that owns 20 or 30 stations in a number of different markets.

INK: Have you been speaking with members of Congress about this issue?

KARMAZIN: Anytime I can, whenever I can. I've urged our general managers to do the same thing.

INK: Speaking of the FCC, are you at all concerned with the petitions that have been

filed to deny your purchase of either KRTH or WPGC in Washington?

INDECENT PROPOSAL

KARMAZIN: Section 504-C of the the Communications Act says you can't use any unadjudicated claims against a licensee for the purpose of dealing with ownership. Because we think that the Commission is incorrect in its assessment of its indecency fines, Infinity has never paid one. We feel a need to follow due process, and we have seen a couple transactions slow down because of that. Now, there are a few individuals who say that, because we have broadcast material that the FCC believes to be indecent, we should not be permitted to buy Radio stations. We have a legitimate First Amendment disagreement with the Commission, and we should not be held hostage while this issue is resolved. And until we have been found to have done something wrong, we shouldn't have our transactions delayed.

INK: Do you ever get tired of being the point person on the issue of indecency?

'We have a legitimate First Amendment disagreement with the Commission, and we should not be held hostage while this issue is resolved.'

KARMAZIN: Do I ever get tired of it? I don't like it at all. Our company is against indecency. We do not believe that indecency should be on the airways, even in the time period where the FCC has said that there is a safe harbor. Our policy is we don't broadcast indecency, and we don't want to broadcast indecency. And we don't believe that the Stern program is broadcasting indecency. Howard may say things that offend people, he may say things that are in bad taste, and he discusses sex, but we don't believe it is indecent. There is a big difference between dealing with something that is in bad taste and something that is indecent. The indecency definition is a vague standard to which we are trying to conform. Unfortunately, when people think of Infinity they think of the disagreements we have had with the Commission on the subject of indecency. They don't talk about the things we have been doing with our

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Congratulations, Mel, on being
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Radio stations and the community service we've provided. All we are getting is a lot of publicity when one listener complains that Howard is broadcasting indecency.

INK: Can you envision a specific definition that the FCC could hand down that you and Howard would be able to live by?

KARMAZIN: Absolutely. It used to exist. When we hired Howard, he was on WNBC. We went to the FCC and spoke with the head of the Mass Media Bureau, who assured us that as long as a person did not say the seven dirty words, he would not have any trouble from the FCC. So we hired Howard, who doesn't say the seven dirty words. As a matter of fact, there has never even been a claim that he's aired one of those words. Then, back in 1987, the Commission redefined the definition of indecency to make it broader ... and I don't disagree with that, because there are things beyond those seven dirty words that could be indecent. But clearly, the FCC has said that there is no taboo to discussing sex, so what we don't understand is how Howard can be considered indecent, when Geraldo — whose material is much more graphic — is not. I don't mean to imply that Geraldo is indecent; we simply don't think there should be the double standard. Rather than be so vague, the FCC needs to give us some more guidance so we can understand specifically what we can and cannot do.

NET WORTH

INK: Let's take a look at the network side of your business. You took over management of Unistar earlier this year, and you currently have a deal pending with Westwood One. Tell us how the Unistar deal came about.

KARMAZIN: Infinity had made it known that we liked the programming distribution business. On the television side of things we were seeing an awful lot of companies that provided stations with programming, and those companies are financially very successful. Our vision was to do the same thing in Radio. We had some conversations with Unistar and were able to work out an equity position in Unistar. Unistar is a very exciting company for us, because in addition to having eight 24-hour formats, it had a lot of special programming. We also used Unistar to syndicate G. Gordon Liddy, which is now in almost 200 Radio stations, and we began to simulcast Don Imus. The

key is that there are all these Radio stations around the country who can't afford to hire a Rush Limbaugh or a Howard Stern or a Larry King, so in order to get that kind of quality programming they're going to have to get it from national syndicators. Since our stations tend to place most emphasis on local sales, we figured we could hedge our bets by having a vehicle in which we could share in national advertising.

