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Linda Taber

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Radio's Premier Management & Marketing Magazine

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Our Mission:
Radio Ink's role is to passionately 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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Mary Quass of Central Star Communications has been chosen by the *Radio Ink* editorial staff as the Broadcaster of the Year. She has been and continues to be a powerful force in the Capstar organization. Cover and interview photographs courtesy of Ann Kinney, Illusions.

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in *Radio Ink* to date

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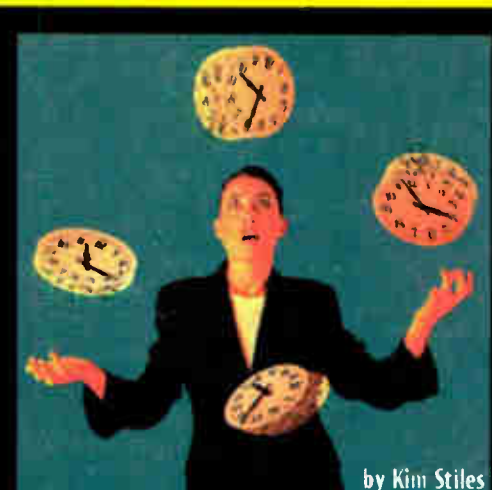
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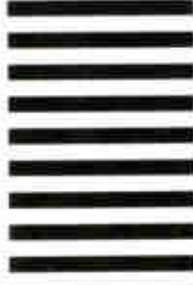
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Is Radio Losing Its Soul?



The cost-cutter's credo, "If I reduce my expenses, my profits will increase," is as old as business itself. Unfortunately, it seems to backfire as often as it works.

Cost-cutting maven "Chain-Saw Al" learned this lesson at Sunbeam Corporation. The deeper he cut expenses, the faster his profits fell. Al's cost-cutting ways very nearly broke the company. Is this about to happen in Radio?

There is certainly a time and a place for cost-cutting, and I don't pretend to be able to know when it is. Many times, when I thought that I could not operate on less, a budget slasher has proven to me that I was wrong. His impossible cost cuts were accomplished without hurting the business. In my head, I know that cost-cutting

can be a good thing, but in my gut, I fear that many of today's cost-cutting decisions will ultimately prove to be wrong.

Radio is like a three-legged stool, resting its weight equally on advertising, programming and community. My fear is that the cost-cutting decisions of today may result in a loss of community for Radio tomorrow.

When Radio has cut all of its local announcers, how will local it defend itself from the "national" formats delivered directly into homes and cars by satellite? CD Radio and XM Satellite Radio have already convinced America's auto manufacturers to install satellite reception capabilities into all new cars. I'm told that retrofitting older cars for satellite reception will be cheap and quick, and will allow us to receive more than 100 highly specialized formats each, anywhere in North America.

If local Radio sounds no different from these satellite-delivered formats, what will keep us from losing our audience?

Many of the largest groups are currently operating under the misguided belief that formats originating from a central facility serving multiple stations can cut the expense of "local" personalities and yet sound about the same. In the short run, I agree.

But, what about next year? ☹

Eric

B. Eric Rhoads, Publisher

To reach me, write: RADIO INK, B. Eric Rhoads, Publisher, 224 Datura Street, Suite 701, West Palm Beach, FL 33401 Phone: 561-655-8778 • Fax: 561-655-6930 E mail: Ericrhoads@radioink.com

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Radio vendors were so happy to be in Delray Beach, Fla., in January that they didn't mind posing for the obligatory group photo.



Moguls Three: (l-r) Cumulus Broadcasting's Lew Dickey; *Radio Ink's* Eric Rhoads; Chancellor Media's Jim de Castro.



Jim de Castro (2nd from right) shares his wisdom with Geoff Steadman of Orban while Larry Messick, Mark Parr, Scott Herzog, Paul Carpenter and Brian Paul hang on every word.



Lew Dickey (r) cogitates for WebRadio's Howard Luckman (l) and MobilTRAK's Lucius Stone.



Capstar's Lisa Dollinger and Prophet Systems' Sher Hakes smile as the key lime pie arrives.



The Summit was like a second honeymoon for Kerry and David Kerstin of Broadcasters General Store.



Chuck Renwick of *Radio Ink* patiently waits for RCS's Tom Zarecki to take a breath so he can get a word in edgewise to AP's Susan Spaulding.

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LETTERS



Radio Wayne Award

It always helps to hear from clients that Radio salespeople are good at what they do. It's also important to learn how Radio is working for these clients.

In honor of our Radio Wayne Streetfighter nominees, we have reproduced some of the letters we received about our hard-working, service-oriented Radio superheros. If you happen to be standing near one of them as you read this, give them a well-deserved pat on the back.

— Radio Ink

Buddy Shula

AE, WNUC-FM
Buffalo, NY

I met Buddy Shula about two-and-a-half years ago. I was in the process of opening my second General Motors dealership and was approached by many sales reps from local stations. None had the enthusiasm for his product and my business that Buddy had. From our first conversation, I knew that Buddy was an asset to the Radio station he worked for and for my company.

Buddy takes a sincere interest in his clients. He has learned more about my business style and beliefs than some of my own employees. This, coupled with his knowledge of marketing, has made him stand out from all the rest.

The quality that stood out

with Buddy was the amount of effort that he was willing to exert before he even had acquired an account. You can't help but want to do business with this man. He is truly one of the few sales reps I've met who understands that service to the customer eliminates all competition.

Steven J. Baldo, President
Chevrolet-Olds-Buick-Cadillac Inc.
Collins, NY

Heather Williamson

AE, WRXL-FM
Richmond, VA

American Family Fitness Center is thrilled with Heather's 10th Anniversary promotional plan. Heather suggested that American Family host "Ten Ways to Win \$10,000" during its 10th Anniversary promotion. It was by far the

best promotional idea provided by the media. Believe me, we talked to them all. Her plan for driving traffic and raising awareness of the 10th Anniversary was foolproof.

Heather recommended the combination of WRVQ and WRXL to make this event a big hit. She also offered to provide point-of-purchase materials to promote the event internally. She is a true marketer who knows what it takes to be effective with advertising.

Diana Snell
President, Impact Media
Richmond, VA

Susan Strasser

AE, WIRK-FM
West Palm Beach, FL

In the past 20 years of purchasing Radio for my clients, I've come to discover that there are two different types of AEs: the "sales" people and the "relationship" people. Susan Strasser of WIRK is definitely one of the relationship people.

A relationship person like Susan knows whether something is right for my clients, not only because she's spent time with the agency discussing the client's target audience and marketing objectives, but also because she actually uses the client's products/services. When Susan talks, we listen.

She doesn't vanish once she writes the order. She follows through on the station side, making sure that the schedule runs as it should. With several of our clients, the times that the spots run are absolutely critical. Susan makes sure it happens the way it should. If she notices something about the spot or schedule that doesn't strike her right, she's honest enough to speak up about it.

Susan's intelligence, compassion, thoughtfulness and



sensitivity toward everyone she works with makes a tremendous difference. I've worked with her for more than 15 years, and no other Radio AE can hold a candle to her. WIRK is fortunate to have her.

William Jinks
President, Island Advertising
Palm Beach, FL

Cindi Perry

AE, Dame Media
Williamsport, PA

It is my pleasure to recommend Cindi Perry as someone who exemplifies excellence in Radio sales. Cindi has been the AE for Susquehanna Health System for several years. During this time, I have depended on her knowledge and valued her professionalism.

I oversee all media buying for a multifaceted health system. During the past few years, my market area has expanded from a two-county primary area of penetration to a 10-county coverage area. I have often called Cindi for assistance in evaluating an appropriate media mix for the various services/products that I need to promote in this expanded market. Cindi has unselfishly recommended other stations that would complement my Radio buys while tactfully promoting her own Radio stations as appropriate.

There is no other AE I deal with who knows her Radio stations and the entire Radio industry as well as Cindi does. Cindi is an excellent AE because she stresses customer service, not just sales.

Kathryn A. Penfield
Dir. of Corp. Communications,
Williamsport Hospital Campus,
Williamsport, PA

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MARY QUASS
RADIO WAYNE "BROADCASTER OF THE YEAR"



*Mary Quass, President/GEO-Central Star Communications
Radio Wayne "Broadcaster of the Year"*

"There is not another in the industry more deserving of this special recognition, Mary, and we're proud of you. You are the best of the best!"



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One Size Does Not Fit All



ROY H. WILLIAMS

After speaking from his heart for nearly an hour, Frank smiles and says, "Thank you for letting me be with ...," but the rest of his words are drowned in thunderous applause. Stepping back from the podium, Frank sees a hand raised at the back of the room.

"Yes, do you have a question?"

A distinguished gentleman steps into the aisle, then looks at Frank and says, "While I appreciate the personal philosophies you've shared with us this afternoon, certainly a man in your profession must recognize the value of solid facts." The man delivers a second, stinging jab: "Why has no reputable university embraced your theories? Why haven't you been asked to speak at Harvard?"

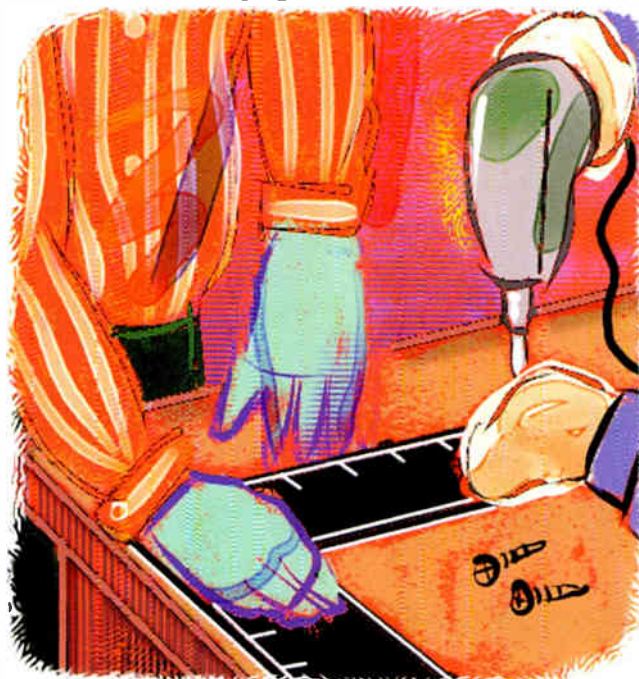
Smiling, Frank replies instantly, "Harvard? Harvard takes perfectly good plums as students and turns them into prunes."

The man in the aisle retorts, "But the facts. You speak as though there are things more important than the facts." Frank says quietly, "The truth is more important than the facts."

I have been told that the applause still echoes in that room.

Frank's instinctive grasp of complex relationships and his unique ability to find beauty in even the most ordinary places would have made him one of the greatest ad writers of all time. But Frank Lloyd Wright was not energized by the music of words. His artistic rhythm pulsed to the beat of concrete and steel. "Every great architect is — necessarily — a great poet," he said. "He must be a great, original interpreter of his time, his day, his age."

Like every great ad writer, Frank shunned "one-size-fits-all" solutions and steadfastly refused to begin a building's design until he had first explored the building site and met the people who would occupy it. Had he chosen to become a writer instead of an architect, his ad



campaigns would have been as uniquely tailored as his buildings. He would have moved us with ads that we did not even recognize to be ads.

Are your ads tailored to fit the client? Or, are you still following the idiotic formula that says, "Say the name of the client seven times and include the contact information three times in every ad"? Are you taking the time to understand the appeal of the client's product so that you might know how to speak to his customer? Or, are you simply handing the production director a series of "facts" you scribbled on the back of a napkin?

Now I can hear you thinking, "But it's not my job to write the ads. I only sell them."

I reply, "Do you want to be a Radio professional! or merely a sales professional?" If you answer, "Sales professional," please start selling something else. It's because of people like you that thousands of business owners are saying, "I tried Radio and it didn't work."

Frank also had an intuitive understanding of the nine secret words* of every Wizard of Ads. "Early in life," he said, "I had to choose between honest arrogance and hypocritical humility. I chose honest arrogance and have seen no occasion to change."

Though he never penned a single word of advertising, Frank Lloyd Wright remains a legend among Wizards of Ads; they know him simply as "The One Who Got Away." ☒

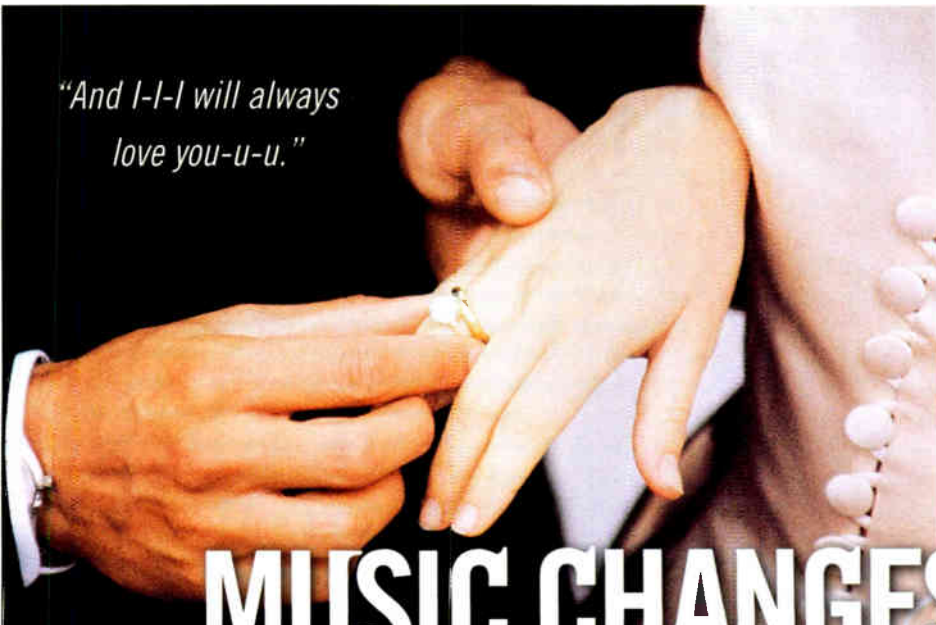
Roy H. Williams is President of Roy H. Williams Marketing, Inc. He may be reached at 512-295-5700 or by E-mail at roy@rhw.com

* The nine secret words from *The Wizard of Ads* are: "The risk of insult is the price of clarity."



