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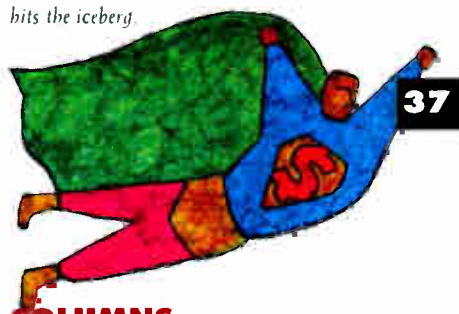
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Radio's Premier Management & Marketing Magazine

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

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# Revolution Update

## Forming the War Council



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No longer can I stand idly by as Radio is ignored by major advertisers. And neither should you.

If you haven't heard by now, I called for a Radio Revolution while speaking at the RAB Conference in Dallas. Although I used such Hollywood theatrics as a fife and drum corps in full Revolutionary War regalia, my message was deadly serious:

Radio is in need of a Revolution. We must overthrow the status quo.

Will you cling to the past and say, "It can't be done"? Or will you arm yourself and fight

for real change? Radio's opportunity to grow beyond its current minuscule share of ad budgets will not happen just because of the critical mass of consolidated groups. The Radio Revolution must have a coordinated, nonpolitical effort. It must be a step-by-step strategic battle plan, with buy-in from those who can assure implementation at every level.

At my personal expense, I have retained a team of the finest minds in the marketing world to help me draft a bat-

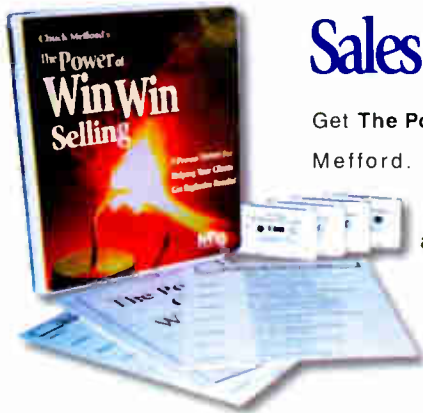
tle plan for taking Radio into the next millennium. It is a plan unlike anything this industry ever has seen. It is a road map to media domination.

This spring, I will bring my battle-plan strategists together with key industry leaders for a Revolutionary War Council, much like that historic meeting in Philadelphia attended by George Washington and other heroes of America's past. This by-invitation-only event will require the participants to spend a day and a half at a central location, again at my expense.

During this parliament, I plan to propose a battle plan that will grow Radio's share of ad budgets by hundreds of millions of dollars. This will not be a meeting for the uncommitted or the faint of heart. I am looking for Thomas Jefferson, John Hancock, Paul Revere, Samuel Adams and you, if your heart sings as mine does.

If you don't believe it can happen, I ask only that you stay out of the way. If you do believe and are with me, then please let me hear from you. ☛

B. Eric Rhoads, Publisher



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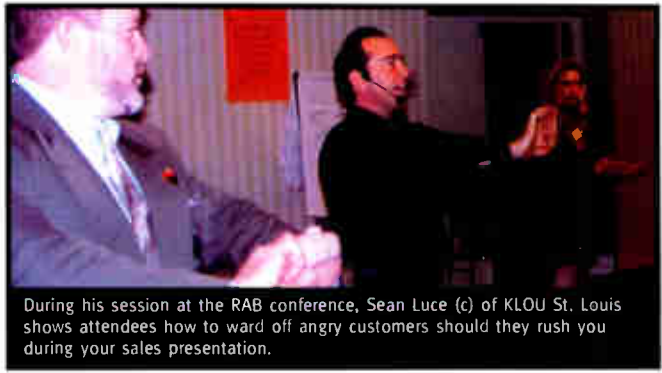
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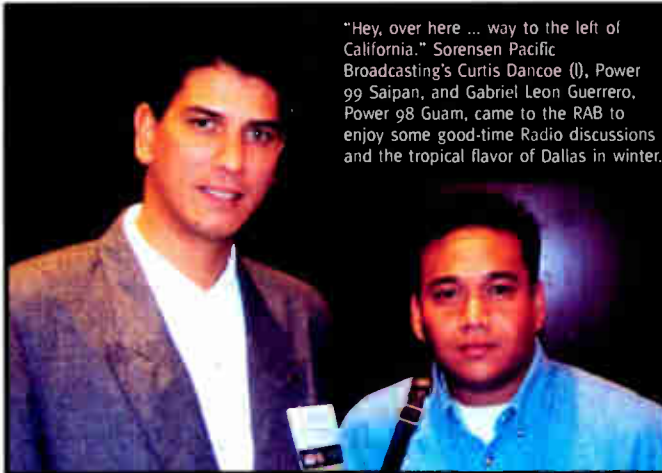
At the RAB in Dallas, Steve Hicks was awarded *Radio Ink's* Radio Executive of the Year honors. Here, publisher B. Eric Rhoads (r) presents Steve with a plaque and a Rolex watch.



During his session at the RAB conference, Sean Luce (c) of KLOU St. Louis shows attendees how to ward off angry customers should they rush you during your sales presentation.



Dick Orkin and Christine Coyle of Orkin's Radio Ranch sported clean pearly whites following the RAB's "Don't Make a Sales Call with Spinach in Your Teeth" session.



"Hey, over here ... way to the left of California." Sorensen Pacific Broadcasting's Curtis Dancoe (l), Power 99 Saipan, and Gabriel Leon Guerrero, Power 98 Guam, came to the RAB to enjoy some good-time Radio discussions and the tropical flavor of Dallas in winter.



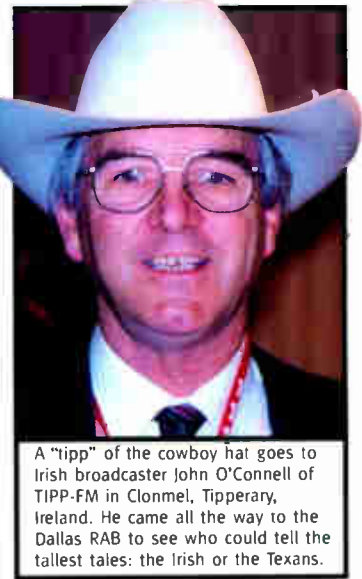
Keeping the nonstop entertainment at a fever pitch at this year's RAB, Siamese twins — joined at the ear — Renee Stowe (l) and Nancy Sirk from KKDM Des Moines, IA, were brought in to delight the 2,323 attendees.



Keynote speaker John Alston looked surprised after an admiring fan yanked off his wig following the motivational Saturday morning RAB session.



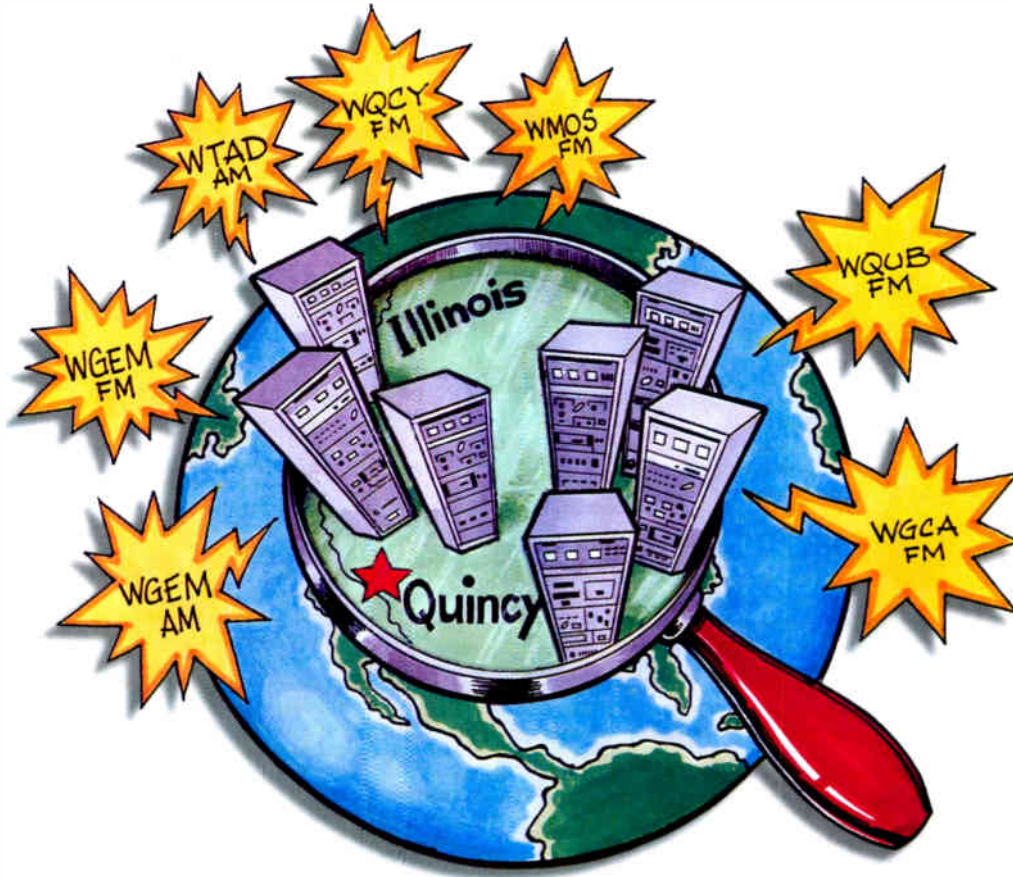
This year's RAB in Dallas featured the always-popular shadow puppet competition, with Duane Fox, KBAY Horseshoe Bay, TX (c) completing the preliminary "doggy" exercise. Surrounding him are (l-r) Julie Chambers, KMDO/KFTE Lafayette, LA; Ruth Collins, KPEL Lafayette, LA; Tom Nebel, WDIR/WBCD Dotham, AL; and Warner Lewis, KLWN/KLZR Lawrence, KS.



A "tipp" of the cowboy hat goes to Irish broadcaster John O'Connell of TIPP-FM in Clonmel, Tipperary, Ireland. He came all the way to the Dallas RAB to see who could tell the tallest tales: the Irish or the Texans.



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we support all of our product lines with a 24-hour service number so you can call anytime day or night. We are a total solutions supplier who can update or completely renovate your radio studio facility from beginning to end—or supply anything in between.

This is what you get when you deal with a company that has been in the

radio broadcast industry for over 75 years—longer than any other U.S. radio transmitter manufacturer.

When it comes to choosing the best quality, value, and service, it all boils down to one simple fact that Quincy engineers have come to realize: There's a big difference between ordinary and **extraordinary** which can also be the difference between 0 and **100%** market share.

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**RAB Raspberry**

I am very disturbed by RAB's trashing of the CRMC program and credentials. I have been a CRMC for over 18 years.

I was angry when RAB gave up "Radio Gets Results" and went with the slogan-of-the-month club for a number of years. I thought RAB got it when it went back to the "Radio Gets Results" marketing position and made a commitment to stick with it. After all, it's frequency that gets results.

So, after years of building the CRMC program and explaining to advertisers what the value of this certification program meant to them, RAB is throwing it out. And with it go years of frequency in promoting it to the advertising community.

I am not interested in paying Chris Lytle \$400 plus annual installments to upgrade to a CRMM. I read voraciously everything I can about Radio, sales, marketing and management. (The CRMC credentials were an indication of a person who believes in continual and ongoing education. That does not mean I stop trying to learn all that I can. But I do not believe Chris Lytle has all the answers.) I don't have 30 more years to explain what CRMM means. And I don't want to have to explain why it was changed. I have CRMC on all my business cards and correspondence. I wore my CRMC pin proudly for years.

RAB has betrayed all of us in the CRMC program. I am proud of the Ken Costa brainchild to bring a standard level of professionalism to Radio sales and marketing. I for one will re-

main forever a CRMC. Those clients and Radio friends who value my hard work, thoughts and contributions to making Radio a "Gets Results" medium will just have to suffer with my meaningless certification.

Could you imagine if the college and university that I attended and have degrees from told me that my degrees were now worthless? This is a matter of tradition.

**Dick Taylor, CRMC, GM, Smooth Jazz 97.1 FM, Ocean City, MD**

Via E-mail from dtgm@juno.com



Radio Ink publisher B. Eric Rhoads steps front and center at the RAB in his call to arms for a Radio Revolution.

**Radio Revolution**

Needless to say, I was blown away by Saturday's presentation (Feb. 7, 1998, *Radio Ink's* Radio Wayne Awards presentation at the RAB in Dallas). I was shocked, thrilled, humbled and very appreciative all at once. It is a great honor to

be recognized by your peers, and I am excited to accept that recognition.

It is very ironic that you chose a "Revolutionary" theme. I not only grew up in Brookline, MA, but currently reside with my family in Lexington, MA, "where the American Revolution began." I live a mile from Lexington Green, where the minutemen first fought the British, just as you are calling for arms and leading the Radio Militia against all other media.

**Dave Pearlman, co-COO, American Radio Systems**

Via E-mail from dpearlman@americanradio.com

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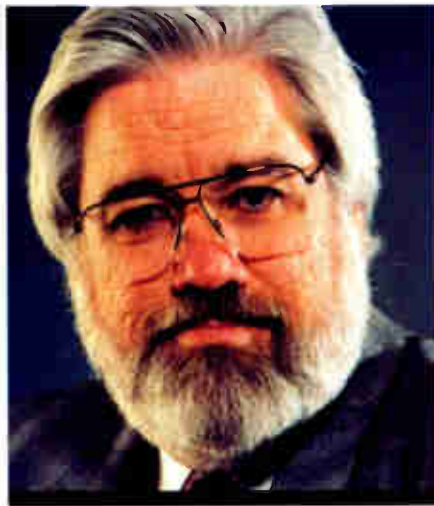
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**"See us at NAB '98 booth # RL4413"**

# Mike McDaniel

## E-mail: What's Your Excuse?



As I travel the country preaching the gospel of E-mail, I hear every imaginable excuse from broadcasters who are not yet connected. Less than 20 percent of all broadcasters have and/or use E-mail. I'm not talking surfing or World Wide Web business here, just plain vanilla E-mail.

Today, more than 70 million people have E-mail. Experts predict that, in three years, more than 135 million people will send 500 million messages a day. By the year 2005, it will be more than five billion messages a day. It is a fast train into your business life, and you should be on board.

First, with E-mail, you have instant communication with business associates — faster than a fax (I'll bet you resisted that five years ago, too) and a whole lot cheaper.

Second, and foremost, is the informality of E-mail. Every message is already encoded with "to" and "from" addresses in the "header," and most E-mail programs automatically put a "signature file" at the end of every message with your name and sign-off message, so you can get right to the heart of the matter in seconds.

I make appointments and schedule promotions and speaking engagements without ever lifting the phone or shoveling paper through a fax. I do it all with E-mail. I will be speaking at the NAB in Las Vegas. My topic? "The Seven E-mail Habits of Highly Successful Broadcasters." The entire set-up and confirmation, the description for the program book, even my picture for the program was done with E-mail. Good-bye, telephone tag.


There are services out there that allow you to have an E-mail account for free and not be connected in any way

to the Internet. There is no excuse for not getting on the E-mail train. If you just stand there on the track, it will run over you.

Broadcasters with E-mail also receive newsletters and bulletins automatically. Many are part of E-mail discussion lists that allow one message to be transmitted automatically to the hundreds of others in the group. One of particular interest is the Mutual Trust Exchange (MTX for short), with subscribers all over the world. One broad-

caster asked about ideas for selling a medical clinic and in less than a day had a dozen money-makers from which to choose. The same group shared copy for 788 Christmas Greetings. All this happens in only minutes a day at the keyboard. Would you like to be able to ask 100 friends how to handle a problem or to ask for a creative idea? E-mail them.

Some broadcasters have learned to "attach" recorded commercials to E-mail and send them anywhere. Any file that can be stored in a computer can be attached to E-mail. You don't have to be a computer geek, the instructions are in pull-down windows in every E-mail program. Imagine 20 or more voices on your station, for free, doing spots in digital quality for your local advertisers.

When you sign up for Internet service, get E-mail and send a message to me, [McD@ncci.net](mailto:McD@ncci.net). I'll send you some white papers about how to be more productive. If you already use E-mail and want the papers, ask. Forget the excuses, it's time to say "Hallelujah." 