INK: But the network business suffered significantly in 1992. Do you think it has rebounded enough to remain healthy, or are you prepared to weather it out if there is another economic slump?

KARMAZIN: Through the first three quarters of '93, network Radio was up 6 percent. Just to give you an idea, newspaper was up 4 percent and television was up 4 percent, while local Radio was up 8 percent. We think that the opportunities will exist in the combined resources of Unistar and Westwood One for us to provide advertisers with opportunities that they hadn't had before.

INK: How will Westwood One be structured once that deal is finalized?

KARMAZIN: Westwood One has some wonderful assets, including the people who work there. While Unistar has CNN News, on the other hand Westwood One has Mutual and NBC, with some great names in the Radio news business. Through Unistar we've been able to distribute G. Gordon Liddy, but on the Westwood One side, we have Larry King, Casey Kasem, and Pat Buchanan. Unistar has done a good job of having a strong position in country music, while Westwood One does a great job in the rock 'n' roll component of the business. Westwood One has some very strong programming talent with a very strong library that fits very well with the library of Unistar. So while Cap Cities/ABC will continue to be the largest company in the network business, we think Unistar and Westwood One together have some incredible assets that will provide stations the programming they need while



allowing advertisers to reach the audience more effectively.

INK: What happens with Norm Pattiz?

KARMAZIN: Norm will be chairman of the board and he will become richer than he is today.

INK: Previously you mentioned the criticism that syndicated programming diminishes the localism of Radio. Do you think this notion of localism is warranted, or is the nature of the industry changing?

KARMAZIN: There always are going to be some stations that are going to have some very strong local news, traffic, and weather. But we also believe that there is a market for Radio stations to provide stronger entertainment. A lot of otherwise strong local Radio stations can't provide the same kind of entertainment programming that we are able to provide. The Radio business is very fragmented, and we think there will be room for all types of Radio stations — those that are strong locally, and those that can operate more efficiently by getting stronger programming on a national level.

INK: How do you think the introduction of digital Radio will affect the marketplace?

KARMAZIN: We believe that in-band, on-channel would be in the best interest of the Radio industry, and we also do not envision

'I don't see any advantage to satellite DAB. Who needs more programming choices? There aren't enough advertising dollars to support it ...'

that we will ever be in the business of delivering programming that won't be on Radio stations. It's important to note, however, that we have done extensive research and we're finding no indication that the consumer is listening to FM Radio less because the quality isn't there. In fact, our most recent research showed that Radio listening is at an all-time high. Therefore, I'm not sure that the marketplace has any interest in digital Radio. Now, in no way am I suggesting that broadcasters should stand in the way of technology. We must embrace it, if there is a reason for it. But with the exception of those who would like to

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IMPORTANT MESSAGE

FOR C.T.
 DATE 7/30/93 TIME 10:25 AM PM
 M John Gehron
 OF WNUA
 PHONE 312/645-9550

TELEPHONE	CALL BACK	CALL BACK	EXTENSION
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WANTS TO SEE YOU	WANTS TO SEE YOU	WANTS TO SEE YOU	WANTS TO SEE YOU
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REMARKS FOR CALL	REMARKS FOR CALL	REMARKS FOR CALL	REMARKS FOR CALL
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

MESSAGE: *Mid-day numbers look great. Telemarketing really worked!*

IMPORTANT MESSAGE

FOR Courtney Thompson
 DATE 1/20/93 TIME 1:30 AM PM
 M Dave Kendrick
 OF KKSF
 PHONE 415/788-2022

TELEPHONE	CALL BACK	CALL BACK	EXTENSION
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WANTS TO SEE YOU	WANTS TO SEE YOU	WANTS TO SEE YOU	WANTS TO SEE YOU
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REMARKS FOR CALL	REMARKS FOR CALL	REMARKS FOR CALL	REMARKS FOR CALL
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

MESSAGE: *Cume up 68% as a result of the cassette box mailer. Call asap!*

SIGNED KD

IMPORTANT MESSAGE

FOR Courtney
 DATE 5/12/93 TIME 11:20 AM PM
 M Skip Schmitt
 OF KOAI - FM
 PHONE 214 / 691-1075

