

NEW IN THIS ISSUE! RADIO MARKET PROFILES FOR RADIO BUYERS

Vol. XVII, No. 22 November 18, 2002 PUBLISHED BI-WEEKLY

RADIO INK

RADIO'S PREMIER MANAGEMENT & MARKETING MAGAZINE™

MICKY LUCKOFF:

TOP DOG

**4 STEPS TO A NEW
SALES MINDSET**

**THE 50 BEST
MANAGERS
IN RADIO**

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Radio's Premier Management & Marketing MagazineSM

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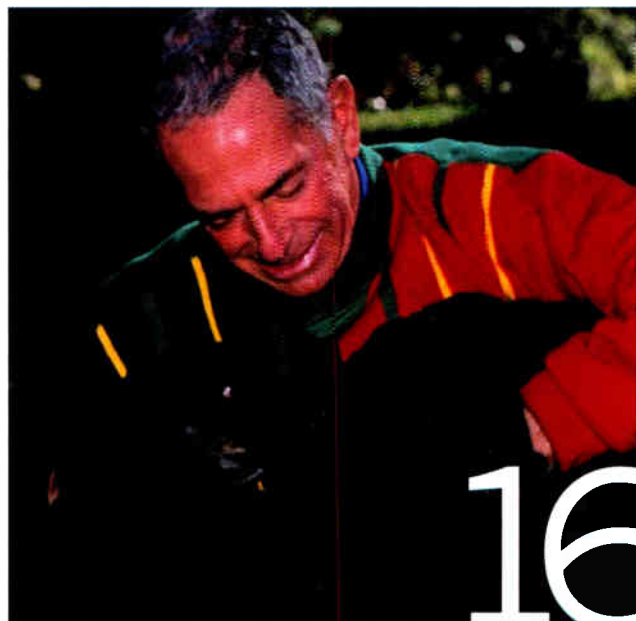
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Radio Ink again presents the definitive list of men and women whose leadership earned the recognition of their peers. This year's selections are categorized by market size in an effort to be more equitable nationwide.



Radio's Top Dog

Mickey Luckoff, president/general manager at KGO/KASFO/KMKY in San Francisco, was selected this year as the Number One manager in Radio. In this exclusive interview Luckoff talks about what it takes to be a leader — and top manager — in the Radio industry. Cover and interview photographs by Pat Johnson Photography, San Francisco.

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

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NEW! Market Profile: Radio Powers Austin

In the center of this issue, a new 20-page Radio Ink feature begins with a profile of the Austin, Texas radio market. Pull it out and put it in a notebook for future reference.

Austin 1: Overview
Austin 3: Amigo Broadcasting
Austin 5: LBJS Broadcasting
Austin 9: Interview with Luci Baines Johnson, Ian Turpin
Austin 10: Infinity B'cast.
Austin 14: GM Q&A
Austin 16: Clear Channel
Austin 20: Yellow Rose