*Mike McDaniel is an author, creator of the "Action Auction" promotion and a member of the National Speakers Association. He may be reached by E-mail at [McD@ncci.net](mailto:McD@ncci.net) or by fax at 812-847-0167.*



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Brian Fraser, Opus Broadcasting, Medford, OR

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Wayne Stephens, Kern Entertainment Radio Group, Bakersfield, CA

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*Tom Sittner, Chief Engineer of KSJL-FM, San Antonio, Texas*

**"We're getting calls from listeners commenting about the improvement in reception."**

*René Engel, General Manager, KCSN, Los Angeles*



## The Aphex Model 2020 FM Pro

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World Radio History

# What new or alternative sales compensation methods are you using?



**Jo Guck Bailey**  
GM  
KYSM-AM/FM, KXLP-FM  
North Mankato, MN

We have a policy to pay about 3 percent more for selling our AM station (Adult Standards). It works pretty well to drive sales on that station.

It's easy to throw money at something, but we've found that people want some things other than money. Perks make things interesting. We have quarterly bonuses and monthly incentives, which can be anything from dinner certificates to time off.

So that it's fair to both experienced and new salespeople, we award incentive compensation on percentage rather than dollars. We also have a Friday afternoon-off policy if you are on projection, making goal. At least one person will be there on Friday on a rotating basis. In the fourth quarter when we really need to collect "90- to 120-day-old" money, we offer 2-percent collection bonus.



**Mike Glickenhous** • GM  
KKLQ-FM, KGB-FM, KIOZ-FM,  
XTRA-FM, KJQY-FM, KHTS-FM  
San Diego, CA

At the Sales Manager level, we compensate based on the success of the cluster as well as the individual station. In some instances we have a "point" person who may have a special relationship with an account and heads the multi-station pitch. That person gets an additional percentage of what is billed on all our stations as well as on the specific station.

We offer some additional compensation opportunities for selling "event" packages and other means of bringing in NTR dollars. Primarily, we use cash compensation, but we do have occasional contests, which may include trips. We also may allow AEs to accept a portion of any trade deals they work out for the company as a way of paying them for the time they spend putting the deal together.



**Jim Allan**  
GSM  
KTPK-FM  
Topeka, KS

We pay a salary or 15 percent, whichever is greater. We are also the only station in the market to pay our salespeople an hourly rate for being on-site at remotes. We think it's important enough to have an AE at the remote that we pay for it.

We also have contests where we pay an extra commission on certain packages. We paid an extra 5 percent to anyone who brought in a Paul Harvey.

Right now, we're doing a trip package: We purchased 20 trips from Marketing Concepts and put together spot packages with a four-day/three-night trip included. The person who sells the most packages gets one of the trips, and the choices are diverse, from Colorado to California to Florida, depending on his/her preference. ☺

# SOLD!

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**What lessons have you learned as you attempt to build nonspot dollars?** If you are interested in responding to this future "Forum" question,

or others, contact Steve Warren at 561-655-8778.

# Off With Their Heads

## Declare War on Print Ads



**ROY H. WILLIAMS**

On a scale of one to 100, Radio currently scores a 1.3 with the advertisers of America. If this doesn't anger you, it should. According to *Advertising Age*, the Radio stations of America are given just 1.3 percent of the ad dollars spent in our nation each year.

Advertisers vote with dollar bills, and it is direct mail they have elected to be King of Advertising, giving him a whopping 28 percent of all votes cast. More money is spent on direct mail in 17 days than is spent on Radio in a year.

The appeal of direct mail is qualitative targeting. Compared with direct mail, Radio's ability to target is fuzzy, unfocused and inefficient at best. Yet, you continue to pitch qualitative because it's what makes your station a little bit different than the other Radio stations in your town, and you believe these stations to be your primary competitors. It is this tunnel vision that causes you to miss 98.7 percent of the ad dollars.

Radio's ability to target is not impressive, yet Radio's strengths continue to make it the most effective medium of advertising in the world. Unfortunately, the true strengths of Radio are seldom mentioned by Radio reps because they are true for all stations and are therefore not good tools for selling against one another.

If you remain convinced that the secret of more effective advertising is "to reach the right people," you need to work for Data-Mark, a direct-mail company specializing in geodemographic targeting. Here's how your new sales pitch will sound:

*"My company will conduct a computerized search and analysis of all known data about every individual on your customer list. All you'll need are the names and addresses of all the people who ever have written you a check. We'll study the cars they drive, the houses they live in, the magazines they read and the appliances they*



*have purchased. We'll cross reference their educational profiles with their current credit reports. And that's just to get started.*

*"When we're finished, we'll be able to tell you precisely what quirks your customers have in common. We're going to tell you specifically how they are different from their neighbors. And then we'll print mailing labels for all the people who fit your customer profile precisely, but who were not on your customer list. The computer analysis is free. The mailing labels are cheap. Are you interested?"*

And qualitative targeting is Radio's unique selling proposition?

I fear that many broadcasters live in small, private worlds where their only competitors are the other Radio stations in town. These broadcasters spend their days squabbling over the 1.3 percent as though it's all the money there is in the world. Meanwhile, direct mail and newspaper are wolfing down a feast fit for a king, saying, "Let Radio eat cake. They are lucky to get the one-point-three."

Are you going to keep fighting among yourselves for the table scraps, or are you ready to take over the castle? The Golden Age of Radio is just ahead if Radio stations will work together and use the true strengths of Radio to their strategic advantage.

Qualitative targeting is not Radio's greatest strength. The true strengths of Radio are the intrusive nature of sound, the medically proven superiority of echoic retention and the engaging power of words when spoken by the human voice.

United you stand. Divided you fall. I agree with Eric. It's time for a Radio Revolution. Are you in?

Roy H. Williams is President of Roy H. Williams Marketing. He may be reached at 512-282-6355 or by E-mail at roy@rbw.com

### QUICK READ™

- ▲ The Radio stations of America are given just 1.3 percent of the ad dollars spent in our nation each year.
- ▲ More money is spent on direct mail in 17 days than is spent on Radio in a year.
- ▲ Compared with direct mail, Radio's ability to target is fuzzy, unfocused and inefficient at best.
- ▲ Radio's ability to target is not impressive, yet the true strengths of Radio continue to make it the most effective medium of advertising in the world.
- ▲ The Golden Age of Radio is just ahead if Radio stations will work together and use the true strengths of Radio to their strategic advantage.



# THE OPTIMOD 9200.



## CLEARLY THE BEST THING TO HAPPEN TO AM RADIO SINCE DRIVETIME.

INTRODUCING THE FIRST 100% DIGITAL, FULLY PROGRAMMABLE, FM-LIKE SOUND FOR AM. Reaching a larger audience with bright, clear, punchy sound just got noticeably simpler. Because the new OPTIMOD 9200 offers a dramatic improvement in both voice and music quality, while giving you the ability to program AM sound exactly to your audience. Just push a button or program remotely via PC.

Whether it's music, sports or news/talk, Orban's powerful digital technology provides an ideal balance between optimum loudness and high quality sound. So pumping, grittiness and midrange "squash" that muddle AM sound are gone.

Instead, announcer and telephone voices have true presence and impact. Music has real bass, with punch and warmth, not boom. Highs have FM-like clarity. All of which means you'll attract a bigger share of that lucrative drivetime audience, and keep it.

**orban**<sup>®</sup>

A Harman International Company

# 80 Questions to Ask Before Structuring a Consolidation Sell



**DAVE GIFFORD**

Most SMs struggling to structure effective consolidation sales efforts only are concerned with solving their own particular problems. From a wider perspective, here is the bottom line as I see it: There is no single, one-size-fits-all, magic formula for structuring consolidation sales efforts. Given the differences in market realities, every situation is different. It's a new game with no rules. Unfortunately, too many stations decide on structure before doing their homework and therefore fail to address all of the considerations.

To spare you the same predictable fate (having to restructure all over again), what follows are a series of questions designed to help you arrive at a conclusive answer to one final deciding question:

"To maximize sales without sacrificing my average unit rate, which organizational structure is best for my particular situation?"

1. How are you structured now?
2. What are the market realities?
3. Specifically, what are each of your competitors doing?
4. What are the consequences if you don't change?
5. Who should determine overall market strategy: corporate or local management? Why?
6. What is your overall objective: to dominate your market (Dominate or Die?) simply to become more competitive or to survive until a Capstar, a Jacor or a who-knows-what comes along and makes you an offer you can't refuse?
7. To fast-forward this process, is there an obvious imperative — a "sales format" hole just begging to be filled?
8. What are the individual strengths of each of your stations (ratings/recent rating trends/ratings consistency/strength in their target demo/demo distribution/time spent listening/on-air talent/promotions/listener involvement/community involvement/signal coverage/commercial environment/creativity/commercial production/co-op and vendor expertise/value-added services/marketing savvy/advertiser acceptance/client service/over-

all value/professionalism/marketability/etc.)?

9. As individual stations, what are their weaknesses?

10. If the vast majority of your stations are strong enough to stand on their own feet, would you be better off (gross revenues and average unit rate) to sell one, more or all of your stations individually?

11. Also, given human nature (salespeople like to sell what is easy to sell, not what is difficult to sell), would you be better off (gross revenues and average unit rate) if your stations compete head-to-head?

12. Given your variety of formats and corresponding mixed demos (if applicable), does it make sense to cluster your stations at all?

13. What would the local and regional advertising agencies prefer you to do? Why?

14. What would your national rep prefer you to do? Can she/he quantify the recommendation?

15. Will a cluster-sell result in an increase or decrease in your average unit rate?

16. If you cluster your stations, how are you going to protect the rates of your "cash cows," your highest-rated stations?

17. Consolidation in most markets currently is netting lower cost-per-points than in the preconsolidation era primarily because most stations fail to justify the rates of their combo or whatever by first selling the media values of each station. If, as you learned in school, "the whole is greater than the sum of its parts," how are you going to position your cluster-sell to demand a higher cost-per-point?

18. If, like vendor and nontraditional revenue specialists, you package your sales promotions with a single total cost rather than a spot cost breakout, do you think it's possible to get away from cost-per-point selling? With the agencies and the buying services as well?

19. If you are successful in increasing your cost-per-point, how are you going to replace — every time you raise your rates — the revenue base you're certain to lose when whole layers of small advertisers no longer can afford you?

20. Do you have any tangible evidence (not speculation) that a cluster-sell will make you more competitive? Can you quantify same? **20 ►**

*"To maximize sales without sacrificing my average unit rate, which organizational structure is best for my particular situation?"*

### Here are three ways Eventide can help:

Consolidation brings market efficiencies, but also big headaches and challenges. It's essential for management to keep track of multiple stations. And keeping a legal record of what was said and when commercials aired is also more important than ever. Several groups have standardized on **Eventide Digital Audio Loggers**. Our economical VR204 records up to 550 hours on a tiny palm-sized cassette. VR204 records up to 4 channels simultaneously so you can keep tabs on the competition's spot loads, play lists and talent while you record your own stations. New!! Now Eventide loggers let you record/play in Hi-Fi for full "broadcast quality." Ideal for show replays, time zone delays, etc.

Eventide's **BD500 Broadcast Delay** makes talk shows run smoother and sound better, for less. The BD500's multiple dump feature divides the delay time into several "slices" so you're still safely in delay even right after a "dump." It's the hassle-free talk solution... even when air talent is working without a producer. No other delay offers Eventide's high quality patented catch-up technology for clean audio combined with fast catch-up. And it's the only delay with optional digital inputs and outputs for new all-digital studios. Yet the BD500 costs thousands less than our previous delay unit.

Want to increase creativity without adding personnel? Add life to drive-time shows? Win new advertisers with better station-produced spots? An **Eventide Ultra-Harmonizer**® brand effects processor really does all that. Designed specifically for radio and production, the new DSP4000B Ultra-Harmonizer features radio effects designed by production whiz Jay Rose. Hundreds of comic voices, sound effects, reverbs, pitch changers and more are instantly accessible at the touch of a button. Plus, the DSP4000B has superb Timesqueeze® time compression/expansion capability. The DSP4000B has optional digital I/O to interface easily with digital editors and consoles. It's the radio effects box designed to bring stations more business and more listeners. *The bottom line:* Eventide broadcast products are potent tools for today's radio. To learn more, talk to your broadcast distributor, call Eventide direct at 201-641-1200, or see our website, [www.eventide.com](http://www.eventide.com).

# BOTTOM



# LINE



# BROADCASTING



## Better managed, better sounding radio yields better results.

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21. Will a cluster-sell make you more competitive with newspapers, TV, cable, direct mail, etc.?

22. Will a cluster-sell give you a better chance to sell bigger accounts nationally and/or regionally and/or locally? Why? Which national, regional and local accounts?

23. Will a cluster-sell result in more opportunities to increase revenues from sales promotions and big events?

24. Will a cluster-sell help you generate more new business? Why? What is your proof?

25. Will a cluster-sell help you gain more nontraditional Radio business? Why? What is your proof?

26. In strategically structuring your clusters to siphon off revenues from your competitors, how are you going to do that without sacrificing the time and effort required to develop more nontraditional business?

27. Are you likely to benefit more via specialization (key accounts department/vendor/recruitment/whatever) with a cluster-sell? Why?

28. Which structure provides you with greater opportunities to sell Radio creatively? Why?

29. Which structure offers you the best opportunity to generate more long-term business? Why?

30. Which structure will better protect you for the next recession? Why?

31. Would it make sense to skew your sales effort toward a regional approach and thereby offer coverage blanketing the distribution channels of key regional accounts?

32. Would it make sense to offer your stations on a non-wired network basis with one-invoice billing?

33. Is it possible to add non-company stations to your cluster or regional network sell?

34. If you go with a cluster-sell, how should you cluster? By demo, by gender, by demo and gender, all AMs, all FMs? Should you cluster by cume and sell like the old CBS 50-watt clear channel AM stations did with the "Why Buy Cume?" presentations? How about a "Cross-Section Connection" cluster, a birth-to-death 12+ cluster? How about saving one of your AM station for small advertisers (priced to attract and maintain small ad-

vertisers only)?

35. Should you reformat one or more of your stations to strengthen a given demographic cluster?

36. Should you "counter format" to weaken the numbers of a competitor's stronger cluster-sell?

37. Should you buy a format competitor ("market franchise") to guarantee you a greater margin of protection of your ratings and revenue?

38. Is it possible one of your competitors, anxious to strengthen their cluster-sell in a noncompeting demo cell, may be willing to trade stations with you, thereby allowing you to strengthen the numbers of your target demo?

39. Even though most cluster-sell stations benefit from ratings stabilization (three stations go up in the ratings while only two stations go down), it's also possible for all five stations to go down. Have you prepared a hit-the-streets-running "spin response" for such a calamity?

40. If you cluster-sell your stations, how are you going to price out each station within each given cluster?

41. Regardless of how you structure your cluster-sell, are you planning to separate budgets and sales projections for each station within a given cluster?

42. If you decide to go with a cluster-sell, how are you going to sell each cluster? With one or more sales staffs? Why?

43. How many of your salespeople are expert enough to sell three or more stations?

44. If you decide to go with a cluster-sell, what about your entry-level recruits? Are you going to assign them "X" number of stations to sell from the very beginning, or start them with only one or two stations until they prove they can properly represent more stations? Why?

45. In those situations where a given rep is selling three or more stations, should the stronger of those three be their major focus? Why?

46. How are you going to assign accounts and agencies? Why?

47. How are you going to fairly distribute leads?

48. In an agency cluster-sell, are you better off selling your stations with only one salesperson representing all your stations, or with more salespeople per agency? Why?

49. If you go with a cluster-sell, will

# PRAYER BREAKFAST AT THE SPRING NAB

YOU'RE INVITED FOR AN HOUR OF FELLOWSHIP WITH  
OTHER BROADCASTERS DURING THE SPRING NAB.

FEATURED GUEST: TO BE ANNOUNCED

EMMAUS? GREAT BANQUET? CURSILLO? PROMISE  
KEEPERS? NAVIGATORS? PAX CHRISTI?  
WHAT'S YOUR WALK?

WE GATHER TOGETHER.

NAB LAS VEGAS, HILTON BALLROOM "D"  
TIME: 7:00-9:00AM  
DATE: APRIL 6

NON-DENOMINATIONAL. COFFEE AND CONTINENTAL BREAKFAST SERVED AT NO CHARGE.

any existing or pending legislation make it illegal to "force" a buy of all the stations in a given cluster?

50. In the interest of flexibility, are you willing to break policy to allow bigger accounts to buy individual stations "a la carte" to make their own "Chinese menu" choices?

51. To compete (survive), are you willing to bonus whole stations to make you more competitive? Wholesale Radio?

52. To compete, are you willing to bonus spots and thereby end up reducing your average unit rate?

53. In pricing your cluster-sell, how can you avoid making it look like your individual station rates were purposely made to look artificially higher?

54. To control your market and thus end up getting higher shares of business on every buy, might it be smart to under-price your cluster-sell?

55. Will joint promotions (shared with other stations in the same cluster) result in higher revenues, or will you end up netting less because too many valuable avails get eaten up with promos?