TELEPHONE	CALL BACK	CALL BACK	EXTENSION
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WANTS TO SEE YOU	WANTS TO SEE YOU	WANTS TO SEE YOU	WANTS TO SEE YOU
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REMARKS FOR CALL	REMARKS FOR CALL	REMARKS FOR CALL	REMARKS FOR CALL
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

MESSAGE: *Thanks for the insightful seminar you gave to our sales staff... they'll sell out the newsletter!*

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World Radio History

manufacture digital Radios, does everyone want to throw away all their Radios and buy new ones so that they can listen to digital audio while they're driving 50 miles an hour on a noisy highway?

INK: Do you see a threat coming from satellite-delivered DAB?

KARMAZIN: I don't see any advantage to satellite DAB. Who needs more programming choices? There aren't enough advertising dollars to support it, even if the FCC does approve it. Without the financial resources to make it profitable, it won't be possible to deliver programming on a national level.

INK: You often have said that you intend to remain strictly in Radio. Is that still your game plan?

KARMAZIN: Yes. We haven't found a business that is nearly as good. As I like to say to our investors, Radio is the fastest driver on the electronic superhighway — and I see no reason why we should be going into other areas. At this point, we have no plans, or interest, in expanding into other areas.

INK: There are rumors that you have been

kicking the tires of a Radio rep firm or two. Do you have any intentions of buying one?

KARMAZIN: I saw that in print and my secretary and I were hysterical. Basically, that is not a business that a broadcaster should own. I think Infinity would certainly consider starting our own rep firm, but if we did the purpose would not be to divert dollars from other Radio companies. There would always be that skepticism of "Gee, maybe Infinity is going to divert money away from my station and give it to their own." It just isn't worth being in that business. Instead, what we would be more likely to do would be to take our 25 Radio stations, which would have a very substantial amount of national billing, and just start our own rep firm. We even have a name for it, a no-brainer: Infinity Radio Sales. We think the "IRS" identification has a nice ring to it. But it's really not on the front burner right now, because we're very happy with the job Interep has been doing for our Radio stations. As long as they continue to serve our Radio stations well, we would see no reason to open up our own company.

INK: Earlier you mentioned the telecommunications revolution. How do you see Radio's role in all of this?

KARMAZIN:

I think most people would agree that Radio comes out the best, or at least very strong. Radio is going to be the beneficiary for advertising for all of these 500 programming choices. We're already seeing it at most of our stations, where the largest category of advertisers has become either the television stations or the programming syndicators. In a fragmented world, they need to tell listeners that their programming is on. Also, we believe that people are going to spend increasing amounts of time out of the home. Traffic is getting worse, people are living farther away from work. Fortunately, Radio is the best advertising medium to reach these people. I am widely known to love traffic; no one has ever heard me complain when I'm stuck in a traffic jam. Because when I'm stuck in a traffic jam, I think of how our cash flow is growing.