IDEA TICKER

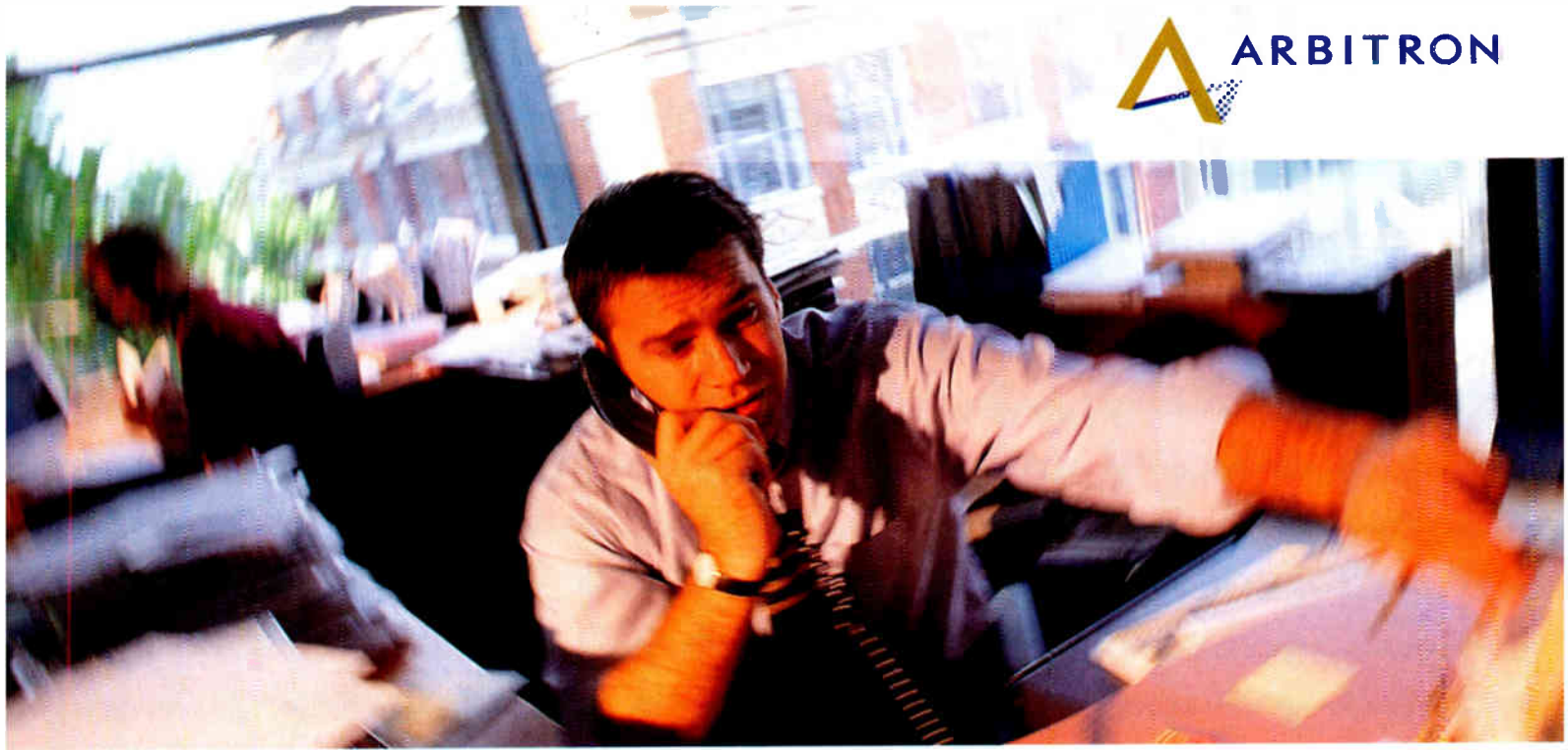
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the number of useable ideas in Radio Ink to date

Coming Next Issue
10th Anniversary Issue

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pd advantage

When You Know More, You Program Better

From Our Chairman

1.5 Billion Dollars For Radio

Starting In This Issue

By B. Eric Rhoads, CEO & Publisher

For over a decade, I've been preaching that we're to blame for not receiving a larger percentage of the overall advertising pie. In fact, we've seen our share grow by a full point, but I won't rest until every advertiser in America understands the power of Radio and what it can do for their business.

The best way to improve business is to go to your customers and ask for their opinions. Though I've had theories about why Radio does not get more dollars, I wanted to hear from the people controlling the purse strings and making the decisions to use Radio or other media. So, I started talking to clients, planners, buyers and various executives at the agency and client level. As a result, I am declaring 2003 as The Year Of The Advertiser. Within the pages of Radio Ink, you will see more input dedicated to growing Radio's market share and to sharing what we are learning from our customers.


Many top advertisers subscribe to Radio Ink. For instance, one of the top buyers in America, Matt Fineburg of Zenith Media in New York, has been a reader for years. Why? Because he wants to know more about Radio, more about how we sell, more about what stations are doing so he can buy beyond the numbers. Kim Vasey, a partner at Media Edge, is a reader. In fact, she is such a believer in Radio Ink that when John Sykes took over as head of Infinity, she had lunch with him and insisted that he become a reader of Radio Ink.

We did the math. Radio Ink has nearly 2,000 readers who are responsible for more than \$1.5 billion in national, regional, network and local Radio advertising (for national chains). These buyers, planners and advertising and client executives represent most of the major brands in America.

I've learned that many buyers do not want to rely solely on Arbitron numbers. Some of the top buyers have told

In this issue, we start with Austin. Beginning in January 2003 (The Year Of The Advertiser) with each issue, we will publish other market profiles. Advertisers have told us they plan to keep a file or notebook of the profiles. We're also launching an advertisers-only website to make the profiles available online. Qualified advertisers who sign up can get an electronic version by e-mail. These profiles are our first step in The Year Of The Advertiser.

Radio Ink market profiles are an important step in filling an information void, because they communicate important data that buyers need regarding the market and the stations. We're proud of the Austin profile, and we've already discovered ways we can fine-tune these in the future. I welcome your feedback. We hope this will be the first of many steps that Radio Ink can

take to boost communication to the advertising industry and create more interest in Radio. 