56. Given that, like everyone else affected by consolidation, your job description will change, how are you going to manage doing more things in the same amount of time? More stations to manage means more problems, and more problems means more of your time will be taken up putting out fires.

57. If you cluster-sell, what staff changes will you need to make?

58. How many managers will you need? What will they manage?

59. Given that fires get put out quicker when your SMs are closer to the heat, might you be better off with one Director of Sales and "X" number of Field SMs on the street with your salespeople three or four days a week?

60. Should your National SM represent all of your stations, or do you need more than one NSM?

61. How are you going to "sell" your people on their new and/or modified roles? (You can't manage change until you first sell change.)

62. In anticipating resistance, how do you plan to overcome it?

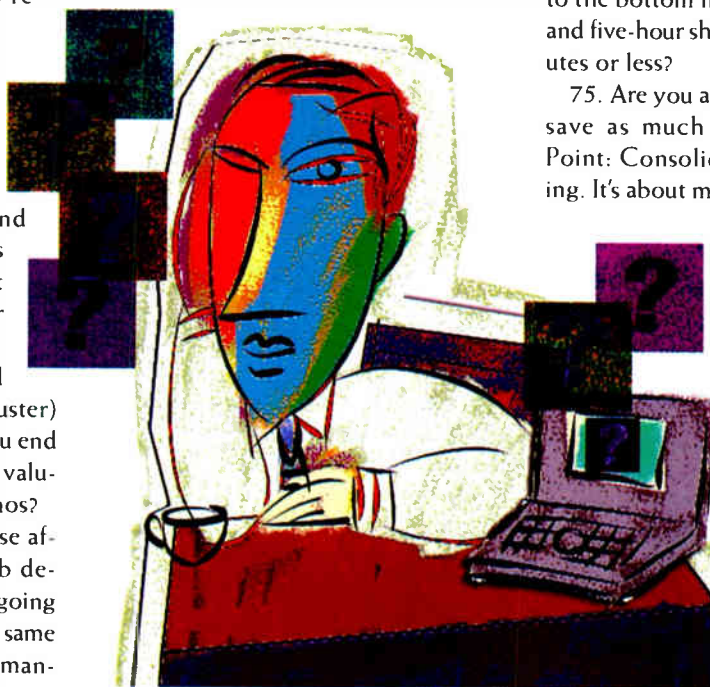
63. How are you going to referee the inevitable conflicts between people and

their vested interests (cultural conflicts/values conflicts/role conflicts/political conflicts/personality conflicts/departmental conflicts/procedural conflicts/resource/conflicts)?

64. Have you thought about asking your salespeople which station or combination of stations they'd like to sell?

65. How are you going to compensate your SMs and salespeople?

66. Do you think it might be a good idea to build into both compensation



plans a meaningful incentive for increasing your average unit rate and for going after more new and nontraditional Radio business?

67. If you're planning to hire or add Sales Assistants, how many?

68. Do you think it might be a good idea to build production incentives into their compensation plans as well?

69. What other resources do you need for a cluster-sell that you don't have now (laptop computers for on-site presentations/a tell-all software package to upgrade your traffic system/exclusive plans-to-purchase research/etc.)?

70. In converting a cluster-sell and thereby going after bigger accounts and selling at the highest marketing levels within those companies, what training do you need to offer your salespeople that they're not getting now? It's time (past time) to redefine and rewrite the job description of Radio's salespeople.

71. Are you going to consolidate in one building?

72. What redundancies (traffic/copywriting/production/programming/program consultants/promotions/sales/engineering marketing/management/etc.) can be eliminated?

73. What systems do you need to implement to reduce the time and cost-of-sales of placing, monitoring and billing orders properly?

74. How much money can you send to the bottom line by laying down four- and five-hour shift voice tracks in 20 minutes or less?

75. Are you aware you probably won't save as much money as you think? Point: Consolidation is not about saving. It's about maximizing sales. You will

end up playing into the hands of your competitors if you concentrate on saving rather than maximizing.

76. What else can a cluster-sell gain you that a single-station sell can't?

77. How are you going to position your structural change with advertisers and agencies (especially in the beginning

when, because nobody will buy you just because you're bigger, you can expect an initial slowdown in sales)?

78. How are you going to overcome resistance from those who resent what they perceive to be an attempt to create a Radio monopoly?

79. What are you going to do to guarantee a smooth transition? Note: See "Achieving Duopoly Détente" (13 ways to meld the cultural differences of two former enemies under one common ownership) in the Feb. 12-25, 1996 issue of *Radio Ink*.

80. Given your answers to the above questions, to maximize sales without sacrificing your average unit rate, which organizational structure is best for your particular situation? ☐

*Dave Gifford is President of Dave Gifford International. He may be reached at 800-TALK-GIF.*

Looking For NTR Income?

# Let Me Publish Your Station Book!



I'm Eric Rhoads, Publisher of *Radio Ink*. We publish and print hundreds of books every year. Why not let *Radio Ink* publish your station book? This is the best NTR income since I invented the Giant Boom Box!

**RUSH DID IT! IMUS DID IT! STERN DID IT!**

What better station promotion than your air personality's publishing a book!

Imagine a book about your station or one of your personalities. Involving your listeners in the book-writing process, then mixing and mingling with them at book-signing events, your air talent will be the talk of the town.

This self-liquidating promotion tool creates enormous new revenue opportunities and gives your staff a chance to sell clients who are normally difficult to sell.

**RADIO INK PRESS WILL HANDLE ALL THE DETAILS.**

We'll plan it, write it, copy-edit it, proof it, design it, do all the pre-press development and

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# NAB Buying Plan

## How to Go Prepared



**CHIP MORGAN**

**Before you buy, do your homework.**

**W**ell, another year has gone by, and it's that time again — time to get ready for the broadcasting industry's most important purchasing opportunity of the year: the NAB Show. More than 100,000 industry professionals from over 130 countries will attend the NAB '98 Show this April 6 to 9 in Las Vegas. Here are a few steps to take to make the NAB less painful.

For starters, accept the buyer/seller relationship on the show floor. You are there to shop and gather information; the exhibitors are there to sell. Preparation is the name of the game. Before you buy, do your homework. Get the facts from as many non-biased sources as possible, and know what you need before you get there. When your goals are clearly mapped out in writing, you're a lot less likely to get distracted or seduced into purchasing something you neither wanted nor needed.

Plan ahead and prioritize. Decide which exhibitors are absolute "must-sees." Choose a handful, and write out a few questions to ask each one, then carry your list in a notebook. You'll look like a serious customer and probably will garner more attention from salespeople. Here are a couple of other tips:

- The first and last hours of the day tend to be less crowded.
- To maximize your chances of getting in and out with ease, consider using a highlighter to color-code your floor map.
- Don't let yourself get burned out. Take a break when you have to, but call it a day after five or six hours to avoid "information overload." Review the literature you've gathered and make notes. If you came with a group, get together with your co-workers to do the same. You'll be in better shape to make sound buying decisions if you avoid getting too tired.

*Chip Morgan is President of CMBE, Inc., a facility design and integration firm. He may be reached at 530-676-4344 or by E-mail at [Chip@CMBE.com](mailto:Chip@CMBE.com)*



### QUICK READ™

- ▲ It's time to get ready for the broadcasting industry's most important purchasing opportunity of the year: the NAB Show.
- ▲ Accept the buyer/seller relationship on the show floor. You are there to shop and gather information, the exhibitors are there to sell.
- ▲ Preparation is the name of the game. When your goals are clearly mapped out in writing, you're a lot less likely to get distracted or seduced into purchasing something you neither wanted nor needed.
- ▲ Plan ahead and prioritize. Decide which exhibitors are absolute "must-sees."
- ▲ You'll be in better shape to make sound buying decisions if you avoid getting too tired.

- Keep a positive attitude. The NAB Show is a fantastic way to glean information from vendors about cutting-edge technology. This is your opportunity to check out state-of-the-art products before the rest of the world. You'll meet experts who can offer helpful advice about problems you might have experienced in the past, so make time to seek out other Radio people.

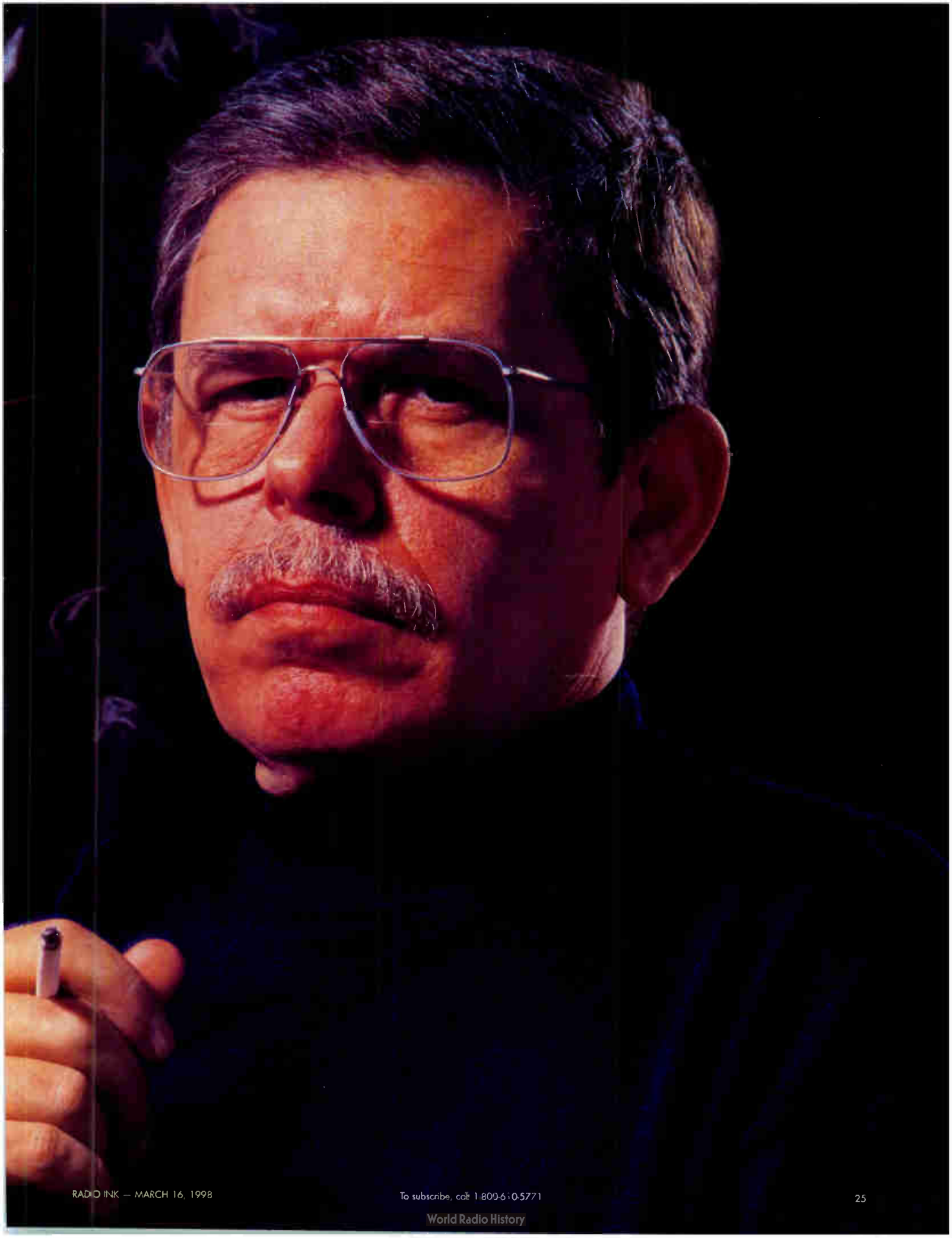
- Make several trips through the exhibit hall to ensure you haven't missed anything important. Three or four times through is a good number. It gives you time to run through your "must-see" list, then a second time for a "want-to-see" list. Once you've seen everything you came to see and the pressure is off, take at least one more relaxed trip around — you might discover something you weren't even looking for. Don't forget, there will be booths offering information on everything from antennas and tower accessories to digital audio broadcasting and much more. If you've had a passing interest in digital consoles or data broadcasting, here's your chance to go to the source.

- Finally, don't forget to follow through after the show while details still are fresh in your mind. Take your time going through all the material you've collected one last time. Make piles and throw out anything you probably won't need again, or file it away for future use. If you collected any samples, use them right away. ☺

# PRINCE *of the* DARK

There's not another living soul within miles. From his vantage point under the lonely Arizona desert sky, Jacor's Talk Host Art Bell summons millions of all-night listeners to their Radios. Together, they'll exchange the latest information on what powerful or minute forces will control our destiny (at least until tomorrow night's show, when everything could change).





◀ 25 interview

**INK: What is a day in the life of Art Bell like?**

**BELL:** When I get off the air, I typically go out back and play some racquetball to loosen myself up — because, when you get off the air from a five-hour Radio program, you have enough adrenaline pumping to go fight the Iraq war single-handedly. I try to wear myself out. Then, I try to go to sleep around 5:00 in the morning. I usually sleep until about 9:00 a.m. I get up and spend my time during the middle of the day doing business. Later in the day, around 4:00 to 5:00, I go to sleep for three to four hours. I get up, prepare for the show, and away we go again.

Now, I work from home and have a studio here with a KU-Band Uplink. I walk from one room to the other. I have everything here, probably more than anybody could ask for, and more

than most city newsrooms have. I have every satellite service you could imagine. I have four computers sitting in the house, ready to go on the Internet on a moment's notice. I have Tech's News Services. I have more information now than I had when I worked for most major broadcast stations, and I've worked for a bunch.

**CHILDREN OF THE NIGHT**

**What is the best part about the people who listen to the Radio late at night vs. the people who punch in and out during the day?**

There is a world of difference. They are completely different people. The people at night don't have the hum and the buzz of all the activity going on, phones ringing, and all that baloney. They have time to listen, digest, be open-minded and think about things they wouldn't even consider dur-

ing the day.

I have been a night person all my life. I worked either 7 p.m. to midnight or midnight to 6 a.m. The show I am doing now, and that seems so successful, I have been doing for 13 to 14 years. I did it from a 50,000-watt station in Las Vegas and used to commute back and forth. All of this syndication grew out of doing that show in Las Vegas. It is, essentially, the same show that I did there. The only difference is then I had to drive 120 miles to do it, every day. Now, all I have to do is walk into the other room.

**Why do "night people" gravitate toward calling Radio stations?**

At night, people are willing to consider the howling wolves, the vampires and all of these things we talk about: the chupacabra, alien abductions. Things at night are unseen, and what you cannot see, you can imagine, so your mind and imagination take off. It is just something that doesn't happen during the day.

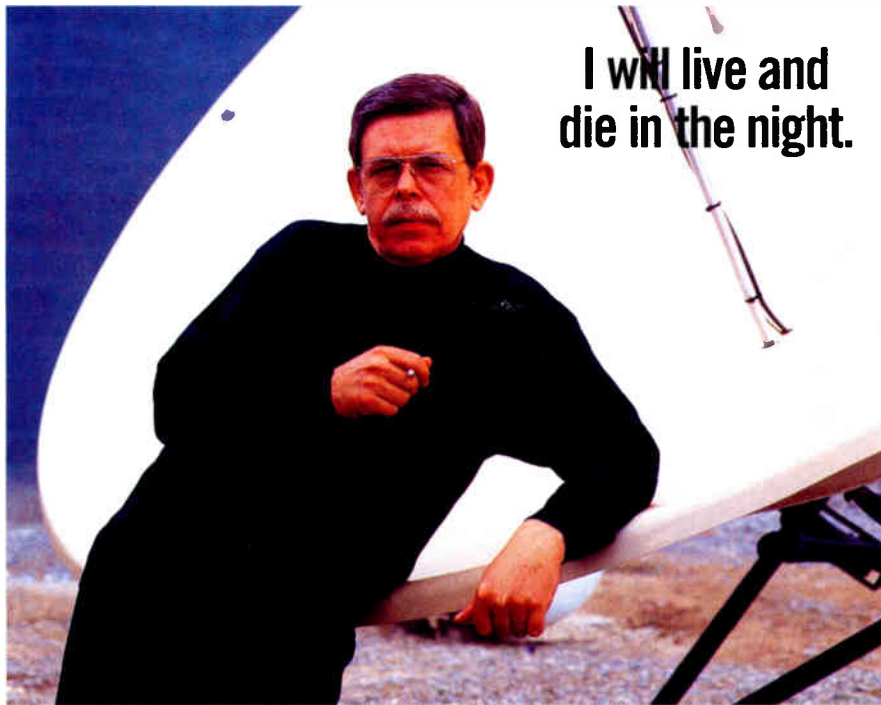
Listening to the big corporate types who would bring me to daytime would be the biggest mistake of my life. So you will never see it happen. I will stay right where I am. I will live and die in the night.