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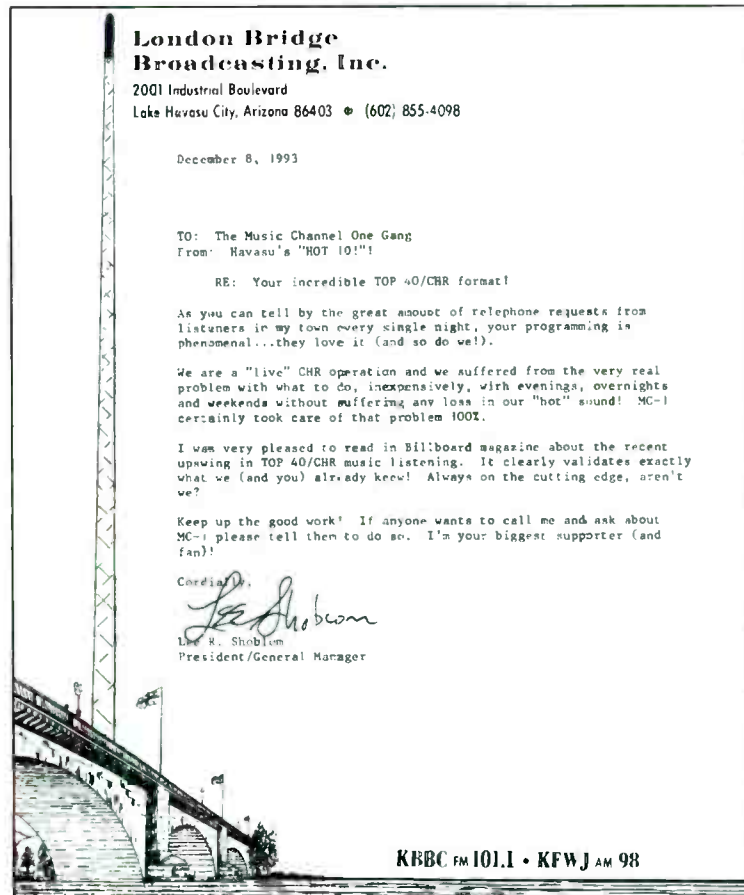
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NIGHTCLUB

:30 EAST 40TH LOUNGE

Ann: Some pubs try to show you a good time ... but fall short. (sfx: Rock music playing under) Club DJ: (Muffled voice) Welcome to Lucky Larry's! Tonight's your lucky night, guys! We're giving away a tub of peanuts and a beautiful mood ring! Ann: Tired of those cheesey bar giveaways? The bad music? Well, get together with the gang at the East 40th Pub. Enjoy good music from Hume Eyefurd, on stage this Thursday through Saturday at the East 40th. No cover charge. There's a table waiting for you at the East 40th Pub in the Eastview Shopping Centre.
Morris Brese, CKGY-AM/CIZZ-FM, Red Deer, Alberta, CN

RADIO
INK

PRINTERS

:30 HOSPERS & BROTHER PRINTERS

Why should I have Hospers & Brother Printers do all my printing? Well, you can do your printing by hand if you want, but your hand is gonna cramp up after just a few copies. It's hard to write really, really small and frankly it takes a real long time to do 1,000 copies by hand. But don't worry, Hospers & Brother Printers has a huge army of tiny workers who make fabulous copies and are totally dedicated to their craft. Hospers & Brother Printers ... We put zip in your print!
Tom Suter, KCJJ Radio Iowa City, IA

RADIO
INK

LANDSCAPING

:30 NITTERHOUSE CONCRETE

Female: Hey, let's go to Nitterhouse for their big sale!
Male: Yeah! I'm dying for the great taste of a Nitterhouse Candy Bar! Female: No, silly ... Nitterhouse isn't a candy bar. Nitterhouse Concrete. It's where I get everything for the yard. They have big savings on all planters, pavers, benches, landscape edging and stone in stock! Nitterhouse's sale is only four days, so we have to go now! Male: (chewing) Sounds good!
Female: What are you eating? Male: A Nitterhouse.
Female: Oh ... my ... gosh. Anncr: Nitterhouse Concrete, Cleveland Avenue, Chambersburg.
Jeff Wine, WCHA-AM/WIKZ-FM, Chambersburg, PA

RADIO
INK

RESTAURANT

:30 DINO'S

Ann: The Smorgason family, on their way to Dino's. Girl: Mom! Trevor's drawing on the window. Boy: Am not! Girl: Yes, you are! Boy: Mom! She's bugging me! (sfx: car tires screeching to a halt) Mother: You guys stop fighting, or we're not going to Dino's. Boy & Girl: (together) OK, Mom. Ann: Families like the Smorgasons keep coming back to Dino's. They get two pizza or pasta dishes for the price of one. And Dino's has a full menu for Mom and Dad. Good prices ... good food. Dino's Family Restaurant, downtown Red Deer. Girl: Mom! Trevor's blowing bubbles in his pop. (sfx: gurgling)
Morris Brese, CKGY-AM/CIZZ-FM, Red Deer, Alberta, CN