Eric

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E-mail: Eric@radioink.com

Austin
RADIO POWERS

All About Austin

Demographics

Population

Austin Market Stations

| Station | Class | Frequency | Power | Website |
|----------|--------------|-----------|----------|--------------|
| 104.1 FM | Classic Rock | 104.1 | 50,000 | www.1041.com |
| 105.1 FM | Country | 105.1 | 50,000 | www.1051.com |
| 107.1 FM | Country | 107.1 | 50,000 | www.1071.com |
| 107.9 FM | Country | 107.9 | 50,000 | www.1079.com |
| 108.1 FM | Country | 108.1 | 50,000 | www.1081.com |
| 108.5 FM | Country | 108.5 | 50,000 | www.1085.com |
| 109.1 FM | Country | 109.1 | 50,000 | www.1091.com |
| 109.5 FM | Country | 109.5 | 50,000 | www.1095.com |
| 110.1 FM | Country | 110.1 | 50,000 | www.1101.com |
| 110.5 FM | Country | 110.5 | 50,000 | www.1105.com |
| 111.1 FM | Country | 111.1 | 50,000 | www.1111.com |
| 111.5 FM | Country | 111.5 | 50,000 | www.1115.com |
| 112.1 FM | Country | 112.1 | 50,000 | www.1121.com |
| 112.5 FM | Country | 112.5 | 50,000 | www.1125.com |
| 113.1 FM | Country | 113.1 | 50,000 | www.1131.com |
| 113.5 FM | Country | 113.5 | 50,000 | www.1135.com |
| 114.1 FM | Country | 114.1 | 50,000 | www.1141.com |
| 114.5 FM | Country | 114.5 | 50,000 | www.1145.com |
| 115.1 FM | Country | 115.1 | 50,000 | www.1151.com |
| 115.5 FM | Country | 115.5 | 50,000 | www.1155.com |
| 116.1 FM | Country | 116.1 | 50,000 | www.1161.com |
| 116.5 FM | Country | 116.5 | 50,000 | www.1165.com |
| 117.1 FM | Country | 117.1 | 50,000 | www.1171.com |
| 117.5 FM | Country | 117.5 | 50,000 | www.1175.com |
| 118.1 FM | Country | 118.1 | 50,000 | www.1181.com |
| 118.5 FM | Country | 118.5 | 50,000 | www.1185.com |
| 119.1 FM | Country | 119.1 | 50,000 | www.1191.com |
| 119.5 FM | Country | 119.5 | 50,000 | www.1195.com |
| 120.1 FM | Country | 120.1 | 50,000 | www.1201.com |
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| 140.1 FM | Country | 140.1 | 50,000 | www.1401.com |
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| 193.1 FM | Country | 193.1 | 50,000 | www.1931.com |
| 193.5 FM | Country | 193.5 | 50,000 | www.1935.com |
| 194.1 FM | Country | 194.1 | 50,000</ | |



The Michael

Savage Show

Welcomes

WRKO, Boston

LIVE Monday - Friday



**Ranked the 4th Largest Show
in National Syndication**

**According to Talkers Magazine*

ON AIR

PEOPLE
EVENTS
LETTERS
NEWS
PRODUCTS
& MORE



WZPL Indianapolis and the *Smiley Morning Show* dropped "Smash Gordon," a 400-pound pumpkin from a height of 200 feet. Listeners signed "Smash" (top) before the drop. Dave Smiley (c) was interviewed about the pumpkin drop, which also included a drop of smaller pumpkins from a helicopter at 700 feet. At bottom is pumpkin mush.

2002 HOLIDAY SEASON IS SHORTEST POSSIBLE

Retailers may experience a double-whammy this holiday season, as plummeting consumer confidence is expected to collide head-on with the shortest holiday buying season possible. The unofficial buying season begins the day after Thanksgiving and ends on Christmas Eve. This year, however, Thanksgiving falls on Nov. 28, with Christmas arriving less than four weeks later, resulting in a 26-day shopping period. According to Richard Feinberg, director of the Retail Institute at Purdue University, the number of holiday shopping days can range from 26 to 32. He anticipates that, this year, the heaviest shopping days will be (in order) Saturday, Dec. 21; Monday, Dec. 23; Saturday, Dec. 14; and Friday, Dec. 20. The day after Thanksgiving, long thought to be the busiest shopping day of the holiday season, actually ranks fifth, Feinberg says. The week before Christmas accounts for 35 percent of annual retail sales, and three out of five customers shop during this seven-day span.

Source: *Research Alert*, 11/1/02

MAJOR NEWSPAPERS ARE TARGETING GEN Y READERS

Radio, take note! Two major newspaper companies — Gannett and Tribune — have launched test publications designed to target Generation Y. It's no media secret that newspaper readership among young adults has dropped consistently over the past 30 years. Today, only 20 percent of adults 21-25 read a daily newspaper, compared with 45 percent in 1972. But that could change if the newspaper industry takes a page from Radio's playbook and targets these consumers with content specifically geared toward their tastes and lifestyles.