**Will your show change?**

I do that every other night anyway. I do the unexpected, completely. From night to night I have no idea what I am going to do.

**Are people over-exposed to what they have seen on television and heard on Radio all day by the time they get to the evening?**

Certainly. Over the last couple of years, Talk Radio has been too carried away with politics and Washington, D.C. Most of what has been done in



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**OUTDOOR LIFE RADIO**

Washington, D.C., is utterly irrelevant to the everyday lives of the American people. They have become bored with it.

And, to some degree, the fate of the ratings of some of the daytime political pounders has fallen because people are getting bored with it.

If you look around the dial right now, those shows that are not concentrating on politics — for example, Dr. Laura — and people who talk about

### The millennium is spooking some people.

Well, it should spook them. If you look at every avenue of human endeavor right now, whether it be political, social, economic or environmental, events are moving at a faster and faster pace, exponentially faster. They are moving toward some sort of event. As far as I'm concerned, it is not the end of the world. But I'm not a prophet, so I'm not prophesying what is going to occur. But there

book *The Quickening*. The book is not a work of fiction. It is a documentation of the speed of change.

### CH-CH-CH-CHANGES

#### What do you speculate will be changing, and when?

It will not necessarily be when the clock clicks over to the year 2000, or 2001, depending on what you think the new millennium is, but it is not very far down the line either. Let's take crime for

## At night, people are willing to consider the howling wolves, the vampires and all of these things we talk about.

everyday life are having a lot of success right now. Talk Radio has to grow up and realize that there is more to life than what goes on in Washington, D.C., if it wants to survive as the No. 1 format.

### MILLENNIUM MADNESS

#### What are going to be the big topics in the next year or two?

Cloning probably is going to be a gigantic topic. The ethics of the science we are quickly moving toward is going to be a big debate. We are beginning to be able to do things with science that are getting close to God's realm. We are going to be debating whether we should or should not be doing these things.

A lot of what is coming over the next few years is going to be technical/ethical debates. In other words, a lot of what is coming is that the millennium will come and there will be millennium madness in it.

is going to be an event and a change.

Over the years of doing this Talk show, I began to take note of the speed of the changes and began to talk about it on the Radio. One day, I picked up the phrase "the quickening." Possibly, it was some sort of subconscious recollection of the movie *Highlander*, which used that term. It just seemed like the right word, so I started talking about it. The audience would call me and say, "Look, Art, sure it looks that way, but we've just got more communication. We've got the Internet, we've got instant communication, so you're just hearing about all of this a lot more than you used to."

I would counter them by saying, "No, that's not true. I have had access to instant news for the last decade plus. I am telling you these changes in the speed of events are real." Finally, I was forced to write a book and document the fact that these changes are real, which is the reason why I wrote the

example. [The rates of] some forms of crime are down now, but the nature of crime utterly and completely has changed.

Life has kind of cheapened. You now are more likely to be killed by somebody that you don't know. There was a day in America, and not very long ago, that if you were going to be killed or murdered, it would be by someone you know, usually for specific reasons or with a specific motive. Now, you are more likely to be killed by a complete stranger for undefined reasons and without motivation — just killed randomly on the street.

#### Do you see any cataclysmic events happening worldwide?

Yes, with changes. Again, if you look at what is going on right now with the environment, we have ice fields in the Antarctic, which our scientists are telling us literally are melting and preparing to break off. We have the thinning of the ozone layer, producing

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ultraviolet radiation that is causing, by law, school children in Australia to have to wear hats to school to cover their heads. We have weather changes that no longer are arguable.

We have Mt. Etna, which is beginning to erupt. We are in this modern day and age where they have a Mt. Etna-cam so you can go on the Web and actually watch the lava flow down the side of Mt. Etna in Sicily. What is all this leading to? I'm not a prophet, I am just an observer, so I feel it is leading to a change. It is leading to something.

found water at the poles.

**GLOBELL**

**What are going to be the big war and peace issues for us over the next couple of years?**

Absolutely, biological weapons. Chemical weapons are very difficult to spread; but biological weapons, unfortunately, amplify themselves. I can assure you that Iraq, Iran and other countries are busily cooking up some of the worst bugs you could imagine in your greatest nightmare. These are the things that can begin very small and

to worry about, don't worry about the big things. Worry about the little things.

**DOWN-TO-EARTH BUSINESS**

**Does your new deal with Jacor make you more establishment?**

No, it does not. I perceive the relationship as a really good one. Jacor is actually kind of like me. I am a fierce competitor, personally. I love competition. I love getting in there and plugging away. Sure, I want the ratings, but it is not because of the money that is connected to the ratings. It is because it means I did a good job. It is an affir-

**The real fear is not going to be nuclear weapons. It is going to be the little things that are going to get you.**

**IT'S OUT THERE**

**What are your thoughts regarding space exploration?**

There was a *Florida Today* story on Jan. 24, indicating that NASA now has ordered that all projects aimed at sending humans to Mars or back to the Moon have been canceled. Now, they are going to suggest it is because they don't have the money. However, at a time when our scientists have announced that there is life inside a Martian rock, it seems to be a strange moment to suggest that manned space flights have been canceled. In effect, we have been quarantined.

**Were there any plans underway?**

Yes. We have had a joint mission plan with the Russians to Mars, for example, for some time. Very recently, they were talking about lunar colonization, based on the fact that they

get very large, if not worldwide. The real fear is not going to be nuclear weapons. It is going to be the little things that are going to get you.

**What is your take on the Middle East situation?**

We are convinced that Saddam is hiding biological warfare weapons for massive destruction. Saddam has suggested that he has enough chemical, or biological, weapons to erase Tel Aviv from the map. Or he is going to send somebody over with something in a backpack that is going to come across our southern porous border and there is going to be an act of terrorism.

I think our policy is that if there was a biological strike at the United States, we would respond with nuclear weapons, at least theater-type nuclear weapons. The nature of warfare is changing quickly before our eyes. So if you want something

mation of doing a good job. For the first 30 years of my broadcasting career, money was not the result of good ratings. I starved to death like everybody else in Radio. So, the ratings to me are very important, but it is not because of the money. It is just because it means I must be doing the right thing.

**Did you and Randy Michaels have any good one-on-one sessions during your negotiation?**

Oh, yes. I have watched Jacor be the most competitive organization out there and just go raging across America doing all the right things in terms of consolidation of syndicated programs, as well as of buy-outs of Radio stations. They have been fiercely competitive, so they are my kind of people.

Obviously, Radio is being consolidated all over the place, not just with

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◀ 28 Interview

Jacor, but Jacor is the best at what they do. So, during the time that everybody was trying to buy — and I can assure you ABC, Westwood One and all of them came after us — I was praying that Jacor would be the one that ended up getting us, because they are aggressive as hell and so am I.

**So, you and Randy are in a room together; there is a fly on the wall. What would the fly hear?**

Jacor is on its way to owning the world. I think they believe it, and I certainly believe it. They have Rush, Laura and Art Bell. They are going to dictate who succeeds in the ratings and who does not.

**Is consolidation working for our industry?**

I have concerns about it. I realize that if I am on 400 Radio stations, which I am, it may mean there are 400 people who don't have jobs in small markets. Yet, this is a trend that is way beyond my ability to control. All I can try to do is bring the best programming and the most entertaining programming I can to those 400 Radio stations.

**MYSTERY OF TALK**

**Why has Talk Radio created such a following?**

I spent 30 years in Rock Radio. As I got older, I found I began to get bored with music. I began to turn to Talk Radio as a far more complex and interesting interactive format than Rock Radio.

There's too much politics on Radio. There is not enough variety or reflection of real life beyond the Beltway. It started with Rush Limbaugh. Rush, of course, is absolutely superb at what he does. The moment all this happened, everybody else decided that the only proper formula for Talk Radio was to do

what Rush does, and everybody started doing what Rush did. Now, we've got a million Rush clones out there.

**Why do conservatives have more Talk shows?**

Because Rush was a conservative and enjoyed the kind of success he had, everybody else fell right into that mold and thought the key to success was right-wing conservative Talk Radio. We've gotten so much of that we're ready to throw-up, and we're still getting that nausea. There was Bob Grant

before there was Rush, and G. Gordon Liddy was walking the walk long before he was talking the talk. But it's articulated best by Rush.

Talk Radio has to grow up. I don't want to see a lot of Art Bell clones out there, which already has begun. My biggest complaint is copycats in Talk Radio. The formula to success is not necessarily right-wing conservative Talk Radio. Come on, folks, wake up. Art Bell is a success because he didn't copy somebody else. ☹

**SIDELINES**

- **Leisure Activities:** Racquetball, ham Radio, electronics, computers, the Internet
- **Recommended Reading:** Michael Crichton, Richard Preston, Tom Clancy
- **Mentor or Role Model:** Business: Alan Corbeth; Creative: Orson Welles
- **If you had 30 minutes to sit and talk with one person, whom would you choose?** Barry Goldwater
- **If you could go back in time, where would you go?** Late '50s
- **To whom did you listen on the Radio when you were growing up?** WABC New York, WKBY Buffalo, WLS Chicago
- **What did you want to be when you grew up?** Of someday being on a 50,000-watt Radio station
- **What is your pet peeve with Radio?** People who don't turn off their damn Radios when they get on the air
- **As a listener, what is your favorite format?** What am I going to say, Punk Rock? Of course it's Talk.
- **What is your E-mail address?** artbell@aol.com
- **The most embarrassing thing that ever happened in my career was ...** At KDWN Las Vegas I did an all-night show. It was about 2:00 a.m., and brown water began dripping from the ceiling. I called the owner, who thought it was funny until I told him it was dripping on his equipment. I interviewed the hotel maintenance guy on the air, where he revealed to me and everybody else that the brown water was an overflowed toilet. The next morning the hotel issued an eviction notice to the Radio station, until it was pointed out that all the information that went out on the air came from their own maintenance guy.
- **What has been your most unattainable goal?** Quitting smoking.
- **Of what achievement are you most proud?** Of being an original ☹

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- a full-featured new TAPSCAN for smaller market stations
- an entirely new revenue management concept designed for managers who must meet and exceed budgets.

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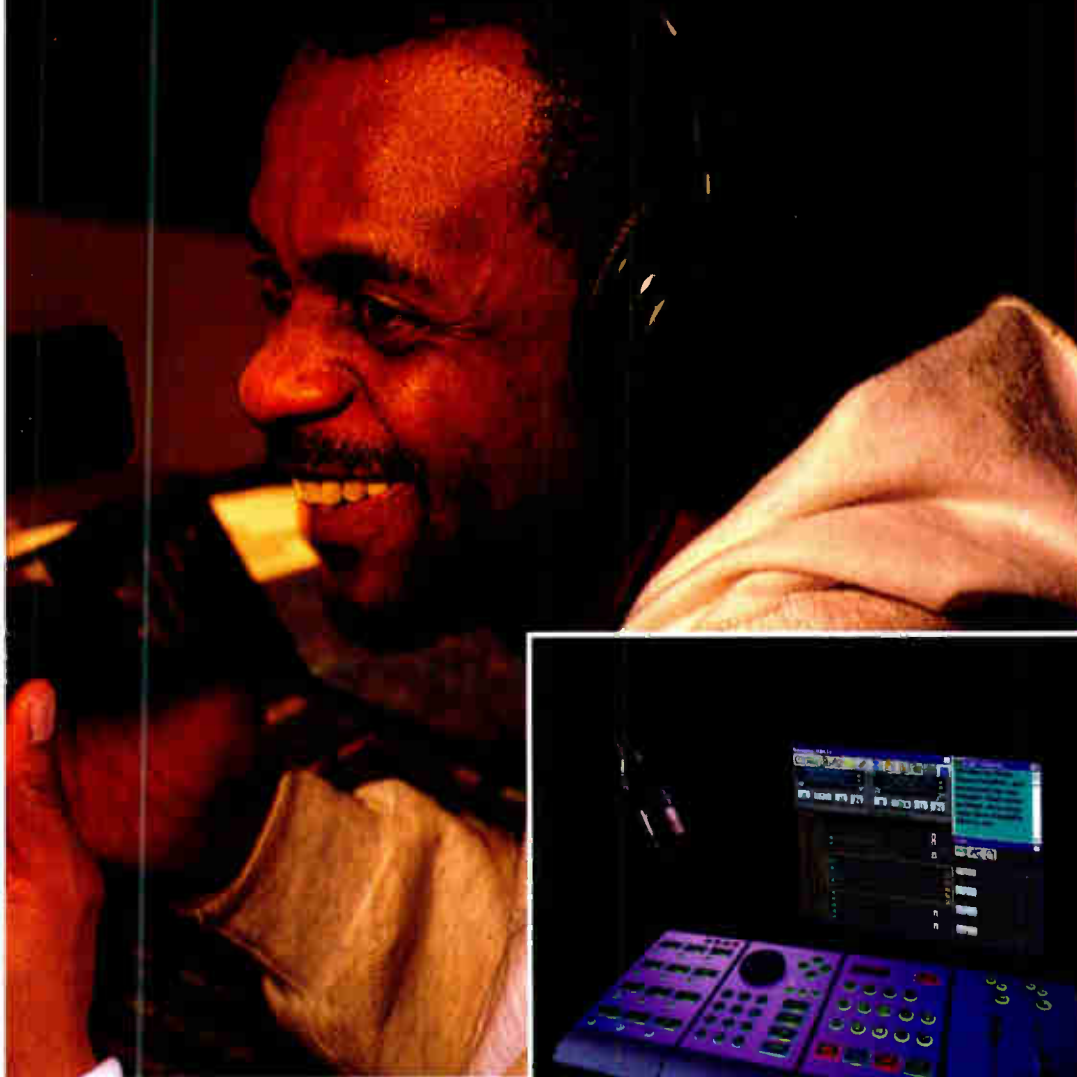
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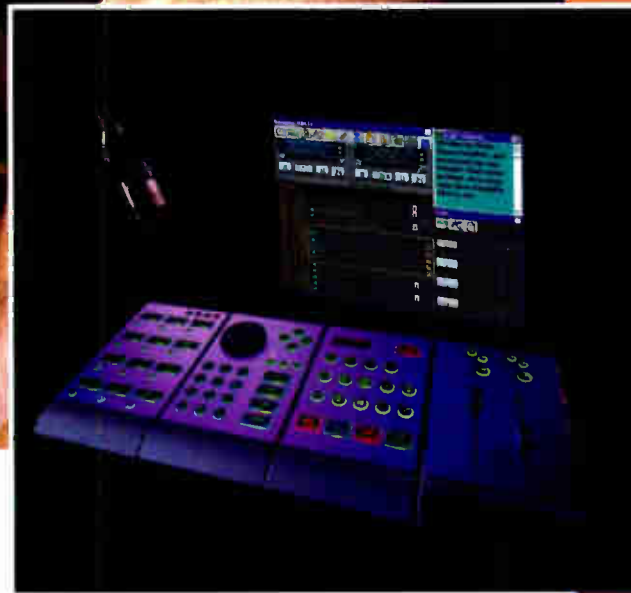
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Daypart	Time	Units	Amount	Yield	Avg per Spot
<b>Mon-Fri</b>					
Overnight	21 min	25	\$828.00	\$39.43	\$33.12
Morning	272 min	303	\$26,869.00	\$106.43	\$94.58
Midday	305 min	321	\$30,888.00	\$100.55	\$95.54
Afternoon	270 min	276	\$27,330.00	\$101.41	\$99.02
Evening	286 min	323	\$25,098.00	\$84.79	\$77.70
<b>Full Day</b>	<b>1,653 min</b>	<b>1,248</b>	<b>\$112,583.00</b>	<b>\$96.78</b>	<b>\$90.21</b>
<b>Sat</b>					
Overnight	11 min	11	\$462.00	\$42.00	\$42.00
Morning	30 min	36	\$2,623.00	\$87.43	\$72.86
Midday	27 min	28	\$2,228.00	\$84.00	\$79.50
Afternoon	31 min	32	\$3,105.00	\$101.80	\$97.03
Evening	27 min	27	\$1,815.00	\$70.93	\$70.93
<b>Full Day</b>	<b>1:26 min</b>	<b>134</b>	<b>\$10,331.00</b>	<b>\$82.65</b>	<b>\$77.10</b>
<b>Sun</b>					
Overnight	9 min	9	\$378.00	\$42.00	\$42.00
Morning	21 min	21	\$1,843.00	\$89.90	\$87.76
Midday	15 min	18	\$1,273.00	\$84.87	\$79.56
Afternoon	28 min	26	\$2,281.00	\$86.96	\$86.96

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by Jim Taszarek

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One said of the AE, "She didn't have many other accounts, did she? She was always here." Another said, "She made me feel like I was her only account." Still another stated, "Here's the pile of stuff she sent me (shows us a manila folder stuffed with faxes, printouts of E-mails, greeting cards and ticket stubs from an NBA game). And another asked, "Will someone keep calling me like she did to tell me about the 'really good stuff' that becomes available?"