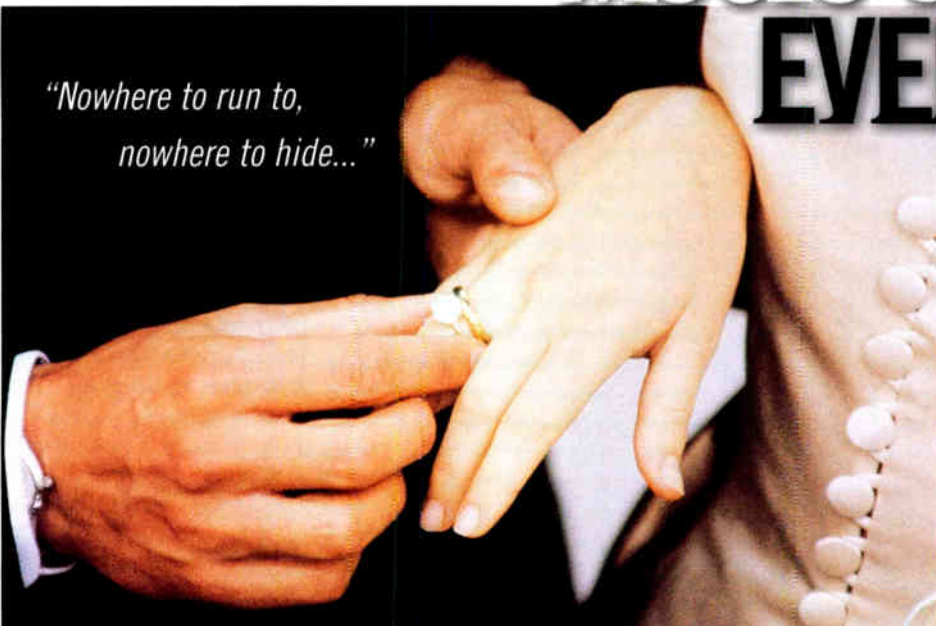
Roy's new book, *The Wizard of Ads*, is available in bookstores nationwide and is rapidly climbing the charts to become the best-selling business book in

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



*"And I-I-I will always
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The Power of Simplicity

When Less Sells More



JACK TROUT

Columnist Richard Reeves suggests that "the end of news" may be near. The avalanche of news about the rapid changes of modern life is turning people off. Audiences "do not want complicated and emotionally complex stories that remind them of their own frustrations and powerlessness."

Reaching Simplicity

Our general education and most management training teach us to deal with every variable, seek out every option and analyze every angle. This leads to maddening complexity. And, the most clever among us produce the most complex proposals and recommendations.

Unfortunately, when you start spinning out all kinds of different solutions, you're on the road to chaos. You end up with contradictory ideas and people running in different directions. Simplicity requires that you narrow the options and focus on a single path.

Needless to say, you have to recognize the right problem on which to focus. If you're Volvo, the problem on which to focus is how to maintain your leadership in the concept of "safety" as others try to jump on your idea.

The Proctor & Gamble Experience


But, there are times when the problem isn't so obvious. Such was the case for Proctor & Gamble, the world's preeminent marketer. You might assume that its problem was to find ways to sell more stuff.

The new management recognized the real problem. Does the world need 31 varieties of Head & Shoulders shampoo? Fifty-two versions of Crest? As P&G's president, Durk Jager, said in *Business Week*, "It's mind-boggling how difficult we've made it for consumers over the years."

As the article put it, he and CEO John Pepper realized that, after decades of spinning out new-and-improved this, lemon-freshened that and extra-jumbo-size the other thing, P&G sold too many different kinds of stuff.

The solution was simple, though implementing it was a complex process. The company standardized product formulas, and reduced complex deals and coupons. They also got rid of marginal brands, cut product lines and trimmed new product launches.

With less to sell, sales went down, right? Wrong. In hair care alone, by slashing the number of items in half, P&G increased its share by five points.

P&G certainly wasn't afraid of simplicity. During the past five years, they've used it to increase their business by one-third. 



By oversimplifying a complex issue, you are making it easy for people to make a decision without too much thought.

Reeves is probably right about the growing avoidance of complexity. People don't want to think. That's why simplicity has such power. By oversimplifying a complex issue, you are making it easy for people to make a decision without too much thought.

But, psychologist Dr. Carol Moog comes at the problem from another vantage point. She states that in our culture there's a "paranoia of omission." There's a sense that you have to cover all your options because you could be attacked at any moment. You can't miss anything, or it could be fatal to your career.

So, if you have only one idea and that idea fails, you have no safety net. And, because we are so success-driven, it magnifies the No. 1 fear, "fear of failure." A variety of ideas enables you to hedge your bets.



▲ People don't want to think. That's why simplicity has such power.

▲ When you start spinning out all kinds of different solutions, you're on the road to chaos.

▲ Simplicity requires that you narrow the options and focus on a single path.

▲ You have to recognize the right problem on which to focus.

Jack Trout wrote the book The Power of Simplicity, from which this article is excerpted. He may be reached at 203-622-1312.

Radio Wayne Award • General Manager of the Year



Kris Foate

*Vice President & General Manager
WTKI - Milwaukee*

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the Radio Wayne Award for General Manager of the Year.*

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Giff's "Don't Miss" List

Openers to Make the Sale



DAVE "GIFF" GIFFORD

Turn this article into a sales training meeting. Photocopy and distribute this piece to each salesperson on your team. Give them one week to come up with some opening lines of their own.

As you are too painfully aware, salespeople who fail to get enough appointments over the phone do so because they do not succeed in grabbing the prospect's attention in their opening line. Here is an abridged selection of opening lines that may be used to achieve this goal.

Conversation Openers:

- "I'm calling for the purpose of ..."*
- "I'm calling to let you know that ..."*
- "I'm calling to find out if ..."*
- "Tell me, do you ..."*
- "Are you aware that ..."*
- "Have you heard about ..."*
- "What if I told you that ..."*
- "I need to see you to ..."*
- "I need to show you how to ..."*

Idea Openers:

- "I'm calling because I have an idea that will ..."*
- ... increase your cash flow."*
- ... increase your sales."*
- ... increase your store traffic."*
- ... increase your leads."*
- ... increase your listings (real estate)."*
- ... increase your share of the market."*
- ... help you expand your customer base."*
- ... help you sell more big-screen TV sets."*
- ... help you turn over your inventories."*
- ... help you in your battle with Wal-Mart."*
- ... make you a company hero overnight."*
- "I have an idea ..."*
- ... that you're going to find very interesting."*
- ... that's worthy of very serious attention."*
- ... that's going to give you a fast return on investment."*
- ... that I can't wait to go over with you."*
- ... that you're going to fall in love with."*
- ... that's going to knock you off your feet."*
- ... that, if you can pull it off, is probably going to make you a whole lot of money."*
- ... that will increase your share of the local real estate market at Century 21's expense."*

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



Most Radio salespeople are not "professional" salespeople. Ninety-five percent or more have never read a book on selling.

Other Examples:

- "My only purpose in calling you is to give you an opportunity to see why more and more local advertisers are getting better results on WUFO than they're used to getting on any other Radio station in this market."
- "I have two ideas for you, Mr. Gifford, that I'm convinced will increase your sales dramatically. The problem is, I don't know which one is best for you. That's your call. You are open to ideas, aren't you?"
- "I'm calling to make you an offer you can't refuse."
- "Mr. Gifford, what do I have to do to get your business?"

The Importance of words

Most Radio salespeople are not "professional" salespeople. Ninety-five percent or more have never read a book on selling. They don't realize that selling is a "craft" that must be studied, learned, rehearsed and practiced.

Here is your opportunity to make the following point: The only weapon salespeople have is the English language. The words they use, the order in which they use them and the way they are said are what selling is all about. ☎



▲ Salespeople do not succeed in grabbing the prospect's attention in their opening line.

- ▲ Selling is a "craft" that must be studied, learned, rehearsed and practiced.
- ▲ The only weapon salespeople have to work with is the English language.
- ▲ The words they use, the order in which they use them and the way they are said are what selling is all about.



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(WYNK-AM/FM, WLSS-FM, KRVE-FM, WJBO-AM, WSKR-AM—Baton Rouge, LA)

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World Radio History

Standards or Excuses?

All Salespeople Sleep Half the Day Away



BY CHRIS LYTLE

It was an important seminar for a major group. There were just 20 people in the room. However, nearly 800 waited to "attend" via satellite in a couple of dozen other venues. This was real-time "distance learning" which required that only the speaker travel a great distance.

Five minutes before air, I walked past the group VP who had hired me. "Are you ready?" he asked. "What are my choices?" I answered with a question of my own.

There is something wonderful about structure. Having to start and end at a specific time helps rivet one's attention.

Add Structure to the Job of Radio Sales

One of the great things about Radio sales is that for many hours during the day, there is nobody watching. For many salespeople, that lack of structure gives them too many choices. They can drive around aimlessly or purposefully drive golf balls at the range.

Having standards for your salespeople and actually enforcing them can add needed structure. Here are three ways to add structure to the job of Radio sales and increase sales.

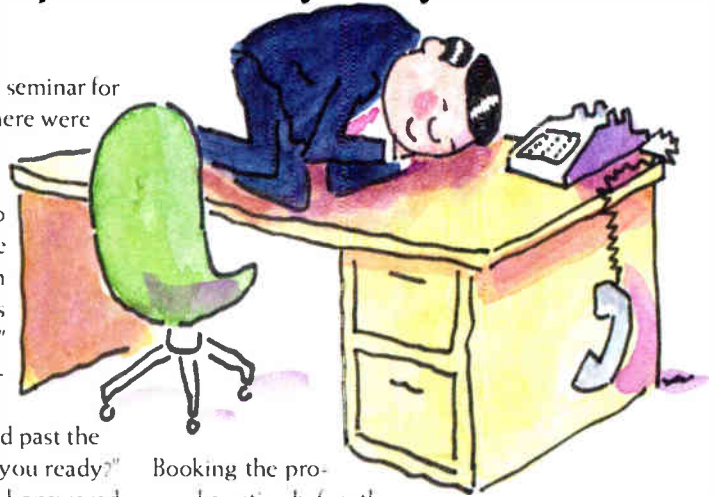
Write the Proposal

1. Stress that no more than two customer needs-analysis interviews can be done without converting at least one of them into a written proposal. This stresses the importance of acting on the information that salespeople gather, instead of just gathering it. When a salesperson has nine proposals to write, it's paralyzing.

Book the Proposal Meeting

2. Require salespeople to book the meeting for the proposal before they leave the customer needs-analysis meeting. "I'll get back to you as soon as I have an idea" is an unacceptable conclusion to a data-gathering interview.

"When is your proposal booked?" is a question you should ask of every salesperson who has completed a data-gathering interview. Pretty soon, they'll start asking the question themselves.



Booking the proposal meeting before they leave ensures that your salespeople won't wait until they feel like it to write their proposal. They'll have to turn it around in five business days.

Practice the Proposal

3. Have a couple of short sales-meeting segments at which people practice proposals they will be giving in the next couple of days. Requiring people to practice proposals prevents procrastinating. It also lets you see what's going out of your shop and into the marketplace.

A very good friend of mine just retired. He and his wife sold their Radio stations to a major consolidator and are now skiing or white-water rafting somewhere in the Pacific Northwest.

Duane told me a story about the time he was a Radio rep. For one solid year, he wrote a spec spot every day before he went to bed. That year, he made some 250 presentations with spec spots and increased his closing ratio and billing dramatically. There were nights he probably didn't "feel creative." He did it anyway. That's what pros do.

"Management is doing those things necessary to deny people who work for you the unpleasant opportunity of failing."

Ferdinand F. Fournie's advice is critical for Radio SMs precisely because not all of your salespeople will set stringent standards for themselves. Part of your job is to create structure and systems which cause people to do the right things whether they feel like it or not. That's what pros do.

How many pros do you have on your team? What are you going to do about it? ☒

Chris Lytle is founder of The Lytle Organization and developer of the RMM program. He may be reached at 800-255-9853, Ext. 323, or by E-mail at CLytleSP@aol.com



▲ Having standards for your salespeople and actually enforcing them can add needed structure.

- ▲ No more than two customer needs-analysis interviews can be done without converting one of them into a written proposal.
- ▲ Require salespeople to book the meeting for the proposal before they leave the customer needs-analysis meeting.
- ▲ Have a couple of short sales-meeting segments at which people practice proposals they will be giving in the next couple of days.

What tips can you give other GMs to stay focused and to be a better manager?



LARGE MARKET

Darryl Trent
VP/GM
WPHI-FM
Philadelphia, Pa.

The greatest tip is to learn to be a better listener. It is one thing to have vision and to understand what your financial objectives are, but the bottom line is that you must have a full appreciation your staff's capabilities and the skill set that you bring.

You are better serving your entire operation by trying to create a very active learning system. The emphasis should be on training at all times, whether it's programming, sales or administrative.

The most effective general managers are the ones who can devote a significant amount of time to entering into dialogue in which information is shared.

That organization is reflective of your community. If you are in touch with that community, then you have a greater likelihood of being able to bring the information necessary for becoming the most informed or enlightened organization possible



MEDIUM MARKET

April Craddock-Danahy
GM
KOFM/KGWA
Enid, Okla.

The technologies, services and rules of Radio change every night. Keeping up with what is going on can be tough. Luckily, those providing the services are never at a loss for words or facts, so they get me information. I refer to trade magazines and the like to verify what is going on.

FCC rules and regulations are another matter. In Oklahoma we are fortunate that our broadcast association keeps us up-to-date. The Oklahoma Association of Broadcasters is a great resource for me.

We have about a third of the staff we had when I started in 1984, so doing more with less is common. We cross-train our employees and provide incentives for exceptional teamwork. This has all but put an end to the constant rope-pulling between sales, on-air or production.

I don't read periodicals for management. I do try to attend seminars, and I do talk to a lot of friends that are managers in other businesses.



SMALL MARKET

Rick Lemmo
GM
The Amature Group
Thousand Oaks, Calif.

I focus on motivational and sales advice from outside the Radio industry. I attend as many Peter Lowe seminars as possible. They are sales- and motivation-based. What we're finding on the street is that understanding what other businesses face makes us more real.

We're not just entertainment anymore. We are a vehicle that other businesses use to solve a problem. Understanding those problems better, and knowing how they address those problems, helps us overcome our challenges as well.

I learn the most from three groups of people. I learn from the people I work with and from local business owners and the Chamber of Commerce. We really are the same as many of those businesses, facing those same challenges. We haven't used their same methods of solving challenges. I also pick up a lot from executive directors of nonprofit organizations. ☐

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World Radio History

ONE TOUGH WOMAN



1999 Broadcaster of the Year. Mary Quass, President/CEO of Central Star, has been in the Radio business for 20 years. She began her career as an account executive and advanced through the ranks: regional AE, SM and GM. She eventually started her own company, QBC (Quass Broadcasting Company), by purchasing KHAK-FM, KDAT-FM AND KTOF-AM in Cedar Rapids. After merging her company with Capstar, she occupies a position usually reserved for men. She oversees nearly 50 stations and more than 500 people.

Mary Quass has been voted *Radio Ink's* Broadcaster of the Year. Publisher B. Eric Rhoads says Mary possesses all the qualities the magazine looks for when choosing the award's recipient: "Mary has unwavering passion for our industry; she is known as a strong leader, a forward and innovative thinker, and she continues to create success throughout her company."