That's why the Chicago Tribune last month introduced a publication titled *Red Eye*, aimed at Chicago's young adult population, while the Chicago Sun-Times has developed *Red Streak* as a "defensive move" against the Tribune newspaper. Both companies are expected to spend millions of dollars in production and marketing costs, but industry executives believe the costs are necessary before an entire generation grows up without reading a newspaper.

Is Teen Spending Clout A Myth?

For several years researchers have been telling us that teens have an incredible amount of buying power, but it turns out that teens may not have the influence they think they do. Families currently spend up to \$100 billion a year on teen-oriented consumer products (a figure that's projected to climb to \$125 billion by 2007), and households with teenagers spend an average of \$54,170 per month, 42 percent more than households without teens.

A new report from Simmons, however, suggests that teens may not have quite the control over household spending that they claim. While 47 percent of all teens 12-17 re-

ceive an allowance and 52 percent of high schoolers have full-time or part-time jobs, parents still whip out the credit card when they are brought along on shopping trips that involve more than impulse purchases. In fact, 53 percent of teens shop for clothing with their parents, suggesting that Mom and Dad have a strong influence on what their kids buy, although teens insist they make the final buying decisions.

The marketers' dilemma: Create a campaign that appeals to the emotions of the teen consumer without offending the parents, out of whose wallets flows a good portion of that \$100 billion a year.

Source: Forecast, October 2002

MAJOR ANNOUNCEMENT

ROY WILLIAMS NEW BOOK WRITTEN JUST FOR RADIO

HAS ARRIVED!

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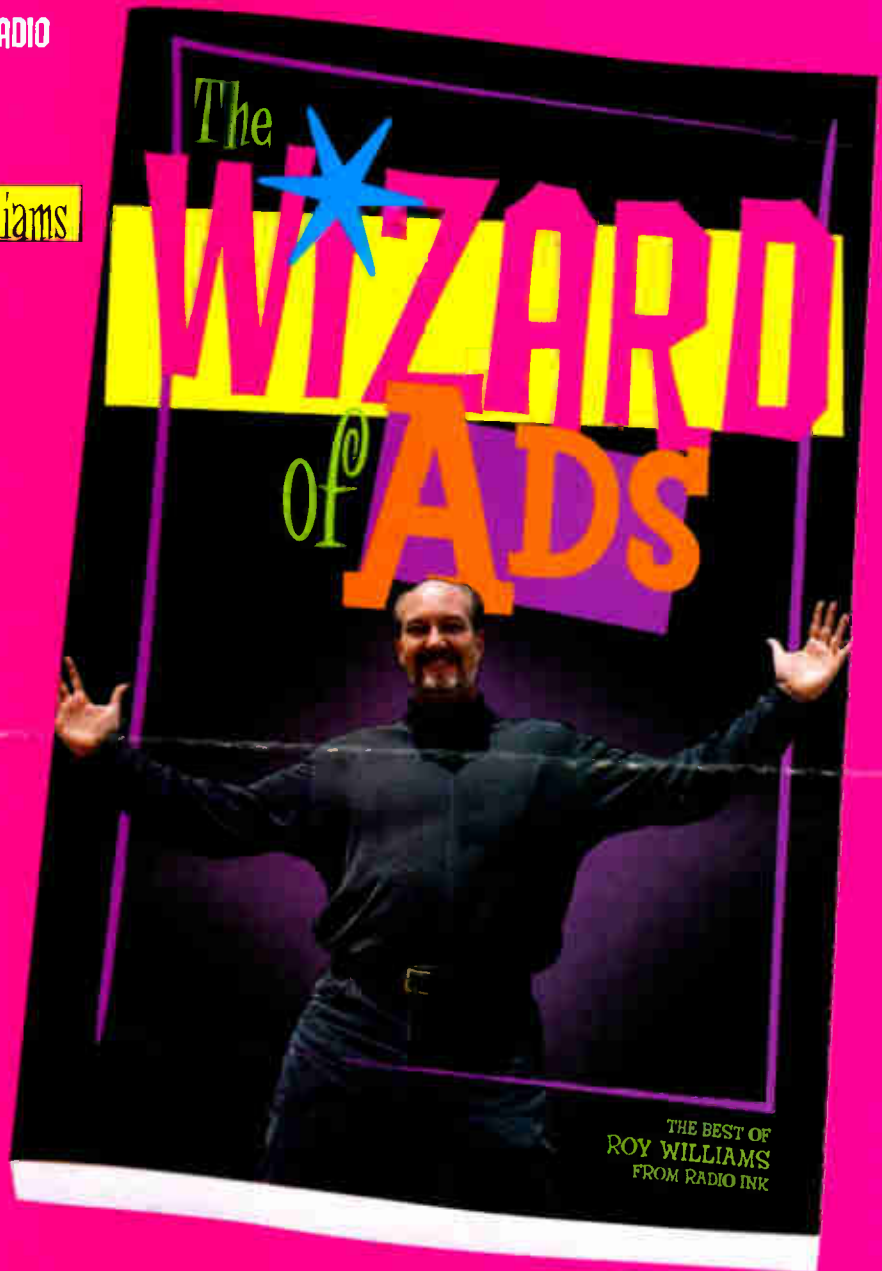
We've had so many requests for copies of back issues with Roy's articles that we are publishing a compilation of Roy's best work from Radio Ink - 130+ pages of pure Roy Williams - a must for every person in radio. You'll not find these in any of Roy's other best-selling books.