These clients would buy almost anything from this AE because of the service. Upon investigation, we found she had a system:

- She faxed her clients with the times that the spots would run during the next week (not every week, just some).
- She sent some kind of communication to every client every week: marketing articles, station premiums, pictures of remotes for other



clients, tickets, birthday cards and E-mails. She made them feel as though there was someone at the station who actually cared about them.

- She had a simple system using ACT 3.0 software. The station paid for the faxes, mail and E-mail, so she took full advantage.

- She sent nauseating numbers of thank-you notes that clients absolutely loved (regardless of gender).

This AE simply outsold her competition with little more than constant, systematized client contact, with the effect of keeping, renewing and upgrading so much old business that she didn't have to spend as much time prospecting and pioneering for unsure new business. When clients say, "You can't have too many other accounts," you know that you're home. ☺

*Jim Taszarek is president of TazMedia, Inc. He may be reached at 602-970-4200 or by E-mail at [tazmedia@aol.com](mailto:tazmedia@aol.com)*



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# The Power of Win/Win Selling

## Create Super Salespeople

by Chuck Mefford

As a child, did you ever say to your parents, "Mom, Dad, when I grow up, I'm going to be a salesperson"? Of course you didn't. Most of us wanted to do something respectable, like be a nurse, a pilot or a doctor.

One reason for not wanting to be a salesperson was that of image: fast-talking, slick, dishonest, high-pressure, Herb Tarlick ... well, you get the idea.

You and I are not like that, of course. But somebody is, because sales still has a lousy image. The fact is that fully 83 percent of all salespeople are lousy, having antiquated sales skills.

What's the solution? First, you need to think "Win/Win." If we all thought "Win/Win," a career in sales would be looked at in a very positive light. The sales philosophy of Win/Win is simple: The only way you win is by ensuring that your clients win. It's that simple.

The second solution is a need for professionalism. We are not professional. The Radio industry suffers because we lack the commitment it takes to be professional. If that makes you angry, good. Do something about it.

### Keys to Being a Win/Win Professional

1. Training — Win/Win professionals measure training in years, not days and hours.

Did you know that people at IBM receive a full year of sales training before they can sell a single computer? Now that's professional sales training.

Talk about Mickey Mouse: Street-sweepers at Disney World receive five days of training. That's more than most Radio salespeople get. Worse yet, what little training we do get involves how to sell spots, not how to grow a business by providing solutions.

How much training have you received? If you can measure it in hours or

days, you've a long way to go. If your training was a video or a correspondence course, you've a lot more work in front of you.

2. Practice — A professional pilot must have 5,000 hours of practice before flying a DC-9. Yet, we put our people on the front lines without practice every day, content to let them "crash and burn" in front of customers.

3. Standards — Doctors have standards for operating procedures; pilots have standards for navigating and handling emergencies. What are your standards for time management, account management or prospecting? Many professionals have regular, certified testing of skills, and if they don't meet the minimum standards, they're out.

### Solutions for Change

It's time to make a dramatic change. We must begin to really invest in our salespeople. If we took one-tenth of the amount of money we spend on ratings and contests and instead invested in training our sales staffs, the results (ROI) would be incredible.

A video or a correspondence course is a start. But I don't want my pilot flying me to Dallas after learning how to fly by watching a video. We need a 1,000-percent increase in training. People only really learn by strong examples (training), applying it (practice) and then being rigorously tested and certified (standards).

The only way we win is when our clients win. They'll win a lot more when we have a Win/Win attitude and the discipline to be true professionals. ☐

Chuck Mefford is president of Mefford Achievement Systems. He may be reached at 800-627-4778 or by E-mail at CMEFFORD@prodigy.net



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# Six Steps to Sponsorship

## How to Make it Pay Off

by Sylvia Allen

**M**ost of you are bombarded daily with requests for "free" air time as the "official Radio station of ...," whatever the event may be. And, it's always very worthwhile. The sponsorship solicitors can't understand why, when you have all that air time, you can't make room for their requests.

sponsorship. One of the biggest is Cause-Related Marketing, whereby a nonprofit affiliation with your event offers greater consumer acceptance and better sponsorship affiliation opportunities. According to the Cone Roper Benchmark Survey, three out of four consumers will

### There has to be value in the sponsorship or companies won't want to be involved.

Because you've been on the receiving end of these requests, you know all the wrong things to do. So, let's talk about how to get started in sponsorship and how to do it effectively.

1. Understand what sponsorship is so you can approach it properly. A basic definition of sponsorship is "an investment, in cash and/or in kind, in return for access to exploitable business potential associated with an event or highly publicized entity." The key word here is "investment," which implies a payback. There has to be value in the sponsorship or companies won't want to be involved.

2. Know where sponsorship dollars are being spent. With 65 percent going to sports, 10 percent each to entertainment/tours/attractions and fairs/festivals/ annual events, 9 percent to causes and 6 percent to the arts, you have a better sense of how moneys are allocated to sponsorships.

3. Become familiar with the trends in

spend more for a product or service if it is affiliated with a worthwhile cause. This is important for sponsors.


At the local level, take advantage of grass-roots marketing. Major corporations can enhance their national program through a local opportunity. It allows them one-on-one opportunities to talk with their customers. Three other important issues in sponsorship are developing partnerships, creating retail promotions that enhance the sponsorship participation, and branding.

4. Look at your marketplace, and research existing events to determine what your community needs. While in the development stage, keep in mind where sponsorship dollars are spent as listed in Item Two above.

5. Once you have identified what you want to do, develop a budget to determine how much money you need to raise through sponsorship. Treat it like a separate business, which means you



have to include operating and overhead expenses as well as some level of profit.

6. Determine what items on your budget can be bartered and what can be sold. Don't overlook the other media in your marketplace — coupons, shoppers, newspapers, cable, TV and billboards. They can all benefit by being associated with your event, and you benefit by having their inventory as part of your sponsorship packages. Now you're ready to get started in the sales process. 

*Sylvia Allen, president of Allen Consulting, Inc., is a teacher at NYU and writer of The Sponsorship Newsletter. She may be reached at 732-946-2711.*



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ILLUSTRATION BY ART GLAZER

# AE Olympics

## Sales is a Team Sport

by John D. Murphy

Here's a way to illustrate the benefits of teamwork at your next sales meeting. You'll need some working "props": items that normally require two hands (or two people) to manipulate easily. Some examples are:

- Lace-up tennis shoe (tying a shoe)
- Playing cards (shuffling, building a house of cards)
- Sock (putting on a sock)
- Necktie (tying a necktie)
- Belt (putting on a belt)
- Paper (making a paper airplane)
- Pill container (opening a child-proof cap)
- Zip-up jacket (fastening and zipping a zipper)

Divide your staff into groups of three or four and give each person a prop with which to work. Instruct them to hold one hand behind their back and, with their free hand, complete the task related to their prop (e.g., tie a shoe). When a person reaches their goal, they are rewarded with a prize (bags of M&Ms or Skittles seem to work well).

Now, here's where teamwork comes into play. Once finished with their own task, people are free to use both hands to help another teammate complete their



task. The team to finish first wins. Give each winning team member a "Teamwork" certificate (make some up on your computer) and treat them to lunch. The first person on the winning team to help the others gets a "bonus prize" for going above and beyond their own goal.

Hands-on examples like this seem to create lasting impressions — and they're fun. Follow this exercise by incorporating some team-oriented incentives into your compensation plan. Come up with a structure that rewards overall performance in addition to individual excellence. You might be surprised at the results — and market share — you gain through teamwork. ☐

John D. Murphy is GSM of KODS-FM and KLCA-FM Reno, NV. He may be reached at 702-829-1964 or by E-mail at [inoradio@aol.com](mailto:inoradio@aol.com)



### Tip for Tat

Form your own Tip Club. Members should exchange new business leads at the meetings. The most successful clubs charge a membership fee (usually spent on an annual party). Members are fined for not bringing a tip to meetings. Two meetings without a tip means your membership is canceled.

Non-competing businesses can join. Hot categories include salespeople from the following businesses: printers, beverage distributors, building materials industry, business insurance, newspapers, TV stations, fleet leasing companies, direct mail companies, office supplies/equipment dealerships. Source: Jim Libalito, Radio Ink

### Avoid a Bad Read

Listeners typically reject commercials voiced by clients themselves. With few exceptions, client-voiced commercials tend to contain amateur presentation, too much information and a hard-sell read: three of the 14 negative elements in Radio commercials. Remind your clients that they need to speak slowly and stick to one main point in their Radio advertising. Source: Maureen Bulley, The Radio Store

## Get Giff...

- "You have to be the Michael Jordan of Radio sales and management consultants!"  
— Bill Wells, Director of Sales (a six-station megaopoly in Des Moines, IA)

## Or Get

- "For two days we heard the most astounding presentation. It was incredible! And we highly recommend it. But beware! If you're used to doing things like you have always done them and feel that's the best you can do, you may be in for a rude awakening."  
— Bill Sims, Owner/Manager, KIOT-FM Santa FE, NM (a former competitor of Giff's)

## Left Behind!

- "I now have an explosive system! By far the meatiest, most influential, most value-packed, most real-world, have-you-got-the-guts, put-it-to-work seminar I have ever attended."  
— Bill Guertin, Sales Manager, WKAN/WLRT Kankakee, IL



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ideas you should start planning NOW

## APRIL

### QUICKFIX™

**"Check the Time"** — At 2 a.m., the first Sunday in April, it will be time to set your clocks forward. The station can host a weekend and give away free watches from a sponsor. Tie in a jewelry store to provide watches or free watch cleaning. Print watches with the station logo to give away from a retailer as a gift with purchase or at a remote over the weekend.

**"Take-Your-Daughter-to-Work Luncheon"** — A restaurant can host a lunch and provide deals to daughters who go to work with their mothers on this day. Have women speakers, give daughters corsages or flowers and have famous local women greet the customers.

### TARGET PRODUCTS AND ACCOUNTS

Motorcycles; Hardware Stores; Lawn and Garden; Outdoor Furnishings; Computer Services and Sales; Recreational Vehicles; Boat Dealers; Children's and Infants' Apparel

### DATES TO REMEMBER

- 1 April Fools' Day  
End Winter Arbitron
- 2 Begin Spring Arbitron
- 5 Daylight-Saving Time Begins
- 5-9 NAB Annual Convention
- 10 Good Friday
- 11 Passover
- 12 Easter
- 15 Tax Deadline Day
- 23 National Take-Your-Daughter-to-Work Day
- 24 Arbor Day

### NATIONAL

Alcohol Awareness Month; Stress Awareness Month; Listening Awareness Month; Humor Month; Keep America Beautiful Month; Cancer Control Month

## MAY

### THE SPECTACULAR HOME MAKEOVER

This is a major dream prize that most people would love to win. There are several ways to conduct this contest. You will have to make adjustments according to your budget. The station will gather five to 10 clients to contribute to the grand prize Home Makeover. Each client should contribute the same amount of services or products, such as \$2,000-worth of appliances. You can include clients such as furniture stores, carpeting and flooring outlets, closet designers, appliance retailers, electronics stores, window treatment designers, fabric stores, door and window manufacturers, lighting stores, fixtures outlets.

Listeners can register over a period of time at the clients' locations. Then, during a remote, the station can draw one qualifier from each location. All qualifiers will win a smaller prize and show up at the station for a big drawing on the air. The station should have a breakfast and make the qualifiers feel very special.

Stations should provide promos, remotes during the promotions, POP and registration. The client should provide a product or a service and smaller prizes for the qualifiers.

### TARGET PRODUCTS AND ACCOUNTS

Pools, Hot Tubs and Supplies; Vacations; Hunting and Fishing Supplies; Major Appliances; Boating Supplies; Lawn and Garden; Retail Bakeries; Building Supplies; Floor Coverings; Bridal Market

### DATES TO REMEMBER

- 1 National Day of Prayer
- 3 Kentucky Derby
- 3-9 National Family Week  
National Tourism Week
- 5 Cinco de Mayo  
National Teachers' Day
- 10 Mother's Day
- 11-17 National Sexual Harassment  
Awareness Week
- 16 Armed Forces Day
- 24 Indianapolis 500 Race
- 25 National Missing Children Day
- 25 Memorial Day

### NATIONAL

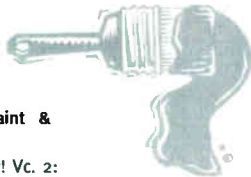
Mental Health Month; Better Sleep Month; Safe Baby Month; Physical Fitness Month; Women's Health Care Month; Breathe Easy Month; Better Hearing and Speech Month; Family Support Month

*"Radio Ink assumes no responsibility for the viability of the promotions mentioned. Stations are advised to check with legal counsel regarding legality and possible lottery. Sales Promotion Planner is compiled by Kim Stiles, creator of the Promotional Marketing Planner. She may be reached by phone or fax at 770-974-6590 or by E-mail at STILES@ATLMINDSPRING.COM"*



## COPY CLIPS

### Paint Store



#### :60 Grant Street Paint & Decorating

Vc. 1: It's shocking! Vc. 2: Everybody's doing it! (Gasp!) Vc. 1: Everybody! Vc. 2: They're doing it in the bedroom! (Gasp!) Vc. 1: The living room! Vc. 2: The bathroom! (Gasp!) Vc. 1: The dining room! Vc. 2: Even in the den! (Gasp!) Vc. 1: And it's all because of Grant Street Paint & Decorating! (sfx: music up) Vc. 2: Right now, all wallpaper at Grant Street Paint & Decorating is 30- to 40-percent off the suggested retail price! Which makes now the perfect time to re-do your walls for spring! Vc. 1: That's not all. Grant Street Paint & Decorating also is offering 50- to 65-percent off Hunter Douglas Blinds. But, you'd better put the blinds up first ... (loud whisper) ... so people won't see what you're doing. (Gasp!) Vc. 2: Everybody's doing it, thanks to Grant Street Paint & Decorating! (Gasp!) Vc. 1: They're re-doing their walls for spring because all wallpaper is now 30- to 40-percent off ... Vc. 2: ... At Grant Street Paint & Decorating. Across from T.B. Woods, Chambersburg.

Jeff Wine, WCHA-AM, WIKZ-FM  
Hagerstown, PA

### Bicycle Shop



#### :30 Marble City Bicycles

Anncr: Experience freedom ... the freedom of riding down a winding road, breathing the fresh spring air and feeling great. The folks at Marble City Bicycles can give you this freedom. Before you hit the road, bring your bike in for a complete tune-up for only \$20. That's the lowest rate in the area. Plus, you'll get professional and personal service. Now, if you're looking for a new set of wheels, Marble City Bicycles is the place to go, too. They are the authorized Bianchi dealer in the Rutland region. For quality service and products, go to Marble City Bicycles. Located in the Howe Center, Rutland. Open every day except Tuesday, they can be reached at 747-1471.

Jennifer Peterson, WJAN-FM, WJEN-FM  
Rutland, VT

### Travel Agency



#### :60 House of Travel

Woman: Hey, honey ... For spring vacation, I really think we should book that *Destiny* cruise with the House of Travel. Man: Yeah! That ship is so big ... Woman: (going along) How big is it? Man: It's so big, the *Stature of Liberty* can actually fit on it and still have space above. No joke! But spring vacation is a long way off. Let's wait before we book the cruise. It's the largest ship ever built, so I'm sure there'll be plenty of cabins available. Woman: Guess again, Einstein. I called the House of Travel, and they said the only way to get a cabin for four people is to book with them because they have some cabins blocked. The ship doesn't have any more cabins for four to sell to anyone. The House of Travel has only five more staterooms left for a family of four and only three left for a family of three. And, if that doesn't get you off your duff, how about this? Prices have gone up, but the House of Travel has protected the original fare for these cabins! Man: (frightened) Prices rising? (sternly) Gimme the phone! Anncr: The Carnival Cruise *Destiny* sets sail March 30th of '98. Call the House of Travel today at 823-3833 in Alliance, or 1-800-888-3855.

Jeff Lauer, WDPN-AM, WZKL-FM  
Canton, OH



# Program INK™

## Ideas About Radio Programming

### PD FORUM

### Q: What questions do you ask listeners to find out more about your station?



**"Banana"**  
**Joe Montione**  
**WWGR-FM**  
**Ft. Myers, FL**

We use listeners to track demos and male/female categories when we get requests. However, when we have contest winners, we want to find out their workplace, their fax number, home number and address. We can use these in a database.