Her boss, Steve Hicks, President and CEO of Capstar Broadcasting, describes her as a tough, compassionate leader. John Cullen, Capstar co-CEO, says her personal compassion for others makes her a consummate teacher, coach and teammate more interested in an organization's reaching its goals than in her personal agenda. John King, President of SEAStar, says, "Mary is the kind of person we should all emulate."

There really is Something About Mary.

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Mary Quass

A VERY SUCCESSFUL CAREER

INK: What are your greatest accomplishments in broadcasting?

QUASS: When I bought K Hawk, no one had ever beaten WMT, a big AM News/Talk station. It had been the market leader. I had a goal to make K Hawk No. 1 in the market. I was proud that the staff and I were able to do that. I am proud of Quass Broadcasting, the merger (with Capstar) and being able to share some of the upside with the people who worked with me. It was a way to say thank you.

Why merge with Capstar and Steve Hicks?

I could see where the world was going and wanted to be part of the changes in Radio. But, I knew that I did not have the same kind of access to capital that these other people did. They were able to get capital at a better rate than I was. I tried to look around for people who shared a similar philosophy, so we could grow with a company that thought about its people and the industry in the same way that I did.

I found Steve Hicks through David Benjamin. We had an opportunity to visit with Steve and talk about what he was trying to do. Steve is a terrific guy. We both come from the same background, have the same concerns about people, want to grow and are excited about taking it to another level.

After we had an opportunity to sit

and talk, it was clear that this was where I could feel comfortable putting my stations, and I could give the people who had made commitments to me an opportunity to grow with a progressive company. I talked to a number of other groups, but nobody was even close.

ONE WOMAN IN A SEA OF MEN

You are in a position in Radio that is mostly occupied by males. Why do you think that is?

If I had the answer, I could figure out a way to change it. One of the things that I have always respected about this industry is that it treats women on an equal level with men. Sales is an opportunity for a woman to perform on the same plane as a man, no matter what. It is indicative of what is happening in the United States.

When I was an owner, I could count on one hand the number of women I knew who owned Radio stations. We have had some women who, for one reason or another, have not tried hard enough. And, there have been situations in which women have not been given a shot.

It's not any one thing, and it's not just in our industry. You look at the automotive and banking industries, for example. Women do not hold the number of jobs they should, in proportion to their number in the workplace.

Where are most opportunities for women?

Where they have always been. Sales

is great, and programming has some real opportunities. I would love to see all the women in Radio decide what it is they want to do and go after it. I wish all of them wanted to be GMs and owners.

What's your advice for women who look at you and think they could do the same?

If you want it, go after it. I do not believe that being female has limited me in this business, because my goal was stronger. We all set goals, and we all have obstacles. If it is something that you really want to do, keep working at it because you will get it.

PERSONAL CHALLENGES

Can you talk about the personal challenge which you are facing?

I was diagnosed with breast cancer on July 1 of last year. I went through the emotions. "No, it can't be me." "I am scared, mad." "I want to fight back." You have to do it in a reasonably short amount of time, because once you find out, they want to act quickly.

I had surgery in July, had a lumpectomy and started chemo in the middle of August. I lost my hair on Labor Day weekend and started radiation in January. It is something I would never want to have to do again, but if I had to, I could live through it.

What's the prognosis?

So far, so good. After surgery, the surgeon said, "Ah, you are clean. I did my job." We are trying to humor the



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oncologist. They did not find any systemic cancer, so they think they got it all. It was a lump in one lymph node.

Does this experience cause you to work harder, or have you always been that way?

I have always been crazy like this. It does give you a different perspective, though. Sometimes you have to be pretty brutal with me to get my attention. This is one way of God saying, "You probably ought to look at life a little differently. Don't live from one to-do list to the next."

It stops you in your tracks, and you re-evaluate why we are all here. In the grand scheme of things, we make life very complicated when it is really very simple. It is all about people and the interaction among them, rather than the "stuff." If you have to live through something like cancer, the good news is that it gives you an opportunity.

In some ways, I am glad that I got cancer so that I could learn some of these lessons. It's really pretty amazing. It gives you a renewed hope and belief in mankind, because that is what it is all about. Fortunately, I am in a business where I am surrounded by some outstanding people who have been marvelous. I appreciate them more now than I did before.

How has the company reacted throughout your diagnosis and treatment?

Outstanding. When I told Steve Hicks, the first thing he said was, "Tell



STEVE HICKS, President/CEO,
Capstar Broadcasting Partners.

I can't say enough good things about her. She can be as tough as any man. She has the wonderful compassion of a woman and is a true leader. Her presence fills a room when she enters. The things I believe in most, integrity, ingenuity and inspiration, are all embodied in Mary Quass.

me what you need, and it is there." I told him that my plan was to keep working and not let it slow me down.

They have been tremendously supportive, and I could not ask for anything any better. I would have a chemo treatment on Thursday, take Friday off, but be back on Monday. These guys all said I looked nice in different wigs and said I even looked nice bald-headed.

HER VIEW OF RADIO

What would you change about Radio?

We need to have balls. I am tired of hearing us say, "Well, we were okay. They bought us after TV." You look at the

lifestyles of people today. You read the books. You have to be breathing to understand what is going on in our industry, how people are changing, the way they run their lives.

Read books like *Clicking* by Faith Popcorn. She will tell you about what is going on in the world. Pay attention. Radio fits perfectly into the lifestyles of people today, and it also fits into this cross-market arena. It fits wonderfully. It is a perfect vehicle. It is not the third or fourth on a buy. It should be a first on a buy. The biggest problem we have is that we need to get out there and do it.

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Mary Quass

What's your view on consolidation?

I am happy and unhappy with it. I am happy because it is giving us an opportunity to put groups together so that, hopefully, we can achieve my goal — to give Radio what it needs to stand on its

bigger — but it is a fundamental deficiency that has held us back to a 7- or 10-percent increase.

We have to stop thinking that we are second-class citizens and understand the vital role we play in the marketing field today. We need to

and back up our claims with better-trained people. That is a big problem.

I can remember my training as a salesperson. It was a joke. The scary thing is that in some places, we are still training people the way we did 20 years ago when I started in the busi-

“We need to have balls. I am tired of hearing us say, ‘Well, we were okay. They bought us after TV.’ ” — Mary's view of our industry

own. We are now putting groups together and doing some wonderful things with the Radio station in clusters. We also are able to keep our hands on some great people.

However, the constant churn that we have had to put some of our people through is frustrating. Some of the Radio stations for which I am responsible have gone through three or four owners in the last two years. That is very difficult, because none of us has done a good job at helping these people get through change or explaining what this change will mean to them.

In the long run, it's going to be fantastic for Radio. In the short run, it has caused some people headaches, and we have lost good people because we handled the changes poorly.

If you were at a meeting with all of Radio's group heads, what would you say to them?

It is about time that we demand the kind of respect we need. One of my big pet peeves about Radio is that we consistently sell ourselves short. There has been a big change in that — and an attitude shift as we have gotten larger and our groups have gotten

be able to go out and demand the respect we deserve.

How do we do it? We need to continue to instill in the people who work with us what a great business this is. We need to be willing to ask for

ness. The only reason I stayed in was because I loved the business, but that doesn't happen today. We have to get serious and go out and be the advocates for Radio so it is there in the next millennium. ☒



- **What leisure activities do you enjoy?** Hiking, reading, painting.
- **What book do you recommend for our readers?** *Clicking*, Faith Popcorn; *Trends 2000*, Gerald Celente; *Selling the Invisible*, Harry Beckwith.
- **What book is on your nightstand now?** *Generations*, William Strauss and Neil Howe; *Miracles of Mindfulness*, Thic Nhat Hanh
- **Who is your mentor or role model?** Tom Stoner, Steve Hicks.
- **If you had 30 minutes to sit and talk with one person, whom would you choose?** My father, who died when I was three.
- **Whose phone calls do you always return?** Steve Hicks, John Cullen, Geoff Armstrong and my managers'.
- **If you were granted one wish, what would it be?** A cure for cancer.

- **If you could go back in time, where would you go?** Hollywood in the '40s.
- **To whom did you listen on the Radio when you were growing up?** The local DJs and the jocks on KAAY.
- **What did you want to be when you grew up?** A fashion model and president of GM.
- **What is your pet peeve with Radio?** We don't demand the respect that we deserve. We are our own worst enemies.
- **As a listener, what is your favorite format?** Country, AC.
- **What stations are set on your car Radio?** Central Star's.
- **What is your E-mail address? What is your Website url?** Mquass@capstarbroadcasting.com www.capstarbroadcasting.com
- **What are your favorite bookmarks on the World Wide Web?** Stock listings.
- **What has been your most unattainable goal?** To get all tasks done on my to-do list.
- **Of what achievement are you most proud?** Running a successful, small Radio company in QBC and sharing the success of that company financially with my staff. ☒

SIDELINES

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PRACTICAL HANDS-ON SELLING TIPS AND IDEAS



When a client says, "I have all the business I need," your AEs should be prepared to ask the client these five questions:

- 1) How much business would that be?
- 2) Will you let me help you obtain more business?
- 3) Any objection if I work on a plan to maintain that level of business for you?
- 4) If you don't want more business, let me work on a campaign to increase awareness of your products and/or services.
- 5) Let me help you move to the next level with a recruitment campaign that will increase your ability staff-wise, so you can be ready for even more business.

Source: Dusty Rhodes, WAY FM West Palm Beach, Fla. He may be reached by E-mail at wayd@raut.com.

Survey Says ...

Which method do you use to remind you to follow up with prospects?

Personal contact management software	43%
Post-it® stuck to my computer screen	22%
Desk calendar/daytimer	14%
Hand-written lists	14%
Company contact management system	7%

Source: justsell.com

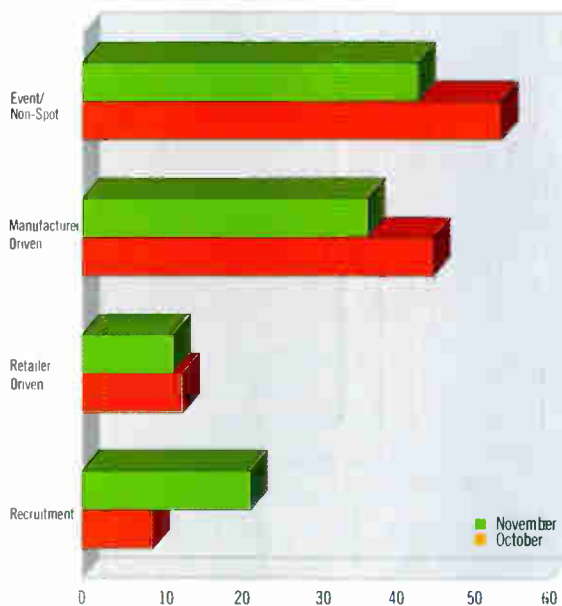
Stunning Sales Statistics

Are you selling to "Electric Avenue"? Deregulation of the \$212 billion utility industry is expected to push national ad spending to \$188 million. In 1998, spending on total media was up 10 percent from 1997. Spending on Radio increased 60 percent.

Despite this increase, only 4.6 percent of all utility company advertising was spent on Radio — a small jump from 3.2 percent in 1997. Forty-five percent of utility company advertising is spent on TV, and 34 percent is spent on newspaper.

Source: Interop

% Of NTR Revenue by Revenue Platform*



NTR PLANNING

Target Categories
(Plan 6 Months in Advance)

JUNE

- Father's Day
- Graduations
- Health & Beauty
- First Day of Summer 6/21

• Why I love my Dad

What better way to celebrate Father's Day than by winning an entire summer of great tickets for Dad. This register-to-win is sure to drive traffic to your retail locations with movie passes, sporting tickets, area attractions and much more.

• One-Tank Trips

Tie in with destination vacation locations for trip giveaways with a handy pack of discounts or coupons for tires, tune-up, camping gear etc. as sponsors. Handy packs with RTW will be available at sponsor locations.

Information provided by BREAKTHROUGH marketing. For more information, call 425-747-0647.

*Income derived from the division of advertising dollars into sixteen different methods of procurement. Revenue may be included in more than one Revenue Platform.

Hold a Remote at a Doctor's Office

Drop-in clinics, optometrists, chiropractors and emergency treatment centers are excellent prospects for an on-location broadcast. Any excuse will do: a new facility, remodeling or expansion. Get one clinic on the air and others will follow. They have big bucks to spend and are looking for any marketing advantage. Competition is intense.

Source: BIG Mike McDaniel. He may be reached at mcd@majel.ncci.net

Closing Rules

Follow these eight rules to improve your closing ratio:

1. Know the buyer.
2. Sell yourself.
3. Don't push.
4. Close incrementally.
5. Know a variety of closes.
6. Avoid overselling.
7. Be creative.
8. Don't bad mouth competitors.

Source: Selling Power



Video Releases

Start working on video store promotional ideas for:

The Way We Were — The release date for this 25th anniversary edition is April, 20, 1999.

La Bamba — The release date for the digitally remastered version is April 6, 1999.

Source: Supermarket News



Mike Oatman (c) and Mike Lynch (r) receive a notable gift from Barry Gaston, VP of Empire Broadcasting. Oatman and Lynch sold Great Empire to Journal Broadcast Group.

1999 RADIO WAYNE AWARDS

Winners

On Saturday, Feb. 6, the 1999 Radio Wayne Awards winners were announced to a standing-room-only audience in Atlanta by *Radio Ink* Publisher B. Eric Rhoads. Radio Ink has been presenting the Radio Wayne Awards for eight years. The awards recognize the best in sales and management in the Radio industry. Here are this year's five winners.



**RADIO
INK**



BROADCASTER OF THE YEAR

Mary Quass
President and CEO
Central Star Communications
Cedar Rapids, Iowa

This Radio veteran started her career in the industry 20 years ago. She marched through the ranks of AE, Regional AE and GSM. However, that was not enough. Mary continued her trek to the top by starting her own company, Quass Broadcasting.

She tells *Radio Ink*, "I had built a loyal staff of talented people at QBC who deserved a company that would value them." When consolidation hit, Mary looked for a company that would take care of those people. QBC merged with Capstar, and she became the President and CEO of Central Star Communications. "[Capstar President and CEO] Steve [Hicks] and I believe," she says, "that the people in our organization are our most important asset."

Mary is responsible for 50 stations and 500 people. As she receives this award, she's fighting a battle against breast cancer. To read more about Mary Quass, see our interview, Page 22.

Ed Ryan
Editor
Radio Ink

West Palm Beach, Fla.



GENERAL MANAGER OF THE YEAR

Kristine Foate
WKTI-FM
Journal Broadcast Group
Milwaukee, Wis.

Kris is a tough, scrappy competitor who never concedes an edge and never backs down. She is a big-hearted, compassionate and supportive leader.

WKTI is winning in one of the most competitive multi-station market battles anywhere because Kris has her group focused on what's important. She hires top talent, fights to get them the resources they need to produce and market effectively, then insists on a customer-focused sales culture.

I hired Kris in 1991 from WQFM, an underdog that wouldn't die. She hated to leave, even to come to a market leader like WKTI. More than seven years later, Kris has still not lost that underdog's hunger to win. She is determined and relentless, qualities that lend confidence to her team.