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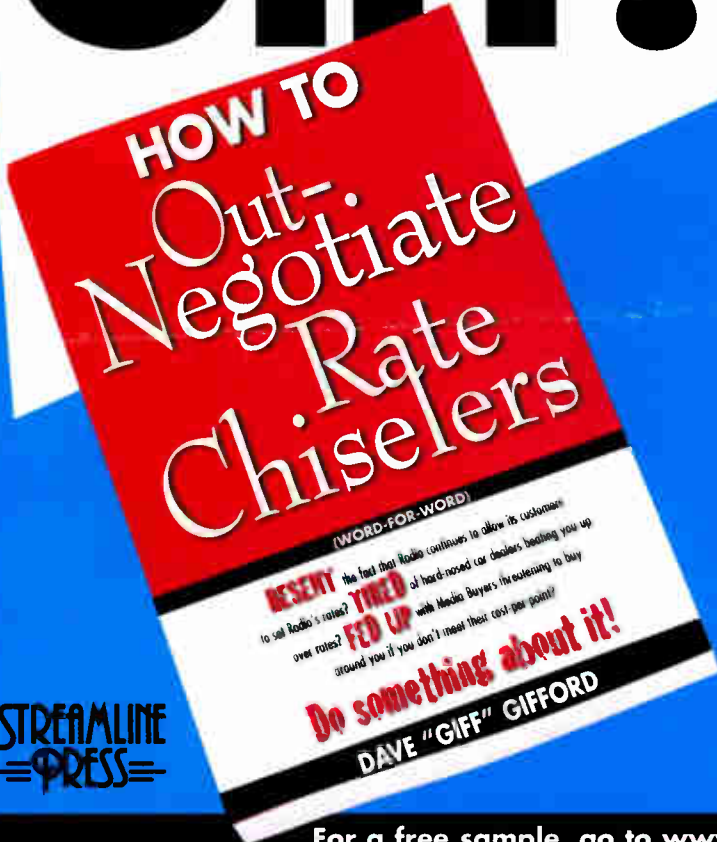
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Dave "Giff" Gifford,
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Get the most useful book ever written for Radio sales reps:

HOW TO OUT-NEGOTIATE RATE CHISELERS

By Dave "Giff" Gifford

Advance praise for this great new book:

This should be on every sales manager's desk and referred to often — in fact, every time they approve a rate. If each of the 75,000 salespeople in Radio followed these rules, our industry would soar to new heights.

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If someone in media sales could write a book on negotiating with an adversarial, in-your-face, 'I'm not going to pay your rate' buyer, there'd be no question about the author's name. It could only be Dave Gifford. This is a rich treasure of practical 'How To.' Read, enjoy, learn — win!

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Quite simply, this is a watershed book of 'real world' advice: how to negotiate higher rates, word for word — a long-overdue book and a 'must read' for everyone who sells Radio advertising.

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Dave Gifford is the Zen Master of broadcast sales! This is a MUST READ and is soon to be an industry standard for broadcast sales.

Ed Christian, President/CEO, Saga Communications Inc.