We don't ask any specific programming questions, but we try to get as much information about where they listen and live, what their job is, etc. We ask for much more information from them than from request callers.

Most of our tracking is done with listeners who call the studio, although we have listeners who call the front office for concert information

or directions. There are no specific questions for them, but it might not be a bad idea to track those calls, because those listeners obviously are connected to the station in one way or another.



**Charley Connolly**  
**WKJY-FM**  
**Garden City, NY**  
Outside of the standard

"Where are you calling from?" we don't go into much detail with listeners. We take for granted that they are already listening to the Radio station. The environment in which they listen is important to us, though. Is it in the

car, at home or in the office?

We track contest winners by name, middle initial, date-of-birth and social security number. We turn over that information to our promotions department to monitor the frequency with which people try to win our contests. We also have used birthday information to send birthday greetings, and for other mailing list opportunities.

We mostly are looking for a good "phoner" from our listeners, stuff we can play back on the air. They need to sound interested and excited.



**Shaun Holly**  
**KGLQ-FM**  
**Phoenix, AZ**

We continue to try to bounce things off callers. In addition to the usual sex/age/area informa-

tion, we want to know what they like or dislike about the station. This gives us a chance to tell our story one-on-one to a potential P1 listener. They appreciate our taking some time with them, and it's a bonding opportunity for us.

We like to ask listeners specific questions about our positioning statement vs. the positioning of our competitors. We call ourselves "all classic hits," and we want to hear if that's the same language a listener might use to describe what we do. Perception is reality in Radio, and sometimes listeners may have a different perspective or definition of our product that can be very informative. It also helps us re-position our competitors by taking the time on the phone to express the differences between us. ☺



### Your afternoon announcer complains that the morning show gets all the promotion and attention. What's your response?

If you're interested in responding to this future "PD Forum" question, or others, contact Steve Warren at 561-655-8778.



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Dan Parker, WCMY/WRKX, Ottawa, IL

"TOMA is an excellent selling tool to show the business community the benefits of long term advertising and why radio can do it cost effectively. Ten weeks after the seminar, we had surpassed our \$350,000 goal."  
John Lawrence, Susquehanna Radio, York, PA

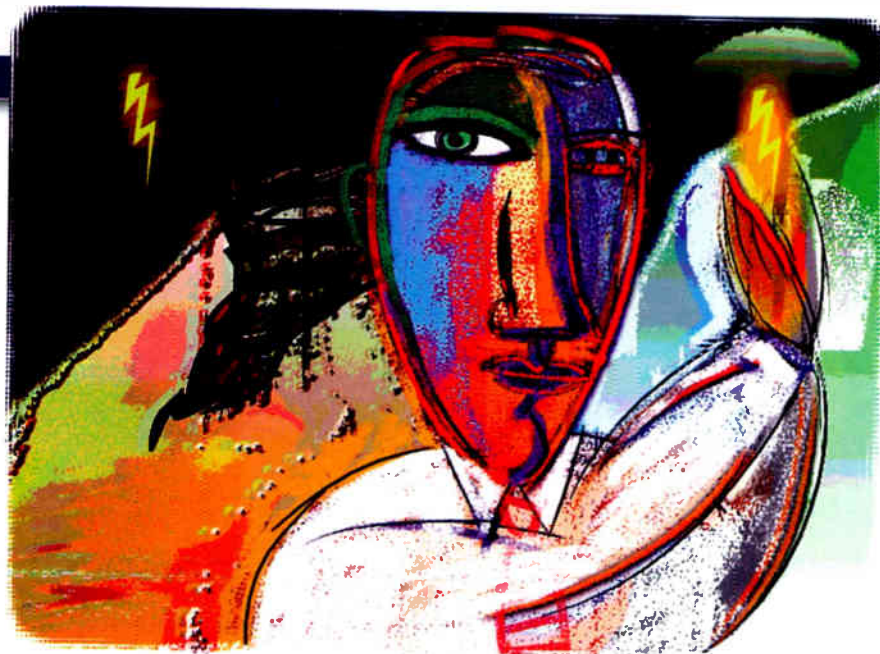
Call Larry Messick, V.P. of Broadcast Division at TOMA Research (800) 597-9798

# El Niño? No Problemo

by Lee Bayley

**Y**our audiences are hearing a lot about the weather phenomenon called El Niño and how it might affect us. We already have had flooding, ice storms, blizzard-like snow storms, tornadoes, torrential rains and even balmy winter days. If you live on either coast or in Tornado Alley, you are told to expect several more weeks of weather problems. To Radio, it means opportunity — be ready to seize the moment.

**Opportunity:** All the attention given El Niño has heightened audience interest in the weather. They want to know what it means to them, so they are listening more closely. Make certain your staff is well aware of the need to do helpful and useful weather information. Keep it fairly business-like. Make certain each staff member knows



the difference between a "watch" and a "warning." If a warning occurs, handle it seriously.

**Opportunity:** Regardless of format, make certain your station has a severe-weather plan. The staff members need to know exactly what their parts of the plan are, where to go and what to do when bad weather happens.

Try putting together a plan based on how far away the weather is. Ob-

viously, as the weather gets heavier, so should your coverage. Give listeners a clear picture of where the storms are. Instead of saying "The storm has hit Johnson County," say, "The storm has hit 100 miles west of Tulsa and is moving this way at 40 miles per hour."

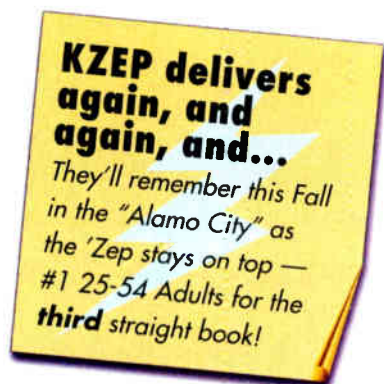
**Opportunity:** Sales. Remember, much of your audience is made of advertisers and potential clients. They are hearing a lot about El Niño and what it means to your market and their businesses. If all of your weather forecasts are not sold, they should be. Do you have a special "El Niño Report"? Have you given apparel shops the idea to have an "El Niño Sale" with all rainwear discounted?

**Opportunity:** Be creative. El Niño information doesn't have to be serious all the time. Do you have a morning show character named "El No-No"? Are you using a liner like "WXYZ, your official El Niño station"?

**Opportunity:** Answer listeners' needs for comforting information. In station promos, you should be telling your listeners you will be the first to report whatever happens. Music-intensive stations should tell the audience, "We will stop the music for a tornado."

El Niño might just be the opportunity you need. Be ready for it: Carpe diem. ☎

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Source: Arbitron - Fall '97 - 6A M.S.

Lee Bayley is a Broadcasting Consultant. He may be reached at 972-252-0099 or by E-mail at [LeeRadio@CompuTek.net](mailto:LeeRadio@CompuTek.net)



# 21st Century Programming

## Don't Let This Ship Sink

by Tom Tradup

Here's the bottom line as Talk Radio looks to the new millennium: The only thing older than yesterday's news is yesterday's programming concept that long ago wore out its welcome. In Talk Radio's case, this roughly boils down to the "Last Angry Man in America Rallying the Peasants with Pitchforks to do Battle Against Washington Bureaucrats" school of clichés and shopworn topics.

Most Americans despise politics, but most Talk Radio hosts love to talk to and about politicians. Much like the 1912 maiden voyage of the Titanic, Talk Radio steams blissfully forward at full speed toward its rendezvous with the iceberg that is the 21st-century Radio listener. But it's still not too late to head for the lifeboats.

Here are some essentials for programming Talk Radio in the new millennium:

1. The world does not revolve around the East Coast. There's a whole country outside of New York City and Washington, D.C., a whole country full of fascinating men and women who generate great Talk Radio topics.

2. "New" is good. Conversely, familiarity breeds contempt. As the 1990s dawned, Talk Radio was populated by local clones of Rush Limbaugh. Today, everyone claims to want "another Dr. Laura." Talk programmers planning for the 21st century would do well to emulate Baskin-Robbins and its trademark 31 flavors.

3. Always provide listener benefits. In the real world of the year 2000 and beyond men and women could care less if you're "the 50,000-watt blowtorch" or have "the largest Radio news team in Wyoming." Here's their bargain: They'll share part of their day with your Radio station if you in turn help them raise their kids, stretch their dollars and get ahead in their careers.

If your station's mainstay still is the stereotypical screaming host who hangs up on callers and refers to them as jerks,

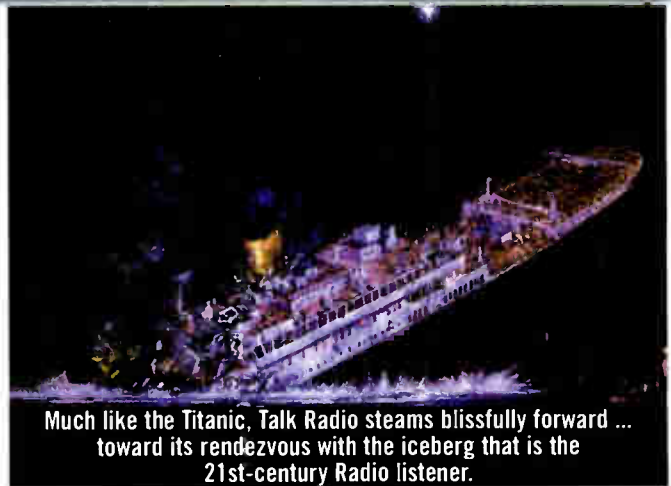
you're not unlike the dinosaurs that got caught in the LaBrea Tar Pits: You've still got a few roars and some fight left in you, but the end won't be pretty.

4. Take a lesson from the smaller markets. Most of us began in small- to medium-size markets and probably were more creative and had the most fun there. We'd do well to recapture that spirit in this age of megamergers and number-crunching that has put a boring corporate stamp on too many Talk Radio properties.

Ultimately, Talk Radio will triumph in the new millennium because regardless of how computerized our society becomes or how high-tech our DVD

home theaters make us, there's still going to be something magic about the ability of anyone in America — from the most powerful CEO to a homeless man who sleeps on a grate at night — to pick up a telephone and address hundreds of thousands of people on the air. ☎

Tom Tradup is VP/GM of the USA Radio Network. He may be reached at 214-484-3900 or by E-mail at tradup@usaradio.com



Much like the Titanic, Talk Radio steams blissfully forward ... toward its rendezvous with the iceberg that is the 21st-century Radio listener.

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RATINGS RESULTS**

Source: Arbitron — Fall '97 — 6A.M.-5



EXO  
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# Exceed Your Traditional Revenue Goals With

## Nontraditional Revenue — Buzz Word or Necessity?

Many Radio industry experts argue that there is no way for Radio to get beyond 7 percent of the advertising pie without nontraditional revenue. Because it is such an important aspect of Radio budgets today, *Radio Ink* went to several of this industry's experts to see what they suggest you do to exceed your goals with non-traditional revenue.

46 ►

◀ 45 Special Report

**BOB PODOLSKY: CUTTING-EDGE NTR Ink: Where did we first start hearing the phrase "nontraditional revenue" (NTR) or "nonspot dollars"?**

**Podolsky:** That is one of the more fascinating things about this whole deal. In regard to our evolution as a station — which a lot of broadcasters can relate to but don't necessarily look at in the same context — when we set up co-op departments, the new thing back in the early '80s, in a sense, we were going after non-traditional revenue. It was money we had to pro-actively go out and seek. All NTR today is, in essence, a 15- to 18-year development of that process. It has evolved.

Now it is tapped into the food industry, healthcare and all kinds of different areas. However, it started out as a simple co-op where you'd look up the products your hardware store carried, then go enlighten the owner that he had dollars sitting there from his wholesalers, vendors and suppliers that were going untapped. So a lot of people hired co-op directors, the RAB got into it with their co-op source book, and everybody was studying different manufacturers' co-op plans. Since then, we have evolved the process, gotten into bigger dollars and expanded the whole idea of nontraditional into not only dealing with manufacturers and wholesalers, but talking to people about marketing rather than just buying spots.

**Today, how does NTR fit into the projections for Radio stations that need to make their budgets? Are they counting on it with a firm number?**



**BOB PODOLSKY**

I would guess a lot of stations use it as a way to help them get there and, sometimes, [they see it] as gravy. For a company that has been serious about it, we run an expensive department, so I have to account for that. I have three Radio stations and four sales departments. The fourth department is our NTR.

**How is your NTR department structured?**

It is headed by two individuals who work side-by-side with an assistant. They go out and develop business that is non-transactional. They go into areas where none of the reps from the three stations is calling. This is 60 percent of their mission, with the rest of their time assisting the AEs in developing their own NTR.

**How do you isolate the account lists for them to call on?**

They don't have account lists.

**How do you find the people they call on?**

They find them. They go into places that AEs wouldn't go, like corporate business. We


have Motorola and Best Western headquarters here, and American Express has a big outfit here as well. So, they are out calling on big long-term businesses and going in and doing a different type of sell. They are not going in there talking about Radio at all.

When they call on these companies, they are talking to them about their objectives and goals, whether it falls into the area of public relations, cause marketing or employee incentive programs. Then, we are able to take whatever it is they are trying to do and formulate a plan for them. A lot of times, we go 48 ▶

**The Four BIG Lessons for Developing NTR**

**1** Asking traditional Radio reps to chase NTR is just not the way to go. There is a big difference in the way traditional and nontraditional business is conducted. Radio stations are set up to conduct traditional business: We pay people a commission; and basically, their month's billing reflects the earnings for the next month. Unless you're willing to direct an effort separately (usually meaning a separate staff or separate compensation plan), it's very difficult to ask a single staff to perform two different sales tasks.

**2** There is business out there. Many companies that normally have no history of dealing with Radio stations may be attracted to other things (besides spots) that today's stations have to



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and purchase tie-ins to different things. Let's say we run into somebody who wants to do some sports-affiliated marketing. Well, we don't carry any sports, but we will go out and contact the local sport franchises and teams, buy signage rights and that kind of thing, then incorporate those things into our package.

**Where do you find the best NTR people?**

It takes a certain type of Radio person, and every department has them. They are the bigger visionaries and thinkers. It is somebody who isn't in the peddling mode. I learned everything just by watching the people here, seeing some of them do things differently, seeing it work, then being able to offer them more tools and systems to get the job done.

**Can you give us some NTR examples, like major events?**

Very recently, we were contacted by a company that wanted to put on a health exposition in town, and they were looking for a Radio partner. We said, "Great! We'll partner with you but, with our association, we expect you to make a Radio buy and promote the event." We also told them that they needed to give us "x" number of sponsorship packages for us to turn around, package up with our air time and sell to our clients. So, in essence, we are partnering with them on the event. They are executing the event and also are selling sponsorships while we're out selling our own sponsorships.

**Have you had any experience with any Radio promotions where people come by, spin a wheel or jump into an inflatable and grab money — where you can sell sponsorships to just the occasion of the promotion, rather than anything that has to do with air time?**

Yes. We do quite a bit of it, but it is kind of the normal stuff for most 50 ▶

## The Four BIG Lessons for Developing NTR

offer. However, you have to pay people more to go out and find it.

The whole selling process is different — from the time it takes to conduct a sale to the amount of work-up you have to do to get to understand their business and products. Because it may take a lot longer to land a good NTR account, you have to re-evaluate the way and the amount you have to pay your NTR reps to get the job done.

**3** You must have management support. Managers have to be 100 percent into NTR. It can't be something that you "try." You have to be committed to doing it.

**4** The internal process is critical. Every time you make a nontraditional sale, it means something nontraditional has to take place to execute the sale. Usually this is in the form of billing, promotion or other non-Radio activity within your company. Sometimes, the most difficult thing for the rep to do is walk the NTR items through the traditional processes of the Radio station: things like getting the invoice to say the right things; the aging and due date can all be quite different from routine spot selling and billing.

**and** finally ... Having committed management and owners who are willing to put their arms around something that is different from the day-to-day Radio business takes courage. Be consistent in your marketplace with your NTR approach, just like you are with your regular selling. It will pay off. With consolidation and new owners moving into new markets every day, each with their own philosophy and way of doing business, developing a good set of NTR policies now will give you a greater chance of survival when the competitor rolls out theirs. —Bob Podolsky



### “Changing How Clients Perceive Radio...”

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Roger Utnehmer, Nicolet Broadcasting, Inc., Park Falls, WI

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Bob May, KSNM/KXDA, Las Cruces, NM

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We also bring you innovative new sources of revenue. That includes a

generous share of the system revenue (without any out-of-pocket costs), plus 100% of the revenue from the wide range of promotional and sponsorship opportunities we provide. As Chuck Stevens, Program Director at WQXK in Salem, Ohio says, "It's been phenomenally successful."