RADIO
INK

FURNITURE

:60 WANDA'S FURNITURE

(Music under) Anncr: And now, the continuing story of *All My Furniture*. Female: (sobbing) Oh, I can't stand it anymore! ... Male: There, there Gabrielle ... what's wrong? Female: (sobbing more) Oh Victor, it's our furniture ... it's getting old and ... stale. (sobbing hysterically) Male: Everything's going to be all right. We'll get new furniture — from Wanda's Furniture. Female: (calming down) Oh Victor! Male: Wanda's has the lowest prices on excellent quality furniture. They have beautiful sofas, recliners and antique reproductions as well as lovely dining room and bedroom sets ... and, we can custom-order at Wanda's Furniture as well! ... Female: (crying again) Oh Victor! Male: Darling, what's wrong? Female: (Hysterical) I can't bare to tell the news to our old furniture!!! ... (music) Anncr: How will Gabrielle break the news to her old furniture? ... Find out next time on the continuing saga of *All My Furniture* brought to you by Wanda's Furniture, 78-20 Lincoln Way West, Saint Thomas.
Jeff Wine, WCHA-AM/WIKZ-FM Chambersburg, PA

RADIO
INK

TRUCK DEALER

:60 LANDMARK NISSAN

(SNL characters Hans and Franz) Hans: I am Hans!
Franz: Und I am Franz! Both: And we're here to ... (clap) ... pick you up! Hans: Ya! We can pick up many things wit our rippling muscles, but when we need help, we go to Landmark Nissan and get a hardbody pickup! Franz: Ya! Und Landmark Nissan is bulging with a great selection of popular, well-built Nissan hardbody trucks! Hans: Ya! Landmark is getting ready for truck month in July, but they want to start pumping out the sales now! Franz: Ya! You can get a four-by-two Nissan hardbody with cloth seats, dual mirrors, carpeted passenger compartment und tinted glass for as low as \$6,788! Buy one now und hear me later! Hans: Ya! Only a girly-man would pass up a deal like that! A man who needs his mommy to drive him around, a cottage-cheese-buttocks person! Anncr: Forst Nissan is now Landmark Nissan. Stop by today and check out the entire selection of Nissan hardbody pickups. The new Landmark in town is at 330 Woodruff Road, just off the Motor Mile.
Richard Breen, WROQ-FM Greenville, SC

RADIO
INK

REALTY

:30 COLDWELL BANKER ANDERSON-BENDER REALTORS

Did you ever hear the real story about the old woman who lived in a shoe who had so many children she didn't know what to do? Well, in the story, she wasn't given much credit. She knew what to do all right. She called Ann Lawyer of Coldwell Banker Anderson-Bender Realtors. She told Ann that she wanted a house with many bedrooms and a large yard with room to run. Ann found her the perfect house and sold the shoe to a man with soul. For your happily ever after, call Ann Lawyer of Coldwell Banker Anderson-Bender.

Rosemary Roelf, KCJJ-AM Iowa City, IA

RADIO
INK

HARDWARE

:60 WAYNESBORO AGWAY

Female: OK, do we have the grocery list? Male: Yep ... off we go! (sfx: car starting) Deep Vce: Hold it!! Male: Oh no, it's our driveway again! Deep Vce: Hey, it's time to fill in my cracks and put a new coat of Agway Driveway Sealer on me for the year. Hurry to Waynesboro Agway because Agway coal and tar driveway sealer is sale-priced at just \$6.99 for five gallons! It smooths, protects and preserves my weathered surfaces and resists oil and gas! ... And it costs just pennies per foot! Male: Sounds great, but why do we have to hurry? Deep Vce: Tell 'Em, Henry! Female: Oh no, not the car! Another Deep Vce: You have to hurry because you'll get a free automatic car wash at Town Center when you purchase five gallons of any driveway sealer ... but it's only for a very limited time. Female: We should start on the driveway before the weather gets bad ... Male: True ... Then we won't have to worry about constant nagging from cars and driveways. Female: Whoever started this whole thing with talking inanimate objects anyway? Deep Vce.: Waynesboro Agway. West Third and Cleveland Avenue, Waynesboro. Male & Female: We're going!
Jeff Wine, WCHA-AM/WIKZ-FM Chambersburg, PA