If I ever end up in a foxhole on a battlefield somewhere, I hope Kris is in there alongside of me. I think her staff would say the same.

Carl Gardner
President — Radio
Journal Broadcast Group
Milwaukee, Wis.



DIRECTOR OF SALES OF THE YEAR

Jim Thompson
GulfStar
Baton Rouge, La.

Jim is known best for his "let's go" style. This is something that the staff sees demonstrated more than verbalized. When we suddenly lost the rights to Louisiana State University football this past year, instead of viewing this \$1-million loss in revenue as a major setback, it was accepted as a new opportunity for sales development and growth. The forward progress continues, and GulfStar Baton Rouge is on track to exceeding last year's billing.

Jim's strength as DOS is his enthusiasm for the job and his team-building ability. He created and directs a sales organization of six Radio stations, four local SMs and 20 AEs who continue to move forward as a unit.

In addition to his duties as DOS in Baton Rouge, Jim also provides oversight for 10 additional GulfStar Communication stations in Alexandria, La., Beaumont, Texas, and Shreveport, La. He also was instrumental in developing the VP of Sales position for GulfStar.

Dick Lewis
LSM
WJBO/WSKR
Baton Rouge, La.



SALES MANAGER OF THE YEAR

Linda Taber
KCFM-FM
Tulsa, Okla.

If the Radio Wayne Awards are about recognizing and rewarding an SM who truly makes a difference, who helps to raise the bar of professionalism among the staff by setting the example and who has cut a wide swath of success for others to follow, then Linda Taber deserves this award.

As SM for KCFM, the Classical station in Tulsa, Linda has built a powerful sales team that consistently outperforms the power ratios for Classical stations. Linda is truly a student of this industry and has become a teacher and mentor for many on our staff. She soaks up knowledge and is a powerful representative of the Radio industry.

Linda continues to build the station by hiring, training and providing leadership to her sales team and the station. Linda's love for this industry and her consistent dedication to achieving her own and the company's goals make her highly qualified to win this award.

Rick Cohn
GM
KCFM-FM
Tulsa, Okla.



STREETFIGHTER OF THE YEAR

Gerry Franzen
WRBZ-AM
Alchemy Communications
Raleigh, N.C.

When consolidation hit our market, Gerry made the choice to remain true to the essence of sales in broadcasting. His sales vision with a stand-alone, family-owned-and-operated station paid off for him in 1998.

Gerry has never become complacent with his clients or his billing. He added a record number of new, local direct accounts in 1998, enabling him to increase his list and billing to career highs.

Gerry knows the power of our format and has exceptional abilities to identify clients and assemble a marketing plan that delivers results. He enters into only win-win relationships with clients. Very few of his clients don't renew.

He understands that not every business is right for WRBZ, so he focuses on the accounts that can benefit from the power of our format. Gerry knows that delivering results is the only thing the client cares about. It's not rates or ratings; it's results.

Brian Maloney
GM
WRBZ-AM
Alchemy Communications
Raleigh, N.C.

Read This!

- "Your two-day trip in January of 1998 made a huge difference in the productivity of my sales staff. Our Power Ratio is up 10 percentage points, revenue is up 21% (\$210,000 over budget and \$753,000 over last year) and our cash flow has TRIPLED!"
— Andrew Powaski, Director of Sales, WDBR/WQQL/WTAX/WVAX/WYMG/WYXY, Springfield, IL

Get Giff...

- "Because of you, we TRIPLED sales in 1998 and have increased sales over 1997 by 44% as of October 31, 1998. You have helped us tremendously."
— Peter Waak, Managing Director, WOW 105.5/Lugna Favoriter 104.7 RTL, Stockholm, Sweden

Or Get

- "With your help we have already exceeded our 1998 sales goal with four weeks yet to go. Thanks to a 50% increase in billing, our group has moved from 3rd place to 1st place in total billing among all the station groups in the market. We have, in fact, toppled the once perennial revenue leader for the first time in at least 15 years."
— Lawrence V. Amature, Managing Partner, KXFX/KFGY/KSRO/KMGG, Santa Rosa, CA

Left Behind!



1-800-TALK-GIF

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GIFFORD
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1-800 TALK GIFF • (505) 989-7007

SALES MANAGEMENT

Sales Compensation Plans: Identifying Why and When to Make a Change

by R. Scott Frothingham

Demands for stronger bottom-line performance have caused many Radio stations to review the structure of their sales compensation plans. When managers consider changing compensation, they must determine the true motivation behind the change.

Expense Reduction

If the intent is expense reduction, the manager should look at his sales team. Often, the further removed a manager is from day-to-day selling, the more he believes that the product and the management team are bigger factors in the purchase of air time than the skills and client relationships of each individual salesperson. One must be careful not to underestimate the income contribution of each team member.

Acceptable Cost-of-Sale Reduction

If the motivation is to generate a targeted cost-of-sale percentage, understand the origination of that percentage. Is this number based on the station's past performance, or is it an industry rule of thumb?

Often, it's an arbitrary figure that can be used over time correctly to spot trends but should not be used without taking into account other information. A growth trend in the average cost-of-sale percentage could indicate that sales compensation is too high, but it also might reflect market conditions.

Consider the business manager who discovered a declining trend for average unit rate. The GM showed how the sales department was responding to a strategy to sell more overnight inventory at a reduced rate while actually raising the cost-per-spot in prime times. The overall station billing was up and key inventory rates were higher, even though a trend indicator generated cause for concern.

Generating Specific Performance

Rewarding specific behaviors is very important. If a station wants more local direct business, compensate higher for that. If



the station needs more new business, reward for those sales. By rewarding the behavior the manager believes is necessary to win, a strong message will be sent to the sales team.

Meeting the Competition

If top sales performers are jumping ship to the competition, a station manager should consider altering the sales compensation plan. If a compensation plan is too far under the market, the sales team is ripe for recruitment.

The most successful compensation plans are those based on reward for performance. The best plan includes a small draw against commission that is just enough to keep the salesperson afloat but not enough to create a comfort level. On top of that should be layered a commission based on sales. If a salary is used, a commission is earned after a preset billing level.

Then, significant dollars should be used monthly to reward needed activities, such as new business, direct business, NTR, sister station recommendation, achievement of budget.

When considering a change in the sales compensation plan, only when the motivation behind the change is fully understood is a manager ready to build an effective plan that will maximize performance. ☛

Scott Frothingham
may be reached at

703-893-3635 or

scott@radiomanagement.com



No More So-So Promotions

Do it Right in 1999

by Sylvia Allen

All of you know how to sell from a rate card or "sell sheet." When selling an event or sports sponsorship, you need to develop the same sort of materials you use to sell those rate cards or sell sheets. You probably have some idea what a few of those materials are, but because there are so many things to track when putting your event together, you need a "checklist" to start you in the right direction.

The following inventory checklist will help you make sure you don't forget anything. Once you have used this list, file it away for your next big event.

INVENTORY CHECKLIST

- Street Banners (horizontal) — the large ones that stretch across major roads;
- Street Banners (vertical) — the small ones that hang on lampposts to define community areas;
- Posters and Flyers — promotional materials distributed throughout the community where the event is being held;
- Category Exclusivity — This can be beverages, banks, food companies, supermarkets, drugstores — any one specific organization that wants to block the competition from the event;
- Media — Radio, of course, but also cable or local television, local newspapers, local magazines, billboards;
- Contracts — negotiated sponsorship contracts that carry valuable media coverage for your sponsors;
- Priority Parking — depending on your event;
- Hospitality Options — important for business-to-business sponsorships as well as employee relations;
- Ticket Exposure — If it is a ticketed event, the backs of the tickets have true value for sponsors who can use them for bouncebacks after the event (also allows them to measure the impact of the sponsorship);
- Cross-promotions — Think about how your various sponsors can be tied together in a promotion that enhances their sponsorship participation;
- Opportunity for Product Sales or Displays — has value for companies introducing a new product or offering an extension of an old product (e.g., how many ways can you use Arm & Hammer baking soda?);
- On-site Signage — Again, what are all the opportunities: stage? entrances/exits? flagpole?
- Priority Seating/Viewing — reserved seats for the sponsors, quantity contingent on the sponsorship level; and
- Anything else you can think of that will have value to sponsors and will enhance their participation in the event — includes leader boards at golf tournaments, net identification at a tennis tournament, or scoreboard exposure at a sporting event. Use your imagination.

INVENTORY MATRIX

The next step is to determine how many of each of these items you have. For example, for the large street banners, what is your limit on sponsors? 8, 10, 12? How many flyers and posters will be produced? How many Radio spots are included? Newspaper ads? TV commercials?

Develop a matrix on which you list all the inventory components down the left-hand side. The second column should indicate quantity, and the third column should show the value of these components. The media value is easy. Some of the other components are not as easy to value.

For the street banners, call the local Department of Transportation and get the traffic count. Then, call a local billboard company. Ask them what a billboard, with that traffic, would be worth. A good rule of thumb is \$1.50 CPM. For the direct marketing components (posters, flyers, brochures etc.), use a CPM of \$50. And, for on-site exposure value (sampling, signage, audio announcements), use a CPM of \$100. Tickets and other components that have a face value are also included in this valuation.

Then, extend them out on the matrix.

INVENTORY

Items	Quantity	Value
Banner (30 days/10,000 cars/day)	2	\$900
Posters/flyers	1,000	50
Newspaper ads	?	rate card
Radio advertising	?	rate card
On-site signage (event attendance 10,000)	5	\$5,000

Using an inventory checklist with the matrix should help you save time and avoid mistakes. You will also be able to prevent over- or under-spending. When you're relaxed because the event is well-organized, you'll be happy, the sponsors will benefit, and the attendees will love it. ☺

Sylvia Allen is President of Allen Consulting. She may be reached at 732-946-2711 or by E-mail at sylvia@allenconsulting.com



DAVID HALBERSTAM

Westwood One/CBS Radio Sports has chosen David Halberstam to be its new VP/Director of Sports Sales. Halberstam, coming to Westwood from his position with the Miami Heat as play-by-play voice and Director of Corporate Sales, will manage and sell Westwood's Radio Sports programming. 📠



Operations for NBG Radio Network's syndicated Radio division. Located in NBG's West Coast office, Taylor will be in charge of NBG's production department. 📠



ROBERT B. TAYLOR

Robert B. Taylor is the new Director of

TRACY RODMAN

Pacific Research & Engineering Corp. has appointed Tracy Rodman as its new Communications



Manager. Among the responsibilities of her new position will be media interface, promotion, public relations activity and communications for PR&E. 📠

DAN BARRON

Barnstable Broadcasting recognized Dan Barron's contributions as GSM of WSRR-FM (Star 98) Memphis by naming him VP. Barron has been with Barnstable since 1989, when he began work as an AE with WSRR sister station WGKX-FM. 📠



CELESTE M. MOY

XM Satellite Radio has named Celeste M. Moy its new VP and Deputy General Counsel. Previously, Moy was VP and Deputy General Counsel for Black Entertainment Television, Inc. 📠



SCOTT ELBERG

Chancellor Media Corporation has promoted WKTU-FM New York's Scott Elberg from his position at the station as GSM to VP/GM. WKTU became the sixth-largest revenue-producing station in the United States (gross billings \$35 million) while Elberg was GSM. 📠



JIM RYAN

Jim Ryan has been promoted from PD to OM at Chancellor Media Corporation's WLTW "Lite FM" New York. While Ryan has been at the station, WLTW has been the top-ranked station for adults 25-54 for six Arbitron surveys and No. 1 for 12+ in four of those surveys. 📠



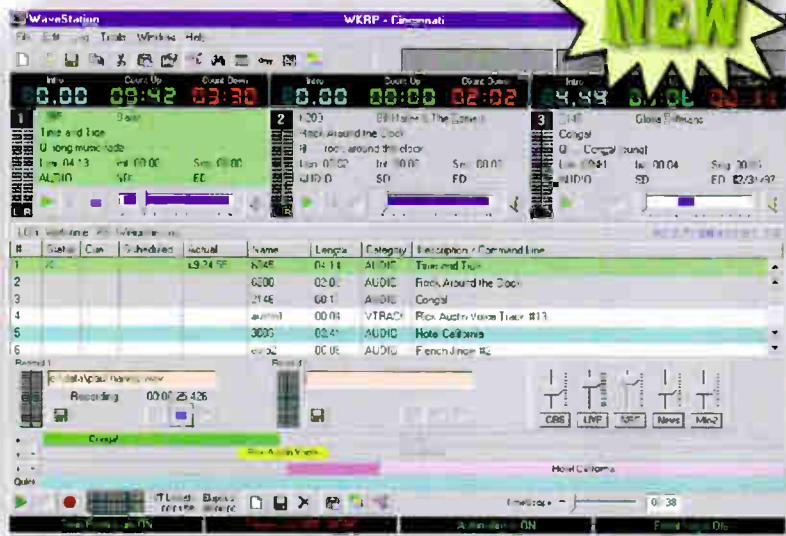
SAMUEL THOMAS COX

Tom Cox is the new VP of Engineering and MIS for all of Pacific Star Communication's regional Radio stations. Based in San Diego, Pacific Star is a division of Capstar Broadcasting Corporation. Cox previously served as Chief Engineer for KFMB-AM/FM San Diego. 📠



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MARCH

QUICK FIX:

"Party On the Patio" — When the weather starts to get warm, people love to eat and party outside. Each Friday during a certain time period, the station will broadcast live from a different patio in town.

"Green for Green" — All shoppers like to feel that they are getting a special deal; and this campaign can be used by any retailer, car dealer or restaurant that offers a discount on all green items. They can also choose to give back green play-money, good toward another purchase at a later date. Auto Dealers: "\$1,000 off, all green cars today." Nightclubs: "Half-off on green drinks." Video store: "Rent one video & receive green for a free video."

DATES TO REMEMBER

- 1 Pig Day
- 1-7 National Procrastination Week
- 3 "I Want You to be Happy" Day
- 5 World Day of Prayer
- 8 International Working Woman's Day
- 8-14 Girl Scout Week
- 8 Most Boring Film Awards
- 16-22 Coffee Lovers Week
- 17 St. Patrick's Day
- 20 First Day of Spring
- 21 Academy Awards
- 22 Goof-off Day
- 28 Palm Sunday
- 31 End Winter Arbitron

NATIONAL

Nutrition Month; Frozen Food Month; Peanut Month; American Red Cross Month; Talk To Your Teen About Sex Month

APRIL

PLAN AHEAD

"Take Your Daughter to Work Luncheon" — National Take Your Daughter to Work Day is annually the fourth Thursday in April. A national public education campaign for women encourages adults to take their daughters, nieces, sisters and friends to work on this day. A restaurant can host a lunch and provide deals to daughters who go to work with an adult on this day. Ideas:

- Have speakers on behalf of women;
- Daughters will receive a corsage or flower;
- Have famous local women to greet the customers;
- Co-sponsor with a newspaper or television.