To fix yourself up with a truly profitable relationship, just call DMI, our exclusive sales representative at 1-312-266-3636 today.

And be sure to ask about our full range of non-traditional revenue opportunities.



#### ◀ 48 Special Report

bigger stations. The stuff we are doing with our NTR Department goes way beyond that.

#### What do you think will be the next avenue of nontraditional dollars for Radio?

No. 1, when Radio stations make a big mind-shift in terms of how business is done, link management support and accounting/system support, then it is an infinite area. You can walk into any company in a marketplace and talk to them about any kind of budget they have. You can make 10 calls within a bank alone,

going into their Agriculture Department, Commercial Loan Department, Recruitment and Human Resource Department. You can go in and make multiple calls within the same corporation and find different budgets that have nothing to do with advertising. ☒

*Bob Podolsky is GSM of KNIX-FM Phoenix, AZ. He may be reached at 602-966-6236.*

#### REVITALIZE "OLD" IDEAS

by Kim Zurek

Don't kid yourself. It's not always the "new idea" that sells. What makes these special and revenue-producing is that we

gave old ideas some sizzle and tailored the benefits to what potential clients would need for them to be effective.

Multimedia programs are an excellent source for tapping into new dollars today. If you are fortunate enough to have various mediums within your company, great. If not, form alliances. Don't fight it ... use it to your benefit.

#### Town Grocer

Like everyone else in the market, we set out to partner with the largest grocer in town. We decided, however, to team up with someone who already had a great relationship that they wanted to grow further: newspaper. The retailer told us to create a simple concept to help consumers focus more on preparing easy meals with food purchased on their Preferred Card. Our station teamed with newspaper, TV and cable to make it big.

We agreed that each partner would promote the same message to its audience, and each week, three to five manufacturers would participate. Print and TV broke with a weekly focus on specific meals made easy, using featured products. Our Radio station did daily recipe updates for those people who were "on the run": Food Focus provided recipes that were short and easy to fit into everyday, hectic lives. The end result was that the retailer created a very successful program that accomplished the initiatives, and we created more than \$1.5 million of new revenue.

#### Home Again

Many people have given away houses for promotions. It's an old idea: The contractor usually goes to Programming and touts it as a TSL builder. That's true, but why not use it to develop new dollars and relationships for your station? That's a new idea.

Each of the home programs I have done generated more than \$100,000 in new revenue — after expenses. For this to work, there has to be a lot of sizzle ... from everyone. Team up with your programming and promotions departments as well as community leaders to make this a big event. The station will win, and so will your clients.

Find a major retailer with whom to partner so you have entry locations, POS support, and so you can secure the funding for this program. Pull in a complementary media partner to help

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# TV-RADIO ACQUISITIONS & FINANCE

TUESDAY-THURSDAY, MARCH 24-26, 1998

THE PARK LANE HOTEL NEW YORK CITY

Station consolidation continues to be the driving force of the radio station business, even after more than \$32 bil. worth of deals have been done in the last two years. While 1998's activity may not match that torrid pace, companies will continue to increase the critical mass of station groups in a bid to maintain last year's record-breaking revenue and cash flow growth.

Join broadcast's top players as they discuss their strategies for today's hotly competitive radio and TV markets at Paul Kagan's blockbuster conference on **TV-RADIO ACQUISITIONS & FINANCE**, to be held March 24-26, 1998, at The Park Lane Hotel in New York City.

### TOP SPEAKERS INCLUDE:

**J. Daniel Sullivan**, Pres. & CEO, Sullivan Bcstg.  
**Dennis Swanson**, President, WNBC TV  
**Anthony Brandon**, Pres., American Gen. Media  
**Terry Jacobs**, President, JS Comm./Regent  
**Howard Schrott**, EVP & CFO, Emmis Bcstg.  
**Alfred C. Liggins**, President & CEO, Radio One  
**David Gingold**, Pres. & COO, Barnstable Bcstg.  
**Larry Wilson**, Pres., Citadel Communications  
**Stephen Burr**, President, Bright Star Bcstg.  
**Jim Morgan**, CFO, Young Broadcasting  
**John Lynch**, Chairman, CEO & Founder, Lartique Multimedia Systems  
**Robert Sherman**, Pres. & CEO, Roberts Radio  
**Michael Kakoyiannis**, Pres. & CEO, Big City Radio  
**Hugh Ben LaRue**, President, HB LaRue  
**Bruce Reese**, President & CEO, Bonneville Intl.  
**Ralph Guild**, Chairman, Interop  
**Doyle Hadden**, Pres., Hadden & Associates  
**Rick Neuman**, SVP, Hicks Muse Tate & Furst  
**Joe Berwanger**, EVP/Sales, CBS TV Station Grp.  
**Jean Pool**, EVP, J. Walter Thompson  
**Steve Turpin**, VP & GM, The CIT Group

... And 27 More Speakers Named to Panels!

### RADIO: WEDNESDAY, MARCH 25

- ▶ **CONSOLIDATION STRATEGIES:** Charting Trends in Values, Markets & Multiples
- ▶ **THE RADIO REVENUE STREAM:** Forecasting Growth in National & Network Business
- ▶ **THE RADIO STOCK MARKET:** What Do You Do for an Encore?
- ▶ **DEBT & EQUITY:** Financing Bigger Balance Sheets

### RADIO: THURSDAY, MARCH 26

- ▶ **NEW STATION GROUPS:** The Buyer's View
- ▶ **MULTIPLE CONSIDERATIONS:** The Future of Station Values
- ▶ **THE NEXT WAVE OF RADIO DEALS:** Financing Station Entrepreneurs

Kicking off the week: the latest word on the TV station deal scene will be addressed at **Kagan's TV seminar**—a full day—March 24. Attend all three days and save \$295—or sign up for either session.

TO REGISTER, CONTACT KAGAN SEMINARS, INC.:

- Telephone: (408) 624-1536
- email: [seminars@kagan.com](mailto:seminars@kagan.com)
- FAX: (408) 624-5882



### CONFERENCE PUBLICATIONS



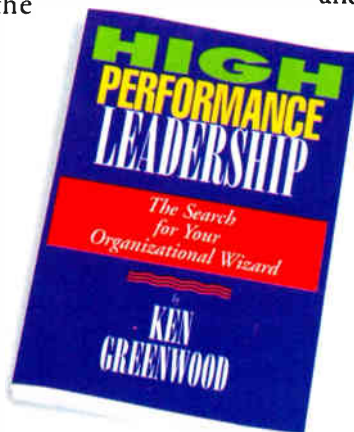
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the program gain a bigger effect. The major sponsor(s) probably will be manufacturers carried at the retailer, and minor sponsors will be smaller, complementary products and services.

Another way to use this promotion to generate big bucks is to have several smaller giveaways leading up to the giveaway of the house. You can "sell" rooms in the house; for example, sell a bedroom to a furniture manufacturer and give away the bedroom suite. You can sell the driveway to an auto retailer. The options are limited only by your imagination. And don't forget to tie in the utilities and phone companies. They have ad budgets for just these sorts of occasions nowadays.

Don't always reinvent the wheel. Simple ideas thought about in different ways — that's how you'll exceed those NTR numbers. 📧

*Kim Zurek is past Director of Market Development, Chancellor Marketing Group/Chicago. She may be reached at 847-395-1866.*

**FOCUS ON COMMUNITY**

by Julie Lomax Brauff

**Partners for Pets**

"Partners for Pets" is a cause marketing program that generated new manufacturer dollars in a top-50 Radio market. The station put together the program with Friskies/Alpo Pet Foods, the American Humane Association, Regal Cinemas and a local elementary school.

Consumers who sent in one label from specified Friskies/Alpo products received a free movie pass. In addition, \$.05 per label was donated to the Humane Association.

To develop a similar program in your market, contact the regional or district sales manager for your market. Discuss how products are selling for

Format	NTR Ideas
News/Talk	Trade Fair, Business Fair, Health and Fitness Expo
Oldies/CR	Career Fair, Auto Show
Country	Country Fairs, Summer Concerts, Home and Garden Show
CHR	Bridal Fair, Career Fair, Summer Concerts
AC	Bridal Fair, Home and Garden Show, Health and Fitness Expo
Spanish	Career Fair, Business Expo, Concert Series
Urban	Concert Series, Career Fair, "50 Percent-Off" Sale
Rock	Big Boy Toy Show, "50 Percent-Off" Sale, Concert Series
Nostalgia	Health and Fitness Expo, Travel Show, Cruises/Tours
NAC/Smooth Jazz	Pub Nights, Fashion Shows, Concerts

Source: Bob Ottaway is President of Ottaway Communications. He may be reached at 517-333-8778 or by E-mail at bobottaway@juno.com



both dog and cat food lines. Brainstorm ideas you can provide to help leverage sales for Friskies/Alpo products, like UPC redemption or RTW programs.

**Tips for Hunters**

"Tips for Hunters" is a revenue package that generated \$15,000 in a top-30 Radio market. The station part-

nered with the Department of Natural Resources to present a safety-tips flyer (distributed at various retail locations) and on-air infomercials providing safety tips. Businesses with an outdoor or hunting focus were sponsoring partners.

To develop a similar program in your market, contact the De- 56 ▶

**Telemarketing Case Study #16**

## "KGLO in Mason City, IA Makes 38 Sales in One Day"

Only telemarketing can add hundreds of new advertisers to your station's client list. Starting with small, low dollar orders, many will become regular big dollar clients. Just like at Ingstad's KGLO in Mason City, IA, where GSM Barb Salz's telemarketer made 700 sales last year — including 38 in one day! What would a proven method of adding new accounts like this be worth to you and your station? For a free report about telephone sales for your stations, please contact Jim Hunt at:

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# WIN N.T.R. DOLLARS!

**Mary Jo Beach, General Sales Manager - WLZW - Whitesboro, New York**

"WLZW is in the 142nd market. When we inquired about the JackPot Machine, Rick Banik assured me that it would do the three things that any radio station would want a promotion to do... 1.) Raise TSL, 2.) Gain new clients and listeners, and 3.) Create new revenue. It all happened just as Rick said it would. The JackPot Machine generated over \$250,000 for our station during the fourth quarter of 1997. Listeners came out of the woodwork to play the machine! I have NEVER seen such a people magnet in all my eighteen years in Radio!"

**Becky Sewell, General Sales Manager - WOGY - Memphis, Tennessee**

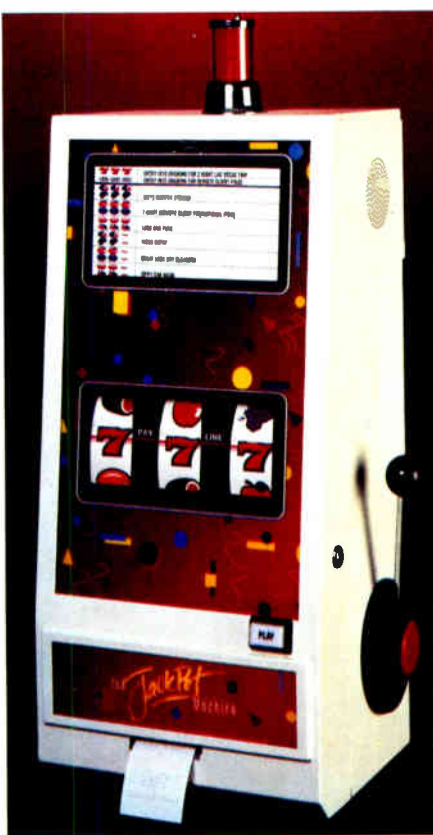
"Our station bought the JackPot Machine in 1995. The real benefit has been that people come to remotes and stand in line to play. People will actually follow the station around to remotes to play. Now, instead of coming to the remote broadcast to have a hotdog and leave, the JackPot Machine gets the listeners to stay around longer. The best part is that Rick Banik and Randy Decker are awesome in providing suggestions on how to execute the different ideas we come up with. So far, we have used the machine for three different promotions; two of which included the \$100,000 Cash Giveaway and the \$100,000 Home Giveaway. As far as how much money we have generated with the JackPot Machine... we doubled the number of remotes we did in the first year we had the machine!"

**Bob Haschke  
KSTV  
Stevensville, Texas**

"I highly recommend the JackPot Machine... I've been nothing less than happy with the vendor money that the station has been able to get with the machine. We just released a campaign on the streets and we signed up eight of the first twelve clients we talked to. We do anywhere from fifteen to twenty thousand dollars each time we do a campaign. The last time I used this machine, we went after grocery stores and ended up getting vendor money as sponsorship for the machine. It attracted people to our remotes like crazy, and the best part is that all the sponsors signed up again!"

**Theron Hayse  
KIAI  
Mason City, Iowa**

"Our first contract that we signed was for \$42,000! Plus, we ended the first year with well over \$100,000 in new business added to the bottom line. It's a great excitement builder for both clients and our listeners. The N.T.R. opportunities with the JackPot Machine are limitless!"



**Marc Burnett  
General Sales Manager-  
WWC-Peoria, Illinois**

"The JackPot Machine for Rock 106 is a great interaction tool for our clients because we are driving traffic into their businesses. It has given our station an outstanding added value tool for our clients. The revenue that we generate from the JackPot Machine mainly comes from getting more money from our current customers, above and beyond the budgets they have already invested with Rock 106".

**Bill Guertin, General Sales Manager  
WKAN/WLRT - Kankakee, Illinois**

"In three years, our station generated over \$50,000 with the JackPot Machine. 90% of this was brand new business! The traffic at remote broadcasts was non-stop. It's the biggest audience magnet I've ever worked with!"

**Jim Keane, President, Valley Broadcasters, Inc.**

"It's hard to believe that we're going into our 6th year with the KAPS Country Bandit. Whenever we're at a business or community event we're always the booth with the long line in front of it. I can't imagine doing a remote without the bandit!"

**Craig Eckert, Vice President/General Manager - KKPR - Kearney, Nebraska**

"The remotes and sponsorships that we sell are making us money over and above what we paid for the machine. To give you a couple of examples of the power of The JackPot Machine... It doubled the size of one annual contract with our station with one bank. Over 1500 hundred people pulled the machine in one day! This is the only promotional item I would trust to do a spot remote without a lot of pre-promotion, and people will still show to play. The sky is the limit on NTR business!"

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partment of Natural Resources. Find out what programs already exist. See where you can work with them to get additional information out to the public. Design a program that will meet the needs of your area retailers, possibly including a logo on flyers, flyers for distribution at their locations, and tags on various safety messages.

**KinderVision®**

KinderVision® offers a unique event marketing program that provides a free community service safety program to families. This program provides families with videotapes, voice recordings and fingerprinting. It is funded solely through broadcast stations and then resold to retail or corporate sponsors. (Basically, hosting stations secure sponsoring businesses to put on a KinderVision® event.) Sponsoring stations are provided with a turn-key community service promo-



**JULIE LOMAX BRAUFF**

tion ready to be sold to your retail/manufacturer clients. Julie Lomax Brauff is President of BREAK-THROUGH Marketing. She may be reached at 425-747-0647, by E-mail at [julie@btmktg.com](mailto:julie@btmktg.com) or via their Website at <http://www.btmktg.com>

**A VENDOR SUCCESS STORY**

Many vendor companies these days have their own departments to handle NTR for Radio stations. For example, Radio Profits Corp. has an in-station telephone sales system to tap NTR dollars through telemarketing. Beth Colon, GM of WMTR/WIDHA Morristown, NJ (market 101), claims, "We've generated revenues from companies we'd never have sold otherwise." To date, WMTR has sold more than \$250,000 over the phone with this system.

This strategy helps the stations sell lower-dollar cause marketing packages to the thousands of businesses in every

market. Because there are more than 80,000 businesses in WMTR's coverage area, it's not possible to reach them all with face-to-face sales calls. Telemarketing fills the gap.

The telemarketing sponsorship packages feature causes and events important to the local market, e.g., high school sports and charity fund-raisers; and national campaigns, e.g., African-American History Month and Children's Dental Health Month. Because the packages highlight emotional issues, they appeal to businesses in virtually every category.

After buying on the phone, many sponsors become good prospects for regular advertising. "Once they've done business with us, we have the opportunity to really tell our story and show them how our stations can make their businesses more successful. Plus we're positioning our stations as a good corporate citizen in the process," explains Colon. "With so many priorities these days, I'm confident that my telemarketing department will stay on course. That's one less thing to worry about, and it pays off every single day." Beth Colon may be reached at 973-538-1250.