For a free sample, go to www.radioink.com/giff.asp

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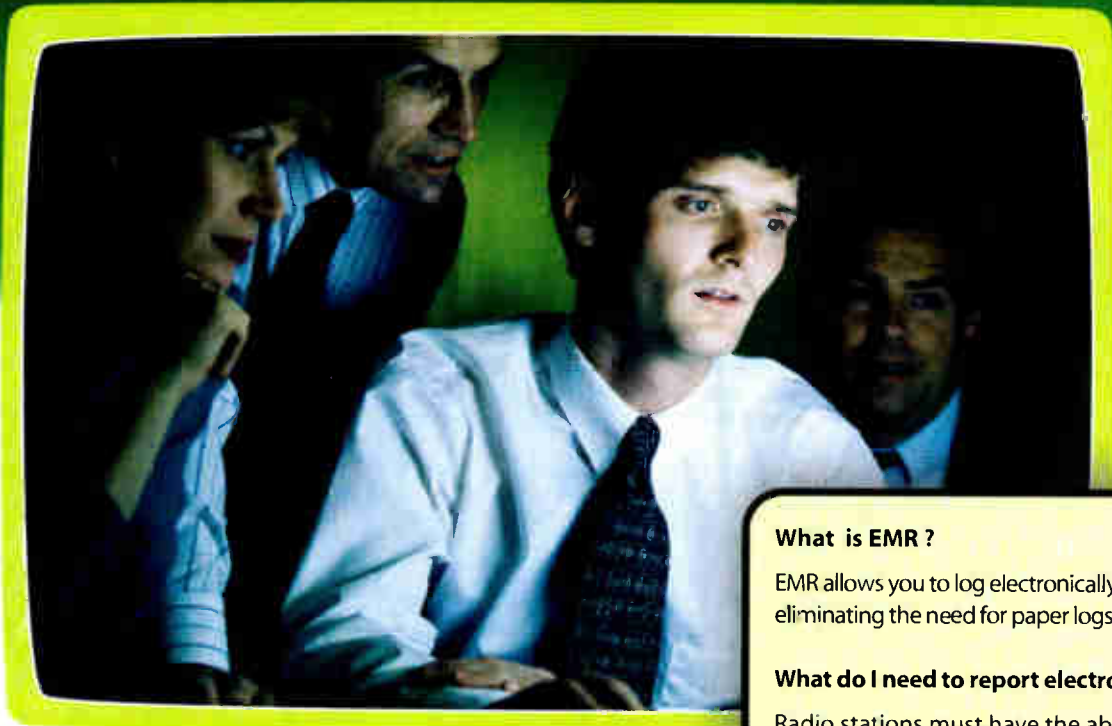
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— *Kandy Klutch, Z107.7/KSLZ*

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EMR allows you to log electronically online, eliminating the need for paper logs.

What do I need to report electronically ?

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BMI[®]

**Managing the
Songwriter Relationship**

The Wizard of Ads

Radio:

Hardwired Into Your Brain

W

By Roy H. Williams

Why is it that, when you're driving and looking for an address, you turn down the volume on the Radio? Ever stopped to think about it? You can close your eyes, but you cannot close your ears. Sound is invasive, intrusive and irresistible. You hear and retain information even when you're not listening. You hear even when you're fast asleep. How else would you know there's a burglar in the house?

One of the greatest myths in the world today is that we remember more of what we see than what we hear. In fact, quite the opposite is true. That great scientist of the eye, Josef Albers, says it quite plainly in Chapter 1 of his landmark book, *Interaction of Color*: "The visual memory is very poor in comparison with our auditory memory."

According to leading neurologists, the primary gift of humanity is our unique ability to attach meanings to sounds. This is accomplished in three highly specialized parts of the brain: Broca's area, Wernicke's area and the Auditory Association area. In fact, your physical ability to coordinate the movements of your diaphragm, larynx, tongue and lips so that you can produce human speech is also owed to Broca's Area, a specialized extension of Auditory Association into the Motor Association cortex in the brain's left hemisphere.

Did you know that the written word has no meaning until your brain has translated it into the spoken word it represents? Have you ever been lying in bed, reading a book and suddenly realizing that you've been scanning the same paragraph over and over for a very long time — and you have no idea what it says? Your eyes were sending the written symbols to your brain, but those symbols were no longer being translated into the sounds they represent. Yet the average person is able to sing along with more than 2,000 songs, not one of which they ever intended to learn.

The phonological loop, (sometimes called the articulatory loop,) is one of three main functions of working memory, or conscious awareness, the RAM in the human computer. Did you ever implant a telephone number in your mind by repeating it several times so that you could more easily recall it later? You were simply taking advantage of the phonological loop, that part of working memory that rehearses sound. Interestingly, there is no similar function in your brain that repeats visual information.

The other two functions of working memory are the Central Executive and the Visuospatial Sketchpad. The Sketchpad allows you only to imagine or "see" things that have NOT entered your brain through your eyes. Think of the Visuospatial Sketchpad as "imagination."

Do you really need to know all of this just to sell Radio? Nope, but it never hurts to know what you're talking about. Being able to back up what you're saying allows you to speak with greater confidence.

Ultimately, there are only two kinds of Radio sellers. The first kind studies only how to "overcome objections." Regardless of what a prospect might say, this salesperson always has a highly polished comeback. *Smoooooth*. It really doesn't matter whether or not this salesperson believes in the product, or even whether the product works as promised. The only thing that matters to this salesperson is making the sale. Radio has far too many of these salespeople.