For more information: Take Our Daughters to Work Day, 120 Wall St., 33rd Fl., New York, NY 10005. Phone: 1-800-676-7780.

DATES TO REMEMBER

- 1 April Fool's Day
Passover
Begin Spring Arbitron
- 2 Good Friday
- 2-4 Alcohol-Free Weekend
- 3 Don't go to Work Unless It's Fun Day
- 4 Daylight Savings Time Begins
Easter
- 7 No Housework Day
World Health Day
- 10 Sibling Day
- 11-17 National Volunteer Week
- 15 Tax Deadline Day
- 16 Stress Awareness Day
- 19 Oklahoma City Bombing Anniversary
- 21 Professional Secretaries Day
- 22 Earth Day
National Take Your Daughter to Work Day
- 23 Arbor Day
- 28 Kiss Your Mate Day
- 30 National Honesty Day

MAY

THE BIG PLAN

"Go-cart to Indianapolis" — Recognized as the world's largest single-day sporting event, the Indianapolis 500 is held annually on the Sunday (May 30) of Memorial Day weekend. This promotion works with the Indianapolis 500 or any major car race in your area. Block roads in town, or go to a fun park, and have listeners race go-carts to win tickets. You can qualify listeners on the air by having them make race-car sounds by mouth. The best ones will get to race the go-carts. (Make sure they sign a release form.) Have the DJs race against each other. Have sponsor signage on the cars and on the course. Put together race packs for the contestants. For more information: Indianapolis Motor Speedway, 4790 W 16th St., Indianapolis, IN 46222. Phone: 317-481-8500. Website: <http://www.brickyard.com>.

DATES TO REMEMBER

- 1 National Day Of Prayer
May Day
Kentucky Derby
- 2-8 National Family Week/National Pet Week
- 4 National Teachers Day
- 5 Cinco De Mayo
- 9 Mother's Day
- 31 Memorial Day

*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@mindspring.com



HOLD your AUDIENCE longer



Gentner's new DH30 digital hybrid allows you to give your listeners better, more stable sound, helping to increase ratings and profits. The DH30 features acoustic echo cancellation, 3-band digital EQ, 3 remoteable preset settings, auto mix-minus, AES/EBU digital I/O, password protection, and much more.

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EVENTS CALENDAR

ARBITRON DATES

- Winter 1999: Jan. 7 - Mar. 31
- Spring 1999: Apr. 1 - June 23
- Summer 1999: July 1 - Sept. 22
- Fall 1999: Sept. 23 - Dec. 15

FEBRUARY

- Feb. 15-17 — Broadcast Cable Credit Assn. (BCCA) Credit Seminar, Amelia Island, FL ☎ 847-296-0200
- Feb. 16-17 — Wisconsin Broadcasters Convention A, Madison, WI ☎ 608-255-2600
- Feb. 18-20 — National Association of Broadcasters (NAB) Tarpac Trustees Retreat, Cabo San Lucas, Mexico ☎ 202-775-3527
- Feb. 19-20 — Oklahoma Broadcasters Convention, Tulsa ☎ 405-848-0771
- Feb. 22-24 — North American National Broadcasters Association (NANBA) annual general meeting, Washington, DC ☎ 416-598-9877
- Feb. 23-24 — Michigan Assn. of Broadcasters (MAB) Great Lakes Broadcasting Conference, Lansing, MI ☎ 800-968-7622 (contact: Mike Slegler)

- Feb. 25-27 — Louisiana Broadcasters Convention, Shreveport ☎ 225-295-1110
- Feb. 25-28 — National Assn. of College Broadcasters (NACB) 11th Annual Conference of Student Electronic Media, Providence, RI ☎ 401-863-2225 (contact: Laura)
- Feb. 26 — International Radio & Television Society Foundation (IRTSF) Newsmaker Luncheon, New York ☎ 212-867-6650

MARCH

- Mar. 1-2 — DMA Net Marketing Conference, Los Angeles Assn. for Interactive Media, Los Angeles ☎ 202-408-0008
- Mar. 1-3 — Jupiter Communications' Consumer Online Forum, New York ☎ 212-780-6060
- Mar. 3-5 — Advertising & Marketing International Network CFO/CEO Conference, Kiawah Island, SC ☎ 316-722-2535
- Mar. 6-9 — NAB State Leadership Conference, Washington, DC ☎ 202-775-3527
- Mar. 7-9 — Electronic Retailing Association 1999 Spring Conference, Miami ☎ 202-289-6462
- Mar. 9-11 — Thunder Lizard Productions' Web Marketing '99, Monterey, CA ☎ 800-221-3806

- Mar. 10 — IRTSF Gold Medal Award Dinner, New York ☎ 212-867-6650
- Mar. 10-13 — Country Radio Broadcasters (CRB) 30th Annual Country Radio Show, Nashville ☎ 615-327-4487 (contact: Paul Allen)
- Mar. 15-17 — Advertising Research Foundation 45th Annual Conference, New York ☎ 212-751-5656
- Mar. 17 — The Peabody Awards (Univ. of GA College of Journalism/Mass Communication), New York ☎ 706-542-3787
- Mar. 18 — National Association of Black Owned Broadcasters (NABOB) Communications Award Dinner, Washington, DC ☎ 202-463-8970
- Mar. 18 — Massachusetts Broadcasters Convention, Boston ☎ 800-471-1875
- Mar. 19 — IRTSF Newsmaker Luncheon, New York ☎ 212-867-6650
- Mar. 24-26 — National Broadcasting Society (NBS) Annual Convention, New York, NY ☎ 314-949-4835
- Mar. 27-29 — Canadian Association of Broadcasters (CAB), CANPRO 99, Ottawa, Canada ☎ 613-233-4035

APRIL

- Apr. 12 — Gracie Allen Awards (American Women in Radio and Television), New York ☎ 703-506-3290
- Apr. 16-19 — Broadcast Education Association's BEA 99, Las Vegas ☎ 202-429-5354
- Apr. 17 — Broadcasters' Foundation (BF) Charity Golf Tournament, Las Vegas ☎ 203-862-8577
- Apr. 19 — Comdex Spring 1999, Chicago ☎ 781-433-1500
- Apr. 19-22 — NAB '99, Las Vegas, NV ☎ 800-342-2460
- Apr. 21 — BF American Broadcast Pioneers Breakfast, Las Vegas ☎ 203-862-8577
- Apr. 21-24 — American Assoc. of Advertising Agencies' Management Conference/Annual Meeting, Amelia Island, FL ☎ 212-682-2500
- Apr. 26 — BF Golden Mike Award, New York, NY ☎ 203-862-8577
- Apr. 26-28 — Thunder Lizard Productions' Web Advertising '99, New York ☎ 800-221-3806
- Apr. 28-May 1 — New Mexico Broadcasters Convention, Albuquerque ☎ 505-881-4444
- Apr. 30-May 3 — Puerto Rico Broadcasters Convention, Mayaguez, PR ☎ 787-277-9285

MAY

- May 2-4 — Pennsylvania Broadcasters Convention, Philadelphia ☎ 717-534-2504
- May 2-4 — Food Marketing Institute's Supermarket Industry Convention, Chicago ☎ 202-452-8444
- May 2-5 — Toy Manufacturers of America's Summer Meeting/Annual Conference, Palm Beach, FL ☎ 212-675-1141
- May 3-6 — Women in Cable and Telecommunications (WICT) National Management Conference, San Francisco ☎ 312-634-2330
- May 4 — IRTSF Foundation Awards Luncheon, New York ☎ 212-867-6650
- May 5-7 — Indiana Broadcasters Convention (joint with Kentucky), Evansville, Ind. ☎ 317-573-0119
- May 12-14 — BREAKTHROUGH Marketing's 7th annual New Business Development Conference, Phoenix, AZ ☎ 425-747-0647
- May 12-16 — National Public Radio (NPR) Public Radio Conference, Washington, D.C. ☎ 703-312-9171 (contact: Carter Strickland)
- May 17 — The Peabody Awards (Univ. of Ga. College of Journalism and Mass Communication), New York ☎ 706-542-3787
- May 17-20 — Broadcast Cable Financial Mgmt. Assn. (BCFM), 39th Annual Conference, Las Vegas ☎ 847-296-0200

JUNE

- June 1-4 — Asia Broadcast Exhibition & Conference, Hong Kong ☎ 852 2804-1500 or E-mail to hongkong.oes@mcimail.com
- June 3 — Radio Creative Fund (RCF) Radio Mercury Awards, New York ☎ 212-681-7207
- June 3-5 — Missouri Broadcasters Convention, Kansas City, MO ☎ 573-636-6692
- June 7-8 — New Jersey Broadcasters Association and Mid-Atlantic Expo, Atlantic City, NJ ☎ 609-860-0111 (contact: Phil Roberts)
- June 7-11 — Society of Broadcast Engineers (SBE) Leadership Skills Seminar, Indianapolis ☎ 317-253-1640
- June 8-9 — Internet Advertising Bureau's West Coast Annual Meeting, San Francisco ☎ 914-921-6988
- June 11-13 — Georgia Broadcasters Convention, Augusta ☎ 770-395-7200
- June 16 — WICT 18th Annual Accolades Breakfast, Chicago ☎ 312-634-2330
- June 20 — International Conference on Consumer Electronics (ICCE) general conference, Los Angeles ☎ 815-455-9590
- June 22-23 — NAB Board of Directors Meeting, Arlington, VA ☎ 202-775-3527
- June 23-25 — Florida Broadcasters Convention, Palm Beach ☎ 850-681-6444
- June 24-26 — Virginia Broadcasters Convention, Virginia Beach, VA ☎ 804-977-3716
- June 25-26 — Wyoming Broadcasters Convention, Casper, WY ☎ 307-632-7622


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IT'S SIMPLE...
YOU'RE GONNA LOVE
THIS GUY.



DAME-GALLAGHER NETWORKS-LLC

THE TALK REVOLUTION IS UNDER WAY.

- O.J. honored by ESPN.**

(Mike wonders what's next—honoring John Wayne Gacy with a similar broadcast, because he was a great artist?)
- Larry King to have a child.**

(What's with these old men with trophy wives having babies? Buy a Porsche!)
- Y2K Dilemma.**

(Mike's wife has already begun stockpiling. Mike's worried about his wife.)
- Sexual harassment among 5th graders.**

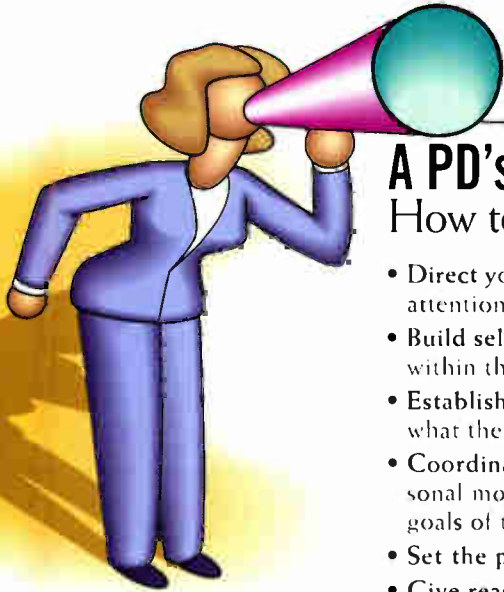
(Just a gold-digging mother trying to hit the lottery in Georgia with this stupid lawsuit.)
- New breast cancer study.**

(It's a no-brainer. Women in high risk should have their breasts removed. They're only breasts!)


If you would like an upcoming event included in our Events Calendar, please contact Ed Ryan at 561-655-9778, fax: 561-655-6131 or by E-mail at edryan@radioink.com

Program INK™

Ideas About Radio Programming



A PD's Guide: How to Direct Your Staff

- Direct your personalities. Air talent is looking for your attention.
 - Build self-confidence. Develop a feeling of confidence within the air staff.
 - Establish goals and a plan. The air staff seldom knows what the goals of the station are.
 - Coordinate motivations and goals. Discover the personal motivations of your staff and fold them into the goals of the station.
 - Set the pace. Lead by example.
 - Give reasons. Explain your concepts and philosophies.
- Conduct formal meetings. The entire staff should attend, review the formats and go over the basics.
 - Critique your staff. Hold weekly individual sessions.
 - Educate by example. Expose your team to airchecks in other markets.
 - Manage and delegate. Begin every week with a plan. End every week with a recap. 

SOURCE: McVay Media 440-892-1910



Andrew Dice Clay (l) and Stone Cold Steve Austin (r) ruled up the Mancow morning program at Q-101 Chicago. Al Roker of the Mancow show is pictured in the middle.



Recently Bryan Adams and Jennifer Paige paid a visit to KISS 108 PD John Ivey (l) and Music Director David Corey (r).



Target P1s

- **Test the music** — Satisfy the ones who listen the most by playing songs that you know they like.
- **Be relatable** — Know their lifestyles and talk about things that interest them.
- **Stay in touch** — Use data-base

marketing to touch the P1 several times per year with birthday cards, special gifts etc.

Source: Greg Mozingo, PD, WGKS-FM Memphis

Take chances in programming for your P1s. You can afford to give them something different if they are showcased.

— Gary McIntyre, 4-Way Radio

Five Ways to Improve Your Sound

1. Is your morning show attracting listeners from outside your music format's appeal? If not, consider bringing in a morning show that is compelling to your current fans, and will eventually grow and attract fans from other formats.
2. Do not get forced into being too broad musically. Focusing on the most preferred style of music within your format strengthens cume appeal and can be converted into audience.
3. "Romance" the listener. Don't forget that Radio is still "show business." A Radio station that is built on mind-blowing promotions, and is creative, fun and entertaining builds loyalty and becomes the station that listeners want to hear. Don't let them get bored and stray.
4. Does your station have an E-mail club? It's extremely cost-effective to stay in touch with your database and build loyalty.
5. Does your station have an edge? No, not the alternative format, but a competitive advantage in the listeners' minds over your competition. Once that has been defined, promote that advantage.



Source: Greg Strassell, VP/Programming, CBS/Infinity, PD, WBMX Boston

Call for Nominations

The Country Radio Broadcasters Inc. is accepting nominations for the Country Music Disc Jockey Hall of Fame. The nominated party may be inducted posthumously, and his or her career should reflect all of the following:

- Twenty-five years of service;
- Contribution to the growth and development of Country Radio; and
- Contribution to the preservation and enhancement of Country music as an art form.

For applications, contact Erika McKown at the CRB office, 615-327-4487. All applications must be received by April 7, 1999.



Programming Success: Know the Fizz of Greatness

by Michael Luczak

To be the best PD in your market, you need to study the art and science of programming. Gaining technical expertise in areas such as *Selector*, *Maximiser* and other computer programs, understanding Arbitron, implementing reach and frequency, interpreting research and calculating extrapolations are all important skills.

A good PD assimilates this knowledge. Managing yourself and your staff is learned by experience. Evaluate yourself. Be honest. No one is grading you but yourself right now, but somebody may be later.