RADIO
INK

SEAFOOD RESTAURANT

:60 W.G. SHUCKERS

Robin: Batman, ever since we moved here from Gotham City, I can't seem to find a decent seafood restaurant with a raw bar! Batman: Why, Robin, haven't you been to W.G. Shuckers on Woodruff Road? Robin: Holy steaming scallops, let's go there for dinner tonight! Batman: Quick! To the Batmobile!! Well, here we are, Robin. Shall we try some oysters, shrimp, and clams from the raw bar? They shuck and cook them right before your eyes! Daily lunch specials and nightly fish specials include Swordfish and Mahi Mahi. Robin: Holy catch-of-the-day! Batman: And if you don't like seafood, there's steaks and chicken. Robin: We should invite the Mayor and Catwoman. Batman: Or better yet. Let's have W.G. shuckers cater a party at Wayne Manor! Well, let's order. Might I suggest the Lowcountry Boil? It's a pot full of shrimp, sausage, corn, onions, and new potatoes. Robin: Holy All-I-Can-Eat! Anncr: Will Batman and Robin ever finish the Lowcountry Boil? Will Catwoman have a purr-fect evening at stately Wayne Manor? Find out at W.G. Shuckers Restaurant and Oyster Bar, 1145 Woodruff Road.
Richard Breen, WROQ-FM Greenville, SC

RADIO
INK

CLASSIFIEDS

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All orders and correspondence pertaining to this section should be sent to: **RADIO INK**, 8000 North Federal Highway, Boca Raton, FL 33487

Call (407) 995-9075 or fax to (407) 995-8498. All ads must be prepaid and if not paid by deadline may be subject to cancellation. Checks, MasterCard, Visa, and American Express® cards accepted.

Deadline: Ten days before the issue date. Ads received after the deadline will be placed in the following issue unless you are otherwise notified.

Rates: Classified Listings (non-display): Per issue \$1.50 per word. Situations wanted: first 10 words are free, additional words: \$1.50 per word. **Blind Box:** \$15 per issue. **Word Count:** Symbols such as GM, GSM, AE, etc., count as one word each. Each abbreviation, single figure, group of figures, letters and initials count as one word. We also count the phone number with area code and the zip code as one word. **Rates: Classified Display (minimum 1 inch, upward in half-inch increments):** \$30 per inch. **Blind Box Numbers:** The identities of **RADIO INK** Blind Box holders are never revealed. When responding to a blind box, mail your reply to the box number c/o **RADIO INK**, 8000 North Federal Highway, Boca Raton, FL 33487. If you do not want your reply to reach a certain company, simply indicate the company on the outside of your envelope. If the company named on your envelope corresponds with the box holder, your reply will be discarded.

CATEGORIES:

- SITUATION WANTED
- SITUATION WANTED PERSONALITY/TALENT
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- SITUATION WANTED PROGRAMMING AND PRODUCTION
- HELP WANTED
- HELP WANTED MANAGEMENT
- HELP WANTED SALES
- HELP WANTED ON-AIR
- HELP WANTED TECHNICAL
- HELP WANTED NEWS
- HELP WANTED PROGRAMMING AND PRODUCTION
- MISCELLANEOUS RELATED INDUSTRIES
- HELP WANTED BROADCAST SCHOOLS AND SEMINARS
- EMPLOYMENT SERVICES
- WANTED TO BUY EQUIPMENT
- FOR SALE EQUIPMENT
- STATIONS FOR SALE

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National Association of Broadcasters provides management, research, legal, technical, sales and marketing help to members, lobbies for radio and holds the NAB Radio Show.