The second salesperson is one who cares deeply about delivering what they promised. Not just a "sales professional," this person is a true "Radio professional." These people




didn't become Radio professionals just by studying Arbitron results and "14 Trial Closes."

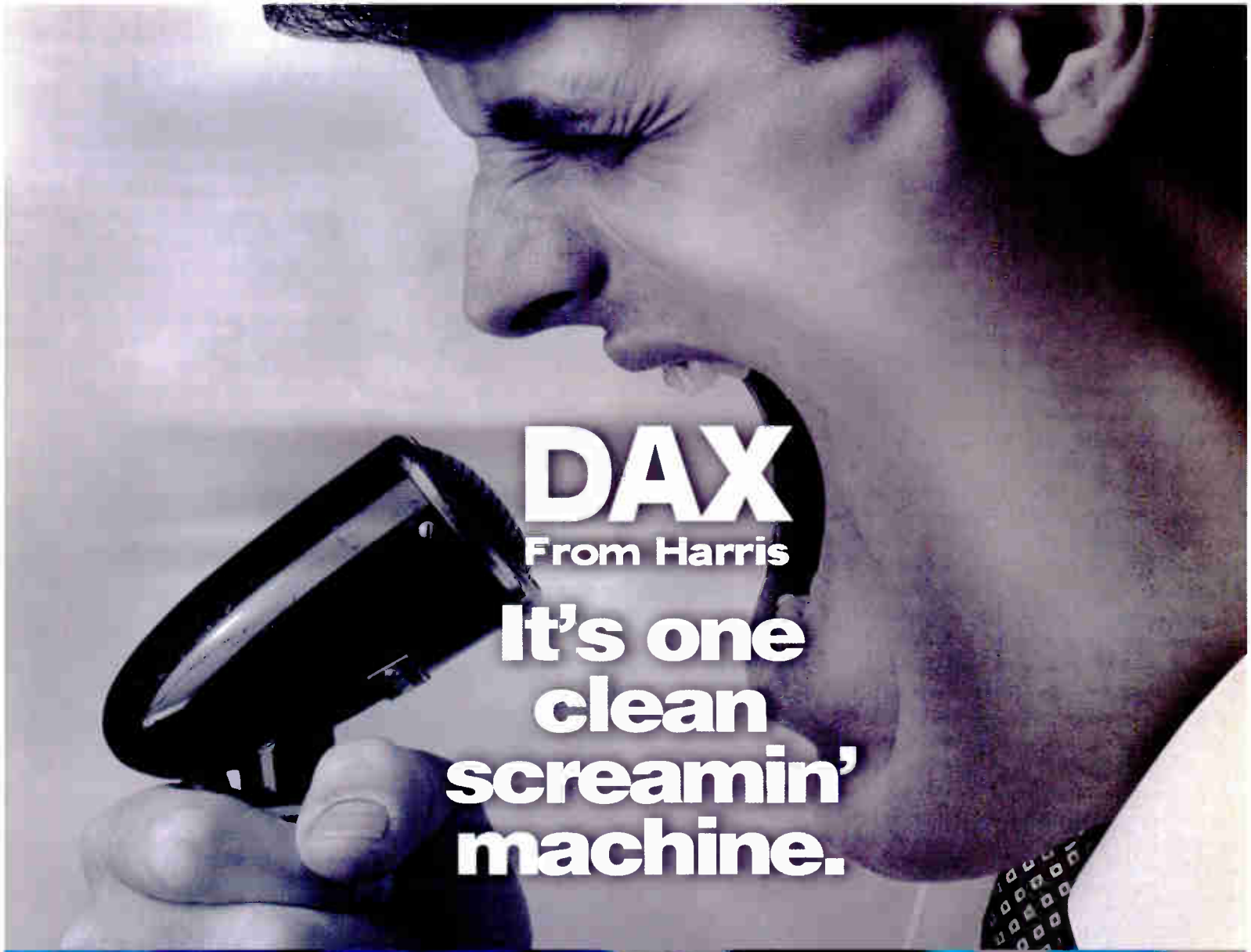
Radio professionals never "overcome objections." They simply transfer the confidence in their own heart into the heart of the customer. The only reason that prospects ever say "no" is lack of confidence. They aren't confident that Radio is the right medium or that your station is the right station or that you've given them the right schedule and spot rate, or that this idea will work.

But when your prospect has confidence that Radio IS the right medium and that your station IS the right station and that you HAVE given them the right schedule and spot rate and that the idea WILL work, they always say "yes" — 100 percent of the time.