Here are a few tips that should help a good PD become great.

1) **Gut Check.** Ask yourself, "Do I have the passion to succeed?" Are you truly committed to the task? Is the PD work you have chosen stimulating, satisfying and fun? If the answer is no, get out.

2) **Manage People First.** Your title is "Director." You are a manager first. Your musical expertise is part of your job but should never take priority over working with your staff.

Does each person know and understand what is expected? Do they know how their job fits into the big picture? Do you critique, compliment and coach along the way? Your success is in the hands of those you manage.

3) **Get Off The Air.** Convince your GM that your time should be devoted to priority jobs that will have greater impact on overall ratings and revenue success than will pushing buttons four hours a day.

You need this time to: a) work with the morning show; b) aircheck

the other talent; c) generate music logs meticulously, not hurriedly; d) coordinate value-added promotions; e) keep the station imaging fresh; f) listen to the station; g) listen to the competitors; h) go on sales calls; i) network with other PDs; j) enhance synergies in your cluster; k) study trends in the industry; and l) brainstorm with your staff.

The rationale that calls for PDs to be on-air needs to be challenged. How many major-market PDs do airshifts? Are the stakes diminished in smaller markets? Does the PD job vary regardless of location? If you cannot convince your GM you should be off-air, lobby for the shortest on-air time allowed.

4) **Record Rep Time.** If your station plays current music, how much time are you spending with the record community? Delegate record calls to your music director. If you have an independent promotion company, put them to work.

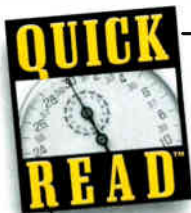
Your station sells advertising to benefit your clients. You are responsible to your GM and your owner, not the record companies.

5) **Know Your Audience.** If you want your audience to listen to your station, you'd better listen to your audience. Do you answer your E-mail? Do you attend station events? Do you stay in the VIP section at a concert, or do you mingle with the masses?

6) **Write it Down.** If you need to get it done, write it down. This is time-tested advice that works. Once you put thoughts in written words, they take a more permanent position in your mind.

7) **Who is on Your "A" List?** Who are the people you admire in the business? From whom can you learn? Make time to share, ask questions and learn.

8) **Think Like a GM.** Try to see what you do at the station from the perspective of the GM. Knowing the hows and whys from the GM perspective will enhance your career growth and make your job easier. ☺



▲ Convince your GM that your time should be devoted to priority [off-air] jobs that will have greater impact on overall ratings and revenue success. And, if you need to get a job done, write it down.

▲ Delegate record calls to your music director, or if you have an independent promotion company, put them to work.

▲ Know your audience, and respond to those people.

▲ Try to see what you do at the station from the perspective of the GM.

Michael Luczak is OM for WING-AM/FM, WGTFZ-FM Dayton, Ohio. He may be reached at 937-294-5858 or by E-mail at michaell@erinet.com.



What Did He Say? How Does Your Traffic Report Sound?

by Walter Sabo

Traffic and weather reports consistently rank as the top reasons why people tune to information stations. Those are your "Super Bowl" minutes. Audience need and attention is at its peak. However, many traffic reports are wasted because of terrible scripts and the reporter's delivery.

A traffic report that can't be understood is useless.

"A four-vehicle pileup near Exit 22 going westbound on the 405 causing a two-mile backup. Expect 30-minute delays there." That's not a report. It's a math problem.

Inevitably, scripts are written for the eye rather than the ear. The ear can't "go back." When a person hears about a wreck, they perk up and their brain questions, "Where, where?" Too often, the answer is, "There."

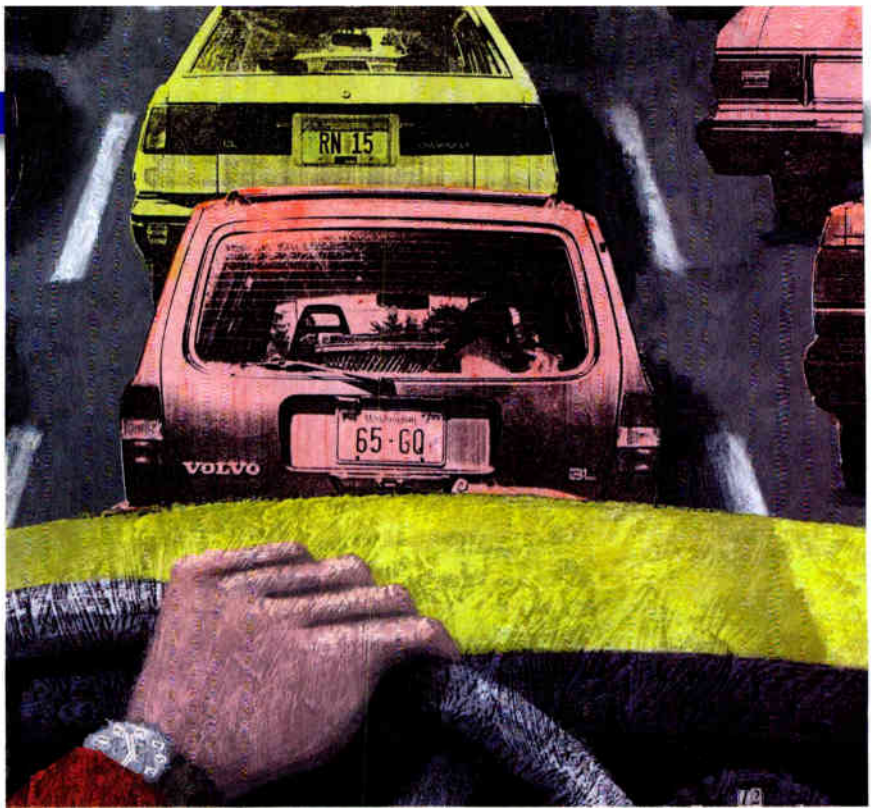
Whether or not the traffic reporter is on your payroll, he ultimately works for you. Here's a quick fix for your reporter:

1. **Report incidents as though you were telling a friend why you are late.** We don't say "vehicle," "police activity," "closures," "in the area" or "normal delays." We say "car," "cops," "closing," "Route 22" and "lousy traffic." The easier it is for people to understand a reporter, the more credibility the reporter enjoys.

2. **Traffic delays are not happy news.** Reporters should demonstrate empathy. If construction work has continued past the promised completion date, reporters should state their frustration with the bureaucracy. If a driver ran out of gas in the tunnel, the reporter should side with delayed motorists. An occasional expression of frustration or anger will bring your station closer to your listeners.

3. **Traffic comes first.** Often, hosts like to banter with traffic reporters prior to the report. Big mistake. First, traffic people are not stand-up comics. Second, if a driver is anxious to know which road to take, those seconds spent discussing the wacky Sunday barbecue could force a listener to take a wrong turn, literally. Respect the needs of the listener. Let the traffic report air, unmolested. After the information is dispersed, then the host may demonstrate his brilliant bantering skills.

4. **A rushed report is a waste of time.** Why put insane time constraints on your hottest



The easier it is for people to understand a reporter, the more credibility the reporter enjoys.

draw? Those burning opinions about President Clinton can wait. In drives, it makes no sense to put arbitrary time limits on traffic reporters. Let them give all the information possible in a normal-speaking, understandable pace. Rushed reports are often impossible to comprehend, and the result is just noise.

5. **Play a tape of your report for a focus group.** Ask participants to write down what they hear. Have them restate the information. Note how much listeners understand and the language that each uses to describe the same situation.

Finally, because it is your Super Bowl minute, charge more for the time. Traffic sponsors enjoy a 100-percent attentive, motivated audience.

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



▲ Report incidents as though you were telling a friend why you are late.

▲ Reporters should demonstrate empathy.

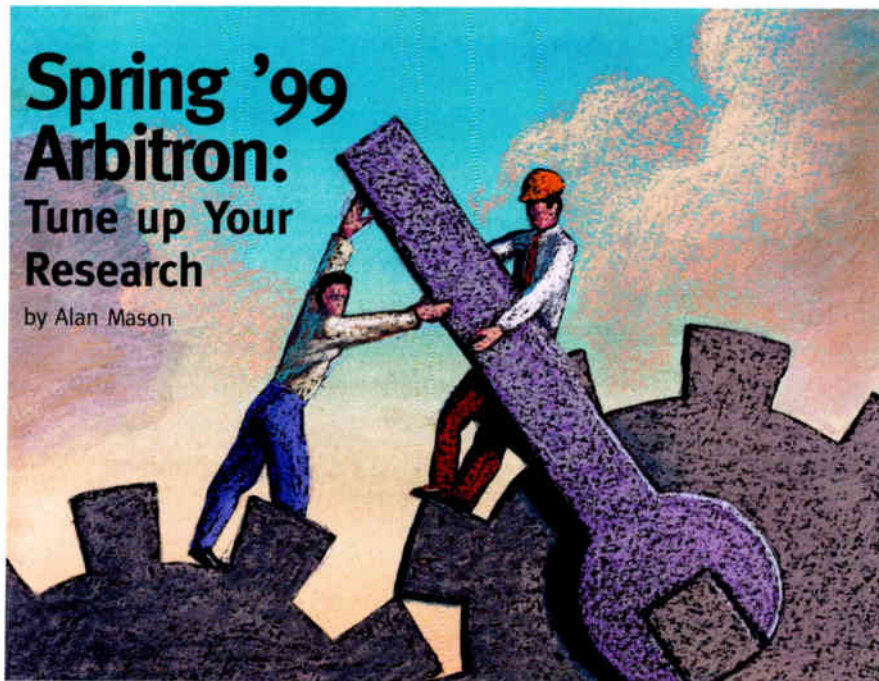
▲ Let the traffic report air unmolested and without time restraints.

▲ Play a tape of your report for a focus group.

Ban This Slang

These are phrases that real people never use. They don't belong in traffic reports.

- Police activity (Are they dancing?)
- Normal delays
- Lane closures
- Heavy volume
- Overturned vehicle
- Out there
- An accident clearing



Research used to be a given. To win, you needed to know about your competition. Now it's become a luxury. It's important to get the maximum return on investment from your research.

As you prepare for the Spring 1999 Arbitron, here are steps to make sure you're maximizing your opportunity.

1. Do your strategic study in advance of your music research. Frequently, a station will postpone the study too long and wind up doing music research first or concurrently. Typically, you'll learn something from your strategic research that will help you in determining the style of songs to test or, more importantly, the characteristics of your sample.

2. Require zero-based research. Don't let the research company ship you last year's questionnaire and ask what you want to change. Instead, start with a meeting among GM, PD and marketing people to brainstorm the areas for which you need information. Don't design questions. That's the job of the research company. Let them know the areas of concern and what you need. Then, let them start the questionnaire design.

3. Don't ask questions listeners can't answer. There are lots of precise data we'd like. Unfortunately, listeners are human beings and can't always answer the questions you've posed. Listeners see black and white, not shades of gray.

4. Be comprehensive in looking at the market. We saw a "strategic study" that looked at only two types of morning shows: funny and "less Talk." There are several more types of morning shows that listeners appreciate. If you limit yourself to "either/or," you may wind up with misleading information that works against you.

5. Keep strategic studies strategic. Don't try to cram everything into one questionnaire. There are lots of things you want to know, but the tactical elements need to come from how you implement

the strategy. Listeners aren't interested in Radio enough to tell you whether you should have this contest or change that slogan.

6. Make sure researchers stick to the facts. One study suggested a station drop its name of 10 years, even though there was nothing in the data that addressed the station name. Don't accept recommendations that aren't supported by data.

7. Demand a "one-handed" research presentation. Along with data collection and tabulation, you're paying for expertise. During the presentation, researchers say, "You could go this direction, but on the other hand, you could also go that direction." You want options, but you also want their best conclusion.

8. Build a planning meeting into the research. Good research flows directly from a presentation to conclusions to a plan of action. We've seen several different types of planning meetings. How it's done does not matter as long as you wind up with an action plan that is based on listener needs or perceptions.

9. Make sure your action plan uses S.M.A.R.T. goals. Don't be generic with your action plan. Set goals that

During the presentation, the researcher says, "You could go this direction, but on the other hand, you could also go that direction." You want options, but you also want their best conclusion.

are Specific, Measurable, Attainable, Realistic and Tangible. If you don't do this, you may wind up with aspirations instead of goals.

Make sure you are not just "doing some research" but, instead, generating information you can use to make intelligent decisions about your strategic direction. Don't allow yourself to get caught up in new technology, personalities or great advertising. Stay focused on your needs and how the research will help you achieve your goals and increase your position in 1999. ☎

Alan Mason is Managing Partner of Audience Development Group. He may be reached at 561-625-6815 or by E-mail at alan@goodratings.com



▲ Don't let the research company ship you last year's questionnaire and ask what you want to change.

▲ Don't try to cram everything into one questionnaire.

▲ Don't accept recommendations that aren't supported by data.

▲ Don't be generic with your action plan.

Country Radio Broadcasters Humanitarian Finalists

The 1999 Country Radio Seminar will be held in Nashville on March 10-13, 1999. At the seminar, the Country Radio Broadcasters (CRB) will present their humanitarian award to stations in large (Ranks 1-50), medium (51-130) and small (131+) markets. The CRB Humanitarian Award is presented to Country stations that have made significant contributions to their communities by way of special public service campaigns, civic activities and general involvement in matters impacting quality of life. Stations submit a brief summary of their humanitarian activities during the period of November 1997-November 1998.

LARGE MARKET



WGAR-FM
Cleveland, Ohio

WGAR committed \$10,000 to Habitat for Humanity. They also created a "Kidsfirst" program, sponsored a garage sale that led to the creation of a new school playground and helped collect 3.5-million pounds of food.

In addition, they raised \$2.2 million in cash for the Harvest for Hunger program, raised \$14,000 in donations for the Rainbow Babies and Children's Hospital and helped collect more than 73,000 toys for Toys for Tots.



WMIL-FM
Milwaukee, Wisconsin

WMIL raised nearly \$10,000 during a celebrity auction. The event attracted a crowd of 25,000 people. The station also sold 44,000 Angels, a music collection, with sales exceeding \$50,000; and they raised approximately \$1,500 per auction during several on- and off-air concert ticket auctions. For 10 years, WMIL sponsors a "Care-A-Van," which benefits the Child Abuse Prevention Fund. The station heavily promotes Child Abuse Prevention Month.



KNIX-FM
Phoenix, Arizona

KNIX and air personality Steven Martin have been partners in a toy drive that bears his name. Over 100,000 toys have been collected. This year's effort allowed two families with at-risk children an opportunity to shop at a warehouse overflowing with new toys and products. The station also held its third annual Celebrity Golf Event and raised over \$75,000 for the homeless. And, they sponsored an Easter egg hunt for blind children. KNIX also participates in dozens of smaller efforts for the community throughout the year.