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Jan. 14-20—National Association of Broadcasters Winter Board Meeting and Legislative Forum, Carlsbad, CA. 202-429-5300
 Jan. 29-Feb. 1—National Religious Broadcasters Convention & Exposition, Washington, DC 703-330-7000
 Feb. 4-5—Oklahoma Association of Broadcasters Winter Convention, Oklahoma City, OK. 405-848-0771
 Feb. 5-6—Dan O'Day's PD Grad School, Dallas. 310-476-8111
 Feb. 7-8—Annual NAB Radio Group Head Fly-In, Washington, DC. 202-775-3511
 Feb. 9-10—Broadcast Cable Financial Man-

agement Association & Broadcast Cable Credit Association Board of Directors Meeting, Tampa, FL. 708-296-0200
 Feb. 9-11—29th Annual Broadcast Cable Credit Association Credit and Collections Seminar, Tampa, FL. 708-827-9330
 Feb. 13-14—West Virginia Broadcasters Association Winter Meeting, Morgantown, WV. 304-344-3798
 Feb. 16-19—Radio Y Musica Convention, Los Angeles. 813-877-6615
 Feb. 17-20—RAB '94 Managing Sales Conference, Dallas. 800-722-7355
 Feb. 21-22—2nd Annual Midwest Broadcasters Conference & Broadcast Electronics

Expo, St. Paul, MN. 612-926-8123.
 Feb. 21-23—Annual Great Lakes Broadcasting Conference and Expo, Lansing, MI. 517-484-7444
 Feb. 26-March 1—NAB State Leadership Conference, Washington, D.C.
 March 2-5—Country Radio Broadcasters 25th Country Radio Seminar, Nashville, TN. 615-327-4487
 March 18-21—Broadcast Education Association Annual Convention, Las Vegas. 202-429-5354
 March 21-24—National Association of Broadcasters Annual Convention, Las Vegas. 202-429-5300

March 24—National Association of Black Owned Broadcasters 10th Annual Communications Awards Dinner, Washington, DC. 202-463-8970 or 212-878-1558
 April 24-28—National Christian Radio Seminar, Nashville, TN. 615-373-8000
 April 27-30—Classical Music Broadcasters Association Convention, Los Angeles. 415-986-2151
 May 11-14—4-A's Annual Convention, White Sulphur Springs, WV. 212-682-2500
 May 22-25—Broadcast Cable Financial Management Association and Broadcast Cable Credit Association 34th Annual Conference, San Diego, CA. 708-296-0200
 June 1-4—American Women in Radio and Television 43rd National Convention, Minneapolis, MN. 202-429-5102
 June 8-11—PROMAX International and Broadcast Designers Association Conference and Exposition, New Orleans. 213-465-3777
 June 16-18—Missouri Broadcasters Association Annual Convention, Branson, MO. 314-636-6692
 June 23-26—National Association of Radio Talk Show Hosts Sixth Annual Convention and Exhibition, Los Angeles. 617-437-9757
 Aug. 1-4—TS2 Exhibit Industry Conference & Exposition, Chicago. 703-876-0900
 Aug. 25-27—48th Annual West Va. Broadcasters Association Convention, White Sulphur Springs, WV. 304-744-2143
 Oct. 6-8—45th Annual Minnesota Broadcasters Association Convention, Willmar, MN. 612-926-8123.
 Oct. 12-15—Radio '94 Convention, sponsored by NAB, Los Angeles. 202-429-5409



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- Summer June 23-Sept. 14
- Fall Sept. 22-Dec. 14

FAX YOUR ORGANIZATION'S EVENTS TO:

Events Calendar, c/o Radio Ink,
407-995-8498.

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GRAPEVINE

• **First there was country music**, then dozens of theaters and millions of tourists. Now Branson, MO has sprouted a 24-hour Radio network.

The format offers live personalities and special appearances by the country music stars on a regular basis. The Branson Country Music Network is available now. For information call Ron Nickell or Doug Raines at 800-680-2261.