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# EVENTS CALENDAR

## MARCH

- Mar. 17-21 — The National Broadcasting Society (NBS) National Convention, Nashville  
 ☎ 803-777-1324
- Mar. 18-22 — South by Southwest Conference, Austin, TX  
 ☎ 512-467-979
- Mar. 19-20 — Rick Scott & Associates Sports Radio Conference '98, Scottsdale, AZ  
 ☎ 206-867-9397
- Mar. 25-26 — Kagan Radio Acquisitions and Finance Seminar, New York  
 ☎ 408-622-1536 (contact: Deborah Kramer)
- Mar. 27-29 — Radio Advertising Bureau (RAB) Board of Directors Meeting, Orlando, FL  
 ☎ 214-757-6740

## APRIL

- Apr. 3 — Deadline for The Conclave scholarship entries  
 ☎ 612-927-4487 (contact: Tom Kay)
- Apr. 3-6 — Broadcast Education Association (BEA) 43rd Annual Convention, Las Vegas  
 ☎ 202-419-5354
- Apr. 4 — Broadcasters' Foundation (BF) Charity Golf Tournament, Las Vegas  
 ☎ 203-862-8577
- Apr. 5-9 — NAB's Annual Convention, Las Vegas (Exhibits April 6-9)  
 ☎ 202-775-3527
- Apr. 5 — NAB/BEA Career Fair, Las Vegas  
 ☎ 202-229-5498 (contact: Karen Hunter)
- Apr. 5 — Society of Broadcast Engineers, Inc. (SBE), Board of Directors Meeting, Las Vegas  
 ☎ 317-53-1640
- Apr. 8 — BF Pioneers Breakfast, Las Vegas  
 ☎ 203-862-8577
- Apr. 21 — Bill Golden Mike Award Dinner, New York  
 ☎ 203-862-8577
- Apr. 22 — 33rd Annual Academy of Country Music Awards, Los Angeles  
 ☎ 213-462-2351
- Apr. 27 — American Women in Radio & TV's (AWRT) Gracie Allen Awards, Lincoln Center, NY  
 ☎ 703-506-3290 (contact: Mary McBride)
- April 27-29 — World Broadcasting Unions (WBU), ISOG Conference, Washington, D.C.  
 ☎ 416-598-9877 (contact: Bill Roberts)
- Apr. 28 — International Radio and Television Society Foundation (IRTSF) Newsmaker Luncheon, New York  
 ☎ 212-867-6650
- April 28-May 2 — WBU IAB General Assembly, Costa Rica  
 ☎ 416-598-9877 (contact: Bill Roberts)

## MAY

- May 2 — Fourth Annual Geller Media International Producer's Workshop, New York  
 ☎ 212-580-3385
- May 5 — Women in Cable and Telecommunications (WICT) 17th Annual Accolades Breakfast, Atlanta, GA  
 ☎ 312-634-2330 (contact: Christine Bollettino)
- May 5 — NAB New Board Member Orientation Meeting, Washington, D.C.  
 ☎ 202-775-3527
- May 6 — NAB Executive Committee Meeting, Washington, D.C.  
 ☎ 202-775-3527
- May 6-8 — Radio-Only Management Conference, Scottsdale, AZ  
 ☎ 509-424-6800
- May 17-20 — Broadcast Cable Financial Management's (BCFM) 38th Annual Conference, New Orleans  
 ☎ 847-296-0200 (contact: Mary Teister)
- May 19 — IRTSF Foundation Awards Luncheon, New York  
 ☎ 212-867-6650
- May 27-29 — World Broadcasting Unions (WBU) Sixth International Broadcast News Workshop, Toronto  
 ☎ 416-598-9877 (contact: Bill Roberts)
- May 27-29 — North American National Broadcasters Association (NANBA) Sixth International Broadcast News Workshop, Toronto  
 ☎ 416-598-9877
- May 30-31 — 1998 Public Radio Conference and Exposition (PRC), San Francisco  
 ☎ 703-312-9171 (contact: Carter Strickland)
- May 31-June 2 — NANBA-EBU Radio Conference, Toronto  
 ☎ 416-598-9877

## JUNE

- June 3 — Radio Creative Fund (RCF) 1998 Radio Mercury Awards, New York  
 ☎ 212-681-7207
- June 7-9 — Consumer Electronic Manufacturers Association (CEMA/CES), Habitech '98 — The Home Systems Trade and Training Show, Atlanta, GA  
 ☎ 703-907-7600
- June 8-12 — SBE Leader-Skills Seminar, Indianapolis, IN  
 ☎ 317-253-1640

If you would like an upcoming event included in our Events Calendar, please contact Amy Morell at 561-655-8778, fax 561-655-6131 or by E-mail at [RadioInk@aol.com](mailto:RadioInk@aol.com)

- June 10-13 — Radio Montreux 1998 International Radio Symposium/Technical Exhibition, Montreux, Switzerland  
 ☎ ++41 21 963 32 20
- June 11-13 — R&R Convention '98, Century City, CA  
 ☎ 212-973-9336
- June 15-21 — International Country Music Fan Fair, Nashville  
 ☎ 615-244-2840
- June 16 — IRTSF Gold Medal Award Dinner, New York, NY  
 ☎ 212-867-6650
- June 17-20 — PROMAX Convention, Toronto  
 ☎ 310-788-7600
- June 19-21 — CES Mobile Electronics '98 (FUSE '98), Atlantic City, NJ  
 ☎ 703-907-7600
- June 24-27 — National Association of Hispanic Journalists (NAHJ) 16th Annual Convention, Miami, FL  
 ☎ 202-662-7145
- June 27-30 — NAB 1998 Board of Directors Meeting, Arlington, VA  
 ☎ 202-775-3527

## JULY

- July 3-4 — WBU's EBU General Assembly, Slovenia  
 ☎ 416-598-9877 (contact: Bill Roberts)
- July 6 — WBU's 19th Inter-Union Secretary Generals Meeting, Slovenia  
 ☎ 416-598-9877 (contact: Bill Roberts)
- July 15-17 — Sixth Annual New Business Development Conference, Seattle, WA  
 ☎ 425-747-0647
- July 16-19 — 23rd Annual Conclave, Minneapolis  
 ☎ 612-927-4487
- July 20-23 — WICT 17th Annual Management Conference, Washington, D.C.  
 ☎ 312-634-2330 (contact: Christine Bollettino)
- July 29-Aug. 2 — '98 Women in Communications Conference, Philadelphia  
 ☎ 410-544-7442
- July 29-Aug. 3 — National Association of Black Journalists (NABJ) National Convention '98, Washington, D.C.  
 ☎ 301-405-8500

## AUGUST

- Aug. 6-8 — Morning Show Boot Camp, Atlanta  
 ☎ 770-926-7573
- Aug. 19-21 — Michigan Association of Broadcasters (MAB) Annual Conference, Belleaire, MI  
 ☎ 517-484-7444

## SEPTEMBER

- Sept. 9-11 — WICT Executive Development Seminar, Denver, CO  
 ☎ 312-634-2330 (contact: Christine Bollettino)
- Sept. 10-12 — AWRT Annual Convention, Washington, D.C.  
 ☎ 703-506-3290
- Sept. 11-15 — 1998 International Broadcasting Convention, Amsterdam  
 ☎ ++44 71 240-3839
- Sept. 15 — IRTSF Newsmaker Luncheon, New York  
 ☎ 212-867-6650
- Sept. 23-25 — Broadcast Technology Society (IEEE) 48th Annual Broadcast Symposium, Washington, D.C. ☎ 317-653-0110
- Sept. 23-26 — Radio-Television News Directors Association (RTNDA), International Conference and Exhibition, San Antonio, TX  
 ☎ 202-659-6510

## OCTOBER

- Oct. 7-11 — Association of National Advertisers, Inc. Annual Conference, Naples, FL ☎ 212-697-5950
- Oct. 14-17 — 1998 NAB Radio Show, Seattle, WA  
 ☎ 202-775-3527
- Oct. 22-24 — Society of Professional Journalists, Sigma Delta Chi (SPJ), National Convention, Los Angeles ☎ 317-653-3333
- Oct. 26 — Harris Corporation (HC) Richmond Expo, Richmond, IN  
 ☎ 765-962-0671
- Oct. 27 — John Bayliss Broadcast Foundation (JBBF) 13th Annual Bayliss Media Roast, New York ☎ 408-624-1536, ext. 240
- Oct. 27 — IRTSF Newsmaker Luncheon, New York  
 ☎ 212-867-6650
- Oct. 29-Nov. ? — WBU's ABU General Assembly, Location TBA  
 ☎ 416-598-9877 (contact: Bill Roberts)

## ARBITRON DATES

- Winter 1998: Jan. 8 - April 1
- Spring 1998: April 2 - June 24
- Summer 1998: July 2 - Sept. 23
- Fall 1998: Sept. 24 - Dec. 16

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By John Schad

President Smarts Broadcast Systems

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# How To **STOP WASTING TIME** and **START SELLING MORE RADIO**

From The Editors of  
Radio Ink.

## A LETTER FROM RADIO INK PUBLISHER ERIC RHOADS

Dear Radio Executive:

How can you keep up on important trends and developments that will affect your performance and your ability to sell more Radio? How can you see changes coming in time to adjust your strategy with clients? **By getting the big ideas and tools you need early in the game.**

You certainly don't have any spare time. Besides balancing your life, you're inundated with pressures to hit budgets and sell more. How can you possibly find the necessary time to learn more about the good things others are doing in Radio, learn about trends that affect advertisers, agencies and retail categories? How can you keep your edge sharp? How can you keep yourself well-trained and informed? As busy as you are, you simply cannot achieve your best performance in this vortex of change without being in command of the big ideas shaping your future.

To keep up, you have to generate new selling ideas. No matter how long you've been at it, you need on-going training and coaching; you need to know advertising and Radio industry trends; you must generate leads and new business... the list goes on and on. You just don't have time to do it all.

We're here to help. We can act as a filter, scanning through hundreds of books, articles, trades and trends; extracting only the essential ideas that will matter most in making you effective. Just think how much time we save you. *Radio Ink Live* is a monthly audio cassette service providing tapes you can listen to while driving or exercising. The editors of *Radio Ink* will select only the most important things you need to know in this one-hour audio cassette that comes to you every month.

Our job is to keep you sharp and up-to-speed on the techniques that will make you more effective, and offer information that will help you sell more. We'll save you possibly hundreds of hours a year in reading time, and feed you only

the very best concepts and ideas to make you more powerful. Research shows that we remember what we hear even longer than what we read!

You have our guarantee that you'll gain an edge. In your sales calls, you'll find yourself doing and saying things you've heard on *Radio Ink Live*. This will give you an advantage over everyone selling Radio. You'll be more conversant and more prepared than others calling on clients.

*Radio Ink Live* is NOT the same information you receive in your biweekly subscription to *Radio Ink*. This audio cassette service is designed exclusively for people selling Radio. All the information is customized for you.

If you're looking for ways to be more productive, increase your sales and make more money, you need *Radio Ink Live*. Use that wasted in-car time to sharpen your skills, develop fresh ideas, and get up-to-speed on trends and developments that will help you help your clients.

Please return your subscription invitation within 10 days to qualify for our introductory price. This is a special offer limited to new subscribers. You have my word that if you're not satisfied, you will receive a 100% refund on the unused portion of your subscription.

Join the winners' circle, and gain an edge. Mail your acceptance today.

Sincerely,

Eric Rhoads, Publisher



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POSITION WANTED \_\_\_\_\_

CONTENT / TEXT OF CLASSIFIED AD:  
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ATTN: SHANE TANNER

SENDER: \_\_\_\_\_

FAX TO RADIO INK CLASSIFIEDS  
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**GENERAL MANAGER.** Oldies 104.9 FM WYOC, Gainesville, FL, seeks sales-driven GM to handle strong house list, manage small but experienced staff. 30k+ range. Resume to: 3720 NW 43rd Street, Suite 104, Gainesville, FL 32606. 352-870-9962. EOE.

**The Cromwell Radio Group** has an immediate opening for the General Manager position in Central Illinois. It's a unique opportunity to operate multiple stations. Must be sales-driven. FAX 615-366-4313. 1824 Murfreesboro Rd., Nashville, TN 37217. EOE.

**PROGRAM DIRECTORS.** Got something to beef about? Call Steve Warren at *Radio Ink* and we'll get you on one of our future PD Forums. 800-610-5771.

The BIG X, **WJKX 102.5**, is seeking qualified radio sales representatives. Anyone interested in this position should contact Urica Pleas or Lee Nichols at 601-477-2100 or FAX 601-477-2105. Experience helpful but not necessary.

## ■ CAPSTAR EMPLOYMENT OPPORTUNITIES

**ONCE IN A LIFETIME OPPORTUNITY! CAPSTAR BROADCASTING PARTNERS** is seeking qualified applicants to fill two corporate Regional Human Resource Manager positions for its Southern Star region, based in Ft. Lauderdale, FL, and its GulfStar region, based in Austin, TX. These managers will be responsible for over 15 markets each. Must have at least two years' HR experience with an emphasis on benefits administration. Must be very detail-oriented, organized, multi-tasked, and able to travel. These positions require advanced interpersonal and written communication skills in effectively presenting to large groups and counseling management on HR issues. FAX resumes to 512-340-7890 for immediate consideration. Capstar is an Equal Opportunity Employer.

**CAPSTAR BROADCASTING** is seeking an experienced professional to serve as the principal corporate coordinator of equal employment opportunity and diversity issues for the company's radio broadcasting stations. Qualifications: College degree; experience managing EEO programs and a working knowledge of other Human Resources programs; excellent communication, interpersonal, presentation and ana-

lytical skills; demonstrated ability in using spreadsheets, word processing and database software; and the ability to work independently. Previous experience in the communications or broadcasting fields or in a business subject to governmental EEO or affirmative action requirements a plus. Send resume and references to Capstar Broadcasting Partners, Inc., 600 Congress Ave., Ste. 1400, Austin, TX 78701. Attn: EEO Opportunity.

## ■ SALES MANAGEMENT

**Legendary companies are built by legendary people.** Work for a progressive broadcaster where opportunity is fueled by growth and people are our most important asset. **Citadel Communications** is hiring sales professionals coast to coast. Sales Management available in Oregon, Washington, Colorado and Pennsylvania. FAX / send resume & cover letter to: Gerry Schlegel, Citadel Communications, P.O. Box 3113, Tempe, AZ 85280. FAX 602-731-5229.

**Local Sales Managers.** Locally owned expanding group seeks LSMS. Ability to hire, train and lead a successful team a must. We are an aggressive, performance-oriented firm dedicated to setting and achieving high standards. If you thrive on challenge, are committed to hard work and want to be paid on performance, send your resume to Eure Communications, 1140 Rose Hill Drive, Charlottesville, VA 22903 or FAX 804-977-0747. EOE.

Become a part of Maine's most successful radio group. **Portland Radio**, a division of Saga Communications, is looking for a highly motivated Sales Manager. Please send your resume and a letter of interest to: Bonnie Grant, Director of Sales, Portland Radio Group, 420 Western Ave., SO. Portland, ME 04106. EOE.

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**GSM.** Immediate opening for sales-driven leader with minimum five years' Radio sales and minimum one year's successful LSM experience. Lead national and local sales to next level with strong motivational skills / training and by creating dynamic, revenue-producing opportunities. Maintain select accounts and lead by example! Grow with locally-owned rocker. Send resume to: GM, WMFS-FM, 1632 Sycamore View, Memphis, TN 38134. EOE.

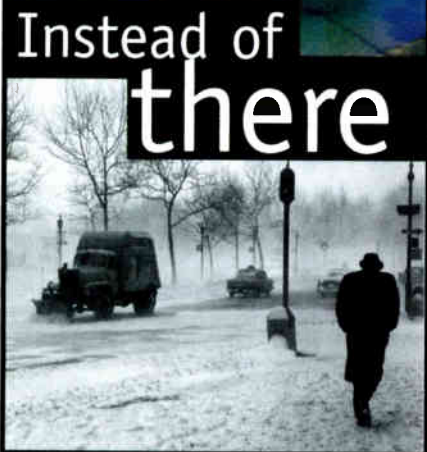
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### ■ CONTRIBUTORS WANTED

**BLAST FROM THE PAST.** Do you have an old RADIO photograph that you'd like to share with *Radio Ink's* readers? Please send to Amy Morrell, Managing Editor, at *Radio Ink*, 224 Datura Street, Suite 701, West Palm Beach, FL 33401. Or call 561-655-8778 if you have any questions. (We will send pictures back to you if they are irreplaceable!)

**WRITERS' PHOTOS NEEDED.** If you are, evr were or ever want to be a contributing writer to *Radio Ink*, please make sure we have the most current color photo of you. Send them to Steve Warren, Radio Editor, at *Radio Ink*, 224 Datura Street, Suite 701, West Palm Beach, FL 33401.

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