MEDIUM MARKET



KJUG-FM
Tulare, California

KJUG was the major sponsor for Tulare County's largest single-event fundraiser, The American Cancer Society's 24-hour Relay for Life. It also collected more than \$3,000 for a local charity during an on-air auction that featured signed celebrity memorabilia from a litany of artists. And, the station hosted the 1997 Christmas Wish List Campaign, granting wishes for more than a dozen listeners by providing hundreds of dollars in gift certificates to local toy, clothing and grocery stores.



WITL-FM
Lansing, Michigan

WITL helped raise a half-million dollars during a three-hour broadcast with other Liggett Radio stations. The money was used to help construct a new Ronald McDonald House. WITL also raised \$81,000 for St. Jude Children's Hospital during a Radiothon, collecting twice as much as the total dollar amount raised the year before.

WITL also raised \$20,000 for the Children's Miracle Network, selling balloons for a nominal fee and displaying the balloons at retail locations. The station also raised \$8,000 for muscular dystrophy.



WUSY-FM
Chattanooga, Tennessee

US-101 raised \$40,000 for the "Christmas for Kids" fund during a five-week promotion. They collected 6,000 pounds of items for a community kitchen. And, they also helped collect 425 pints of blood for distribution to one of the hospitals in 13 counties serviced by Blood Assurance.

They raised \$283,000 for St. Jude Hospital. They also raised \$10,000 in cash and \$120,000 worth of needed items for tornado victims. US-101 also held or sponsored six additional events to help its community during the year.

SMALL MARKET



KMKT-FM
Denison, Texas

KMKT held its first-ever listener appreciation party. Listeners were encouraged to make a 93-cent donation to the Women's Crisis Center. A total of \$400 was raised for that center. KMKT also held a massive food drive to benefit the Salvation Army. The station set up its RV on the parking lot of a Wal-Mart and broadcast live until a seven-ton truck was filled with nonperishable food. In all, the station collected more than 14,000 pounds of food to feed 1,500 families.



WFWL-AM
Camden, Tennessee

On January 20, 1997, WFWL started *The Morning Coffee Break*, which is entirely dedicated to residents of the community. *The Morning Coffee Break* program is hosted by Reid Bell, and it has won many accolades for its dedication to community. One of the many efforts was helping to raise money for the Children's Miracle Network. They sponsored events to allow seniors to tour Nashville and raised enough money to help a local cerebral palsy patient purchase a new wheelchair.



WDJR-FM
Dothan, Alabama

WDJR recently raised over \$20,000 during a two-day bowling tournament. In May, the station participated in the American Cancer Society's Relay for Life which helped raise more than \$60,000. In July, the station participated in a celebrity bag-a-thon for the Heart Association; more than \$20,000 was brought in. And, a rooftop camp-out was held in October to raise awareness for child abuse. A station employee camped on top of a Wal-Mart for three days to bring light to the cause.

The business of *radio*, the science of *progr*

CONTINUING EDUCATION

- Learn the business sides of radio and country music.
- Join Dick Clark as he provides a three-decade look at country music and the Country Radio Seminar.
- See how country radio and country music are presented internationally.
- Manage time better from the author of *Time Management for Dummies*.
- Eliminate conflict by building highly effective teams.
- Join top Nashville songwriters and write the perfect song for your station.
- Be a player in the Town Meeting as it draws out the toughest issues from those with the best answers.
- Follow the life of a record from songwriting to sales and marketing.
- Learn about the latest from the FCC and how your station is affected.
- Play "Jeopardy," country music style.

CONTINUING PROFESSIONAL DEVELOPMENT

- Dan O'Day teaches you how to write radio copy that sells—today!
- Learn the basics to create your own web page.
- Leading programmers teach the basics of running a top-notch programming department.

- Gary Swartz teaches new skill sets including Creative Collaboration with ways to maximize your revenue and ratings.
- Dan O'Day presents a "must" session for those who want to survive and thrive as an air personality.
- Learn how to webcast from the premier webcasters at Broadcast.com.
- One of the top national sales trainers gives you a full toolbox to grab your share of non-traditional revenue—with great handouts.
- Sales 201 gives you an advanced look at sales beyond NTR.
- From major markets to virtual radio, the hottest air talent share their secrets.

CONTINUING CAREER MANAGEMENT

- Make yourself "downsizing-proof!" Learn from a pro.
- Top execs share their visions for management and air talent after consolidation.

CONTINUING TO BUILD YOUR STRATEGIC ADVANTAGE

- Team up with other media to promote your station.
- The Charts versus reality—becoming a reporter.
- See virtual radio created, and see it at work.

COUNTRY RADIO

Programming, and the art of making it country.

- Tie special events to your station for new revenues.
- Learn imaging, contesting, and content to create exciting country radio.
- A report of focus group research looks for the 25-54 male radio listeners.
- CRS presents fresh, leading-edge quantitative research to help you build your country audience.
- Learn how good planning will create top relationships between artists, managers, and country radio.
- Pay-for-Play experts debate this issue that just won't die.
- Listen to a discussion about ethics and promotional partnerships.

CONTINUING TO BUILD YOUR NETWORK

- Be part of the General Manager's Working Breakfast.
- Don't miss the huge attendee welcome reception.
- The Programmer's Rap Room gives you a top forum with some of the top people in radio.
- General Sales Managers meet over breakfast to find and share fresh ideas.
- Join radio promotion pros for an after-hours idea fest.

CONTINUING THE MUSIC

- See country superstar Tim McGraw perform at the 1999 Super Faces Show.
- Plan to attend the Grand Ole Opry reception and enjoy VIP seating for the show (limited seating).
- Join several Nashville veterans as they create a retrospective on their songs and their music.
- See top Music showcases presented by MCA, ASCAP, the ACM, Reprise Nashville, the CMA, United Stations Networks, BMI, Westwood One, and R&R.
- KCRS Live! presents an acoustic look at popular songwriters and artists.
- See ten of the top new acts in country music at the annual New Faces Show, hosted by Bill Engvall.
- Enjoy CRS performances by Paul Brandt, Terri Clark, Trisha Yearwood, Steve Wariner, and the Oak Ridge Boys.
- Visit the exciting country music venues of CRS After Hours!



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March 10-13, 1999

RADIO SEMINAR

World Radio History

SPECIAL
REPORT



Screams From Your

The Radio environment is shifting to maximize the opportunities arising with consolidation. New trends in Radio resulting from consolidation are assessed and accommodated quickly. Almost every area of Radio operations has made a successful transition. Traffic departments, however, continue to function with antiquated systems.

44 ▶



World Radio History

Traffic Department?

UPDATE TRAFFIC SYSTEMS FOR CONSOLIDATION

by Sharonda White



FEBRUARY 13, 1999

to subscribe, call 1-800-690-5771

I participated in the 1998 NAB Radio Only Show and had the chance to visit the exhibit floor. I looked at all the new traffic software packages, and I watched the foot traffic at the booths. The audience for traffic software demos was mostly executives who, obviously, would not be using the traffic system software. The number of traffic personnel was very low. These are the people who will be using the systems, and they are not taking part in the decision-making process.

Traffic Managers all over the country are struggling to stay afloat as they figure out the best practices for handling new demands. A job in the traffic department, typically considered an entry level/data entry position, is starting to be recognized as an integral part of successful Radio operations.

Effective inventory management becomes even more important to the success of station operations, particularly when there are several stations involved. And, Radio management teams are seeing that traffic functions work best when they are put in place after company needs have been assessed.

In the midst of consolidation, have you asked if commercial avails are being maximized? Does the traffic system your company uses help your Traffic Manager keep track of commercial inventory effectively?

What's the best way for one traffic department to service several Radio stations? Is it better to have concentrated, specific traffic operations or a broad, global traffic system?

Who can you turn to with questions now that the traffic department, previously one person, is now a staff of five people using dual traffic systems? Are you aware of

all your options?

If you have not evaluated your traffic department and designed operations to fit your company's needs, your company is probably losing money. If you are not writing off revenue losses due to unfavorable commercial rotation patterns, incorrect copy-airing or other traffic errors, chances are, you are spending countless dollars on labor costs. Multiply these figures by the number of stations your traffic department services, and you may have a problem.

These observations raise questions that can be answered best when current operations are analyzed thoroughly. Developing and implementing efficient traffic operations that serve your company's needs can increase your chances of having an effective traffic department. You can also decrease revenue losses due to traffic errors. And, the long-term benefits of designing traffic operations to fit your company's needs outweigh the consequences of inactivity.

With this in mind, you also need to take a look at new trends and software developments in traffic management. Here are some guidelines for examining and updating your traffic department.

1) Perform a complete needs assessment, including all departments associated with traffic.

Evaluate current traffic operations and determine which practices work

well. Keep the procedures that serve company needs. Eliminate the rest.

According to Connie Dixon, Traffic Manager for four Susquehanna stations in Dallas/Fort Worth, performing a needs analysis of the traffic operations was crucial to the success of the traffic department.

"The traffic systems we have in place now give us the opportunity to focus more on the most important issues," she says. "Our procedures have to allow us to do the work we previously performed for one station faster and more efficiently. This required a needs analysis of our technical functions and operational methods. Since we assessed our needs, we have been able to eliminate a position."

Dixon is quick to note that assessing operations was more about being effective and having the most efficient functions in place, rather than eliminating positions: "However, if we are better Traffic Managers, and we utilize good staff appropriation practices, we can function with fewer people in our department."

2) Create effective inventory management procedures.

When asked about changes created as a result of their needs analysis, Dixon explained that the primary goal was to have efficient inventory management practices.

"Once we got our new system in place, we shifted our focus to inventory management and our relationship with sales," she says. "Our operations were designed to support the notion that we have to have a good relationship with our sales staff in order to be a successful service department. We spend more time working on inventory management and reporting avail information to our sales staff now than we did prior to consolidating.

"We know how important it is for sales to know the exact amount of avails they have to sell at any one time, particularly when our commercial availability is tight. They trust us to have accurate figures and to be able to fulfill client requests when



- ▲ Developing and implementing efficient traffic operations that serve your company's needs can increase your chances of having an effective traffic department.
- ▲ Perform a complete needs assessment, including all departments associated with traffic.
- ▲ Create effective inventory management procedures.

- ▲ Good communication practices are paramount to the success of traffic operations, especially when there are several stations involved.
- ▲ Employ qualified traffic personnel to operate your traffic department.
- ▲ Many of the new Radio traffic software packages were designed specifically to handle consolidated Radio group stations.

RADIO-TV

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- **John Garziglia**, Gen. Partner, Pepper & Corazzini
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- **Lee Shubert**, Attorney, Haley, Bader & Potts

... And Many More To Be Named!

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The dependability of radio and TV audiences and revenues is coming through loud and clear over the clamor of an increasingly fragmented media universe. But today's broadcasting world is anything but static—witness Chancellor Media's decision to sell all or part of its huge stable of 400+ radio stations, extensive outdoor holdings and TV stations. Breakneck consolidation, which created giants like Chancellor, has propelled radio revenue and cash flow growth to record levels. And the TV business is on the brink of unrivaled economic peril or potential while still delivering unequaled critical masses of viewers that have never been more valuable.

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- **STATION OPERATIONS:** The New Economics
- **THE REGULATORY FUTURE:** Defining the Rules for Growth
- **DEBT & EQUITY:** Capitalizing on Radio's Growing Balance Sheets

RADIO - WED., MARCH 17

- **EMERGING GROUP OWNERSHIP:** The Next Wave
- **OUTDOOR OPERATIONS:** The Inside Scoop
- **NEW REVENUE STREAMS FOR RADIO:** The Static is Clearing

TV - THURSDAY, MARCH 18

- **CONSOLIDATION TRENDS:** How Much & How Fast?
- **TV STATION OPERATIONS:** Maximizing Audience and Revenue Share
- **REGULATIONS & RULE-MAKINGS:** The Changing Ownership Paradigm
- **FINANCING THE DEAL:** The Clear Picture from Lenders & Investment Bankers

CONFERENCE PUBLICATIONS

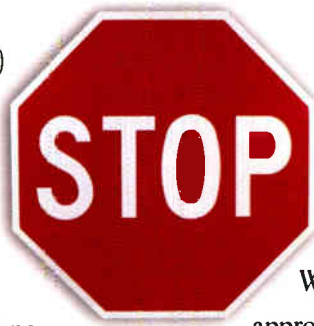
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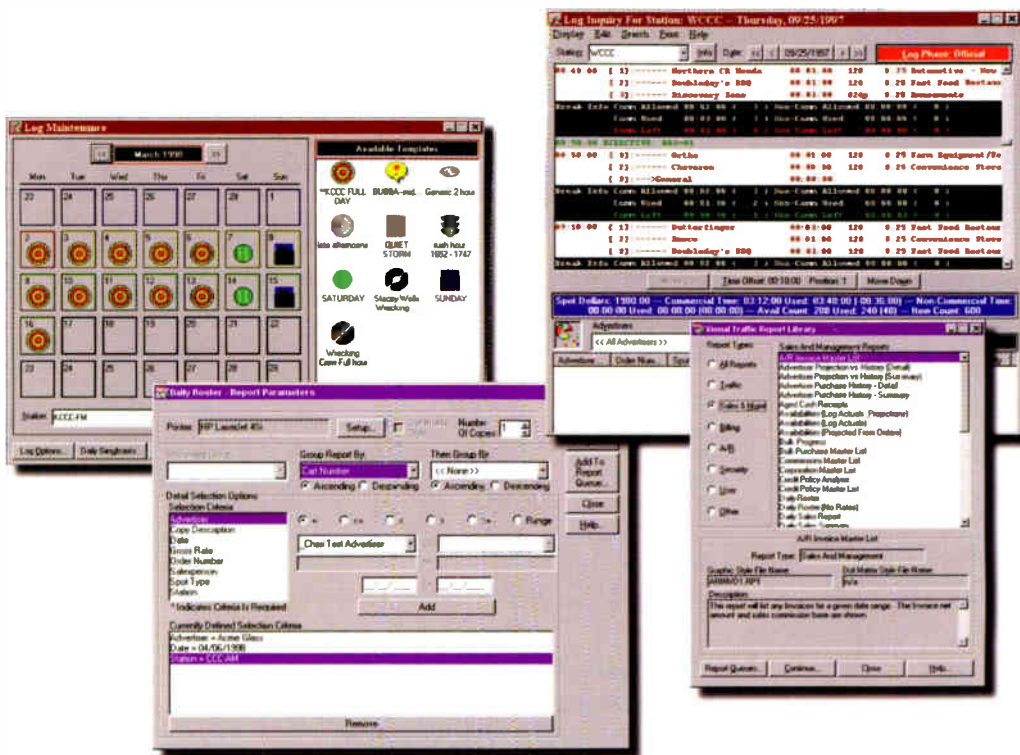
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"When you have that kind of responsibility, it's imperative that you do not have to worry about minor issues. Therefore, our operations have been patterned to allow the time needed to perform effective inventory management for all four stations."

Joyce Jinka of Entercom Radio in Seattle emphasized that faulty avail figures are unacceptable: "Consolidation changes the character of traffic, making it a profit center. Inventory management becomes a revenue-generating function. The importance of effective inventory management is greatly compounded when one department is managing inventory for three or four stations, as opposed to only one."