• **Good show, old boy ...** Audio producer Bert Berdis has brought home two first-place honors from the Fifth Annual London International Awards for two spots produced for DCC Philips and Friendly's Restaurants. This is the second consecutive year Berdis has captured the top honors at the London show. Berdis is also celebrating 20 years as one of the nation's leading Radio commercial producers.

• **If you're looking to do your morning show** from London, former BBC engineer Johnnie Dymock is offering "Wired For Sound" remotes that sound like they're originating locally. According to WGST Atlanta SM Steve Youlios, "I woke up, tuned in and thought this is fabulous, just like the studio." For information call (+44) 81-442-8900.

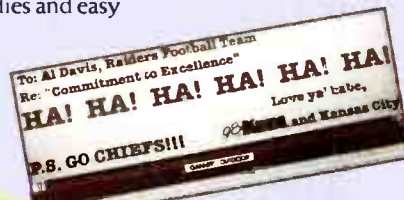
• **MusicScan's Tom McCarthy** has left the company to open ParaMAX Radio Solutions, a program consulting group. The company will focus on AC, oldies and easy listening formats. For information, call 414-781-6071.

Bound For Branson, CKTA Lethbridge, Alberta, recently sent listeners to the new country music capital. Shown (L to r) CKTA's Charlie Brown, client John Keenen, winner Alice Gregory, and CKTA's Murray Vair.



The Interep Radio Store has completed its first RAP (Radio Apprenticeship Program). Shown here are eight "Rappers" who recently graduated from the 13-week program. The program prepped interns on national sales, research, Radio operations, agency operations and buyer operations. Sad to say, but these kids got more training than most Radio sales reps in the average Radio station!

• **A new home** for Alchemy Communications and Universal Broadcasting. Put this in your Roledex: 1086 Teaneck Road, Suite 4F, Teaneck, NJ 07666-4853. Phone 201-837-0400; Fax 201-837-9664.



KIOZ-FM

San Diego has released its calendar, featuring recording artists wearing station garb. Proceeds go to a local children's hospital.

Being avid "Raider Haters" KUDL Kansas City's morning team of Dan Hurst and Gloria Goodwin ran this billboard to psyche out the other team. They raised the money on the air to pay for the board. It was worth it ... making NBC national news. The Chiefs won 31-20, and of course, the station is claiming credit.

SEND PHOTOS

of your organization's major events to: Grapevine, c/o Radio Ink, Boca N. Federal Highway, Boca Raton, FL 33487.

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**Call 800 342 2460, or 202 775 4972
or send a fax to 202 775 2146.**

Get up-to-the-minute convention registration and program details by calling the NAB '94 Fax-On-Demand service 301 216 1847 from the touch-tone handset on your fax machine and follow the voice instructions.

For exhibitor information, call Eric Udler at 202 429 5336.

JOIN NAB AND SAVE!

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BLAST FROM THE PAST

It Will Be A Cold Day In ...
 Fairbanks as this unidentified KFAR
 broadcaster does a remote from Ladd
 Field, now Ft. Wainwright, (circa 1948).



SEND US YOUR OLDIES!

We're looking for old photos! (They will be returned.) Send them to: "BLAST," c/o RADIO INK, 8000 North Federal Highway, Boca Raton, FL 33487. Put your name and address on the back of each photo with "please return." Include a description of the photo and any people pictured.

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- DIGITAL AUDIO EQUIPMENT Schafer Digital
- SALES PROMOTIONS The Goal Line Guide
- PROGRAM CONSULTING McVay Media
- RESEARCH Paragon Research

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"I should have bought a DCS in the first place."

I thought

I'd impress HQ by buying the cheapest hard disk system I could find. After all, they all look the same! Their promises sounded good and I wanted to believe.

I found out promises come cheap. But their system wasn't really cheap—not once you added up the little "extras" it took to do the bare minimum. And it still couldn't do all the things our station really needed.

I found out the hard way, at 3 AM when the system we bought crashed. And in morning drive, when missing spots meant dollars down the drain. When I finally reached customer support, they said they were working on software they thought would fix my problem, but they weren't sure when it would be done. Guess what I told them?

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