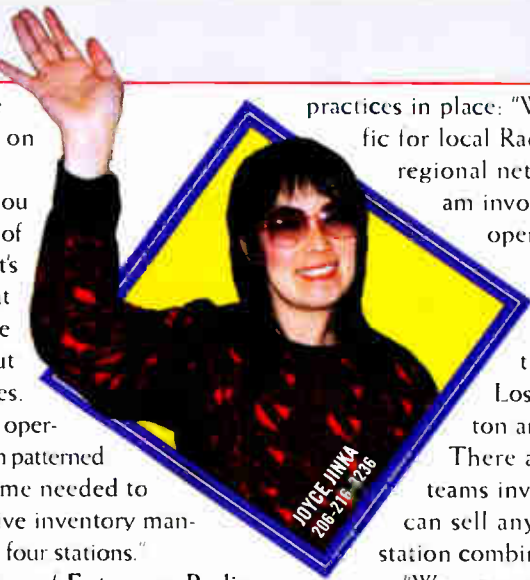
Jinka also warns that incorrect inventory figures can cause companies to lose money: "Our inventory has to be maximized prior to printing reports. If reported avail figures are stating that there is no available inventory when in fact there are avails, we stand to lose money. The salespeople sell the stations based on what we report to them."

"The software reports occupied avails as occupied. These reports do not label commercials that have to run in appointed dayparts differently from low priority commercials which can be preempted. Therefore, we have to massage the logs and make sure that the inventory is maximized and the reports are accurate."

3) Establish good communication practices.

Good communication practices are paramount to the success of traffic operations, especially when there are several stations involved. Some of your stations may not even be located in the same building, making good communication practices more difficult, yet even more critical to establish.

David Jay, Traffic Manager for Radio Unica in Miami, stresses the importance of having effective communication



practices in place: "We perform traffic for local Radio stations and regional network stations. I am involved with traffic operations for three stations here in Miami, as well as network stations located in Los Angeles, Houston and San Antonio. There are several sales teams involved, and they can sell any station and/or station combinations.

"We are aware that changes can take place at any time (i.e., format, programming and personnel), and it is imperative that all departments affected by traffic communicate these changes to us. I work very closely with my op-

alone is reason enough to invest in having a trained, team-oriented traffic staff which has good relationships with outside departments.

5) Make collective, inclusive decisions regarding traffic software systems.

All of the Traffic Managers featured in this article talked about changes in their software needs once they were consolidated. David Jay noted that he encountered different software needs once he started handling traffic for stations that were not located in the same building with him: "Our software had to allow direct access to traffic files from several locations, as well as handle difficult format structures and changes, and demonstrate effective inventory management.

If you have not evaluated your traffic department and designed operations to fit your company's needs, your company is probably losing money.

erations manger to assure the integrity of our practices. We meet daily to make sure that any changes taking place are clearly communicated."

4) Employ qualified traffic personnel to operate your traffic department.

Radio managers can no longer afford to think of traffic as an entry-level position. It is important to understand the value of having a skilled traffic staff.

Every penny of commercial revenue goes through the traffic department. GMs entrust thousands, sometimes millions of dollars in revenue and inventory to the Traffic Manager. This



"Fortunately, we have been able to conquer software needs with the help of our traffic software provider. We have been very creative with manipulating the software to get our needs met, and the software company has customized our software in some areas."

Since the dynamics of traffic are changing, software companies are developing programs to accommodate new trends. Many of the new Radio traffic software packages were designed specifically to handle consolidated Radio group stations. Several of these software packages offer corresponding sales and programming software, thus linking traffic with all related departments. These 49 ▶

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systems also use networking software and the Internet to provide immediate access to revenue, inventory and billing figures for all Radio stations included in a group.

Bill King of Custom Business Systems Inc. (CBSI) believes that upgrades made to the traffic system accommodate traffic needs: "CBSI is a customer-service-oriented company, and we get many of our ideas for software enhancements from our clients. We constantly gather input from the end user and do our best to develop programs to eliminate customer concerns."

King also says that they collect requests from SMs, GMs and Traffic

Managers. They evaluate these requests and formulate strategic software products which satisfy the needs of the largest number of the requests.

King acknowledges the extreme difference in software needs due to market and group size: "We have five levels of traffic software available. This way, we are able to offer effective, cost-efficient traffic software to a wide range of clients. One company may own a station and/or station groups in all size markets. The system they choose for their major market stations may not be the most efficient software for their medium- and small-market stations. We have

software available for each situation, and we can meet their needs regardless of market size."

Scott Slocum of Computer Concepts Corporation adds, "We serve two masters: traffic and sales. We have to figure out the best way for Traffic Managers to get orders into the system, enter copy and produce logs for several stations in the least amount of time, as well as satisfy SMs' and GMs' needs. We also have to consider the needs of business managers, as there are new requests arising from them as well."

Slocum recommends that management teams make inclusive, educated decisions when choosing **51** ▶

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Special Report

traffic and billing software: "It is imperative that traffic and sales both be involved in the decision process to determine which traffic software to use. Traffic Managers are the ones who will manipulate the traffic system to produce the results SMs and GMs want. A collective decision is much more successful than having either one department make the decision exclusively."

European-based software companies are also beginning to offer their traffic software products in the United States. Robin Wang of Dalet Digital Media Systems states that their traffic software, Team-Radio, was designed specifically to handle consolidated Radio station groups.

"We developed Team-Radio with group Radio in mind," she says. "The product was designed for use with multiple-station operations and is a complete software package, providing sales, traffic and billing software. Furthermore, it is integrated with our digital audio software."

Wang thinks that American broadcast companies could benefit by taking a look at European Radio traffic operations: "European broadcast companies have been functioning in consolidation mode for several years now. Therefore, their

traffic systems had to be capable of handling multiple station groups. While many American software companies are recently making major upgrades to have their systems be capable of handling the demands of

Radio can not afford to accept old thought patterns associated with traffic. Furthermore, SMs and GMs do not have to settle for this. Radio managers need to do the research in order to find the best

Every penny of commercial revenue goes through the traffic department ... This alone is reason enough to invest in having a trained, team-oriented traffic staff which has good relationships with outside departments.

group Radio operations, our software was created specifically for group Radio operations since its inception."

All traffic software systems are able to schedule commercials and print logs. However, not all of them are user-friendly to the Traffic Manager, who is the one who will have to manipulate the system to do what the SM and GM expects. The Traffic Manager needs to be included when determining which traffic software to use.

choices for the traffic department. It's also important to talk to other people and gather information. We are our greatest assets for information exchange.

If your company is willing to invest the time and resources needed to make educated decisions, you can reap the benefits of having a traffic department that functions efficiently.

Sharonda White is Traffic Manager for Fisher Radio Seattle. She may be reached at 206-516-3043 or by E-mail at Ronnie@FisherRadio.com

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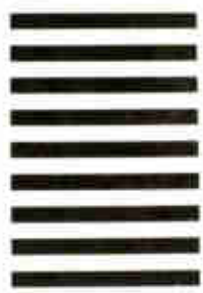
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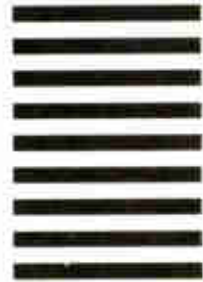
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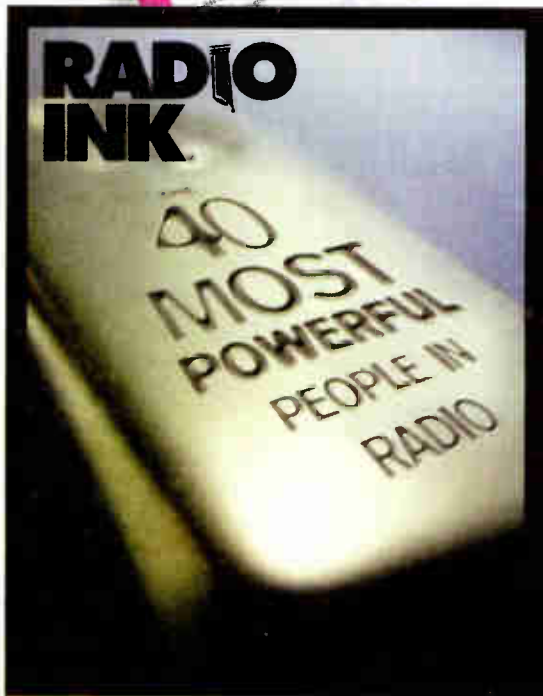
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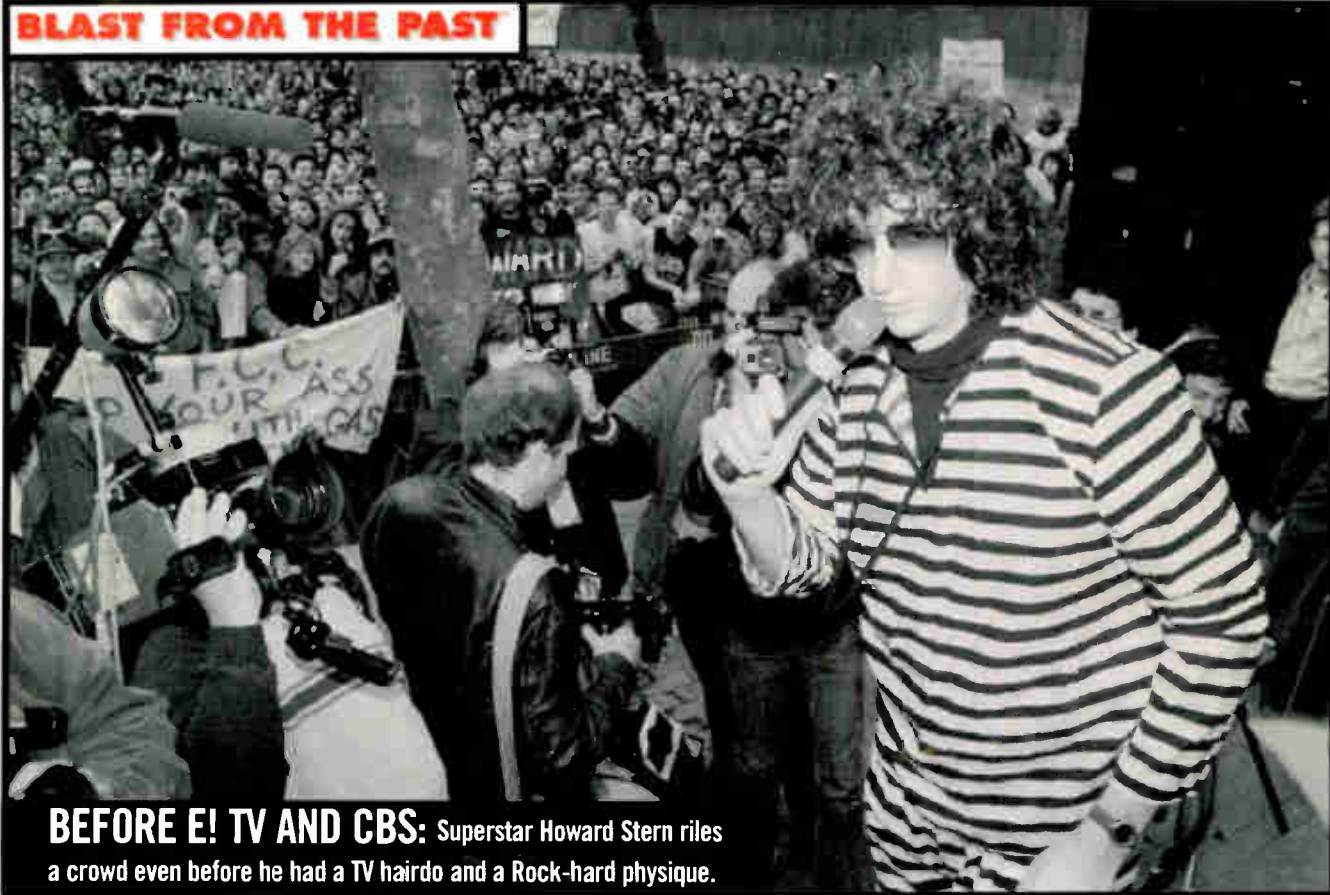
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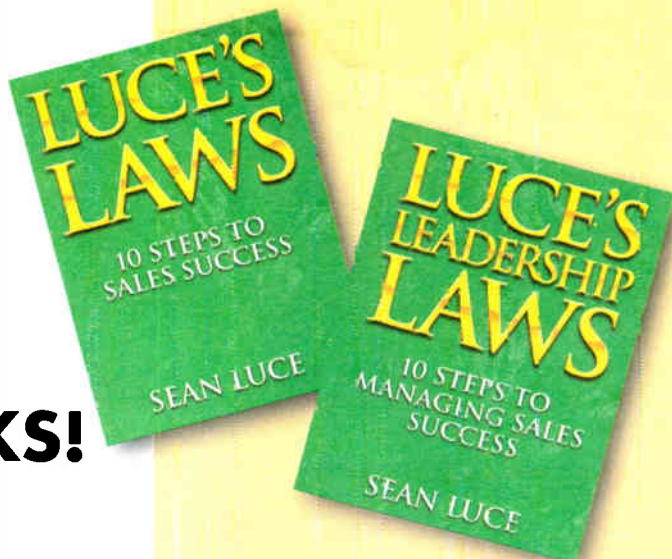
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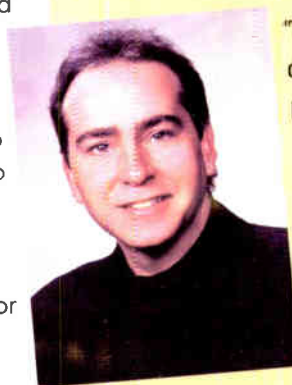
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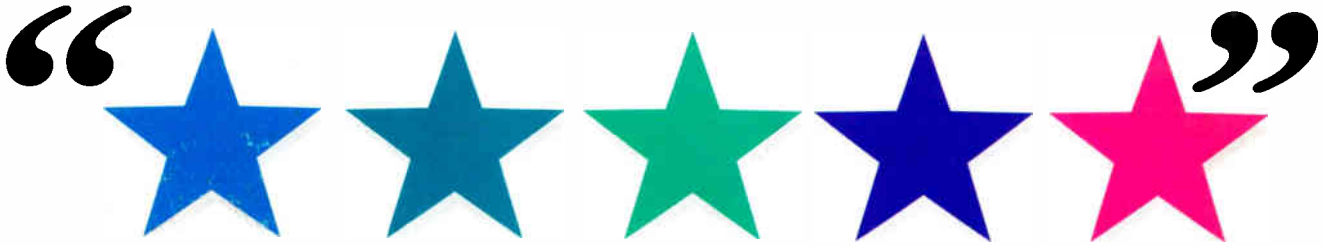
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