Your job is to transfer confidence, but you can't transfer what you don't have.

No, you don't need to know about the human brain to sell Radio. You can always just learn how to "overcome objections." 

Roy H. Williams, president of Wizard of Ads Inc., may be reached at roy@WizardofAds.com



DAX

From Harris

It's one clean screamin' machine.



An AM/IBOC transmitter worth shouting about.

extreme digital...
from HARRIS

People get pretty excited when they hear about Harris's new DAX AM/IBOC transmitters. And who can blame them? Only the people who pioneered every currently used AM modulation standard could bring you the cleanest analog sound and the most accurate In-Band/On-Channel (IBOC) signal available in 1-6kW transmitters.

New DAX-5/6 is the first in a line of innovative 1-6kW AM transmitters that provide unmatched linearity and bandwidth.

Using Harris' newest AM modulation technology - Digital Adaptive Modulation - the DAX transmitter constantly samples the modulated output and dynamically corrects for non-linearity. The result is the cleanest, purest analog or IBOC signal in this power level.

Of course, this new transmitter also gives you the exceptional reliability and ruggedness that Harris is famous for. And with redundant, hot-swappable RF modules for easy, on-air servicing and plug-and-play migration to IBOC, DAX-5/6 is an exceptionally cost-effective solution for today and tomorrow.

To learn more about DAX transmitters and other Harris extreme digital products, visit www.broadcast.harris.com.



For more information, call us at 1.800.622.0022 or click on www.broadcast.harris.com

How To Raise A Rate Chiseler's Rates

By Dave "Giff" Gifford

Let's see if I can help you increase the rates of two categories of rate chiselers.

RATE CHISELER #1, who, threatened by a rate increase, threatens you with: "You're going to what? You're raising your rates, again? Not with me, you're not!"

RATE CHISELER #2, one of your top spending accounts who has had cheap, "grandfathered" rates since Marconi was running around in knickers and who, knowing how important their billing is to your stations, has been playing your salespeople like a violin...successfully avoiding one rate increase after another.

FOR RATE CHISELER #1, HERE ARE THREE POSSIBLE RESPONSES YOU MIGHT USE...

Boomerang #1:

"Actually, raising our rates provides you a guarantee of sorts. It's the only way we can make room to clear your spots. Let me explain.

"Too often, because of the demand for our time, we reach a point where we're unable to clear the schedules of even our best customers, like you. Why? Because too much of our time is consumed by smaller advertisers. With this rate increase, we'll eliminate a whole layer of smaller advertisers who can no longer afford us. That's the bad news, for us.

"In raising our rates, we won't be sold out so often, and it also means we'll be able to clear the larger schedules of our better advertisers — advertisers, like you, who understand that what you say — times-how-many-times-you-say-it — is the only thing that works in advertising today.

"What it all comes down to, is this: Do we want repeat business from advertisers, like you, who can afford to get great results; or do we choose to take the money of smaller advertisers, knowing full well we'd be ripping them off — ripping them off because they can no longer afford what Madison Avenue calls 'effective frequency'? For us, therefore, it's an ethical decision as well as an economic decision.

"The bottom line is that the only other alternative is not to increase your rates, choosing instead — as television is sold — to sell you 'preemptible' rates, which means your spots will end up being bumped by higher-rate advertisers, and I'm sure you don't want that, do you?"

Boomerang #2:

"Face it, Bertha, just as your costs keep going up, so do ours. No business — not yours and not ours — can afford to price its goods and services according to yesterday's costs, true or false?"

Boomerang #3:

"Bubba, no Radio station in this market has fewer problems raising their rates than we do, and do you know why? Because — given the results they're getting — our clients have come to realize we're a bargain at any price!"

FOR THE CLIENT WITH "GRANDFATHERED" RATES, I have had the best success with this "boomerang"

"OK, here's the deal. I have to raise your rates. Now, before you go crazy and threaten to cancel your schedule, hear me out.

"For starters, I have no choice. I have to raise your rates, period. I have protected your rates far longer than I should have because of our relationship, which

I value a heck of a lot more than I value your business, but it's time — past time, actually — to come to grips with the fact that, whereas I have been satisfying your interests, I am not satisfying the interests of the people who employ me. Trust me, I cannot continue to run my business by giving away our time, a fact corporate has made all too clear.

"But, because we value and want to keep your business, I am agreeable to making this rate increase as painless for you as possible. This means, you will be happy to learn, that I have no intention whatsoever of insisting you buy off the rate card, effective immediately, like everyone else. Instead, for you only, I am agreeable to making the following exception: Your rate increase will be staged, over time, in the following graduated, baby steps:

Step #1: Your rate for (whatever) will be X dollars — which is X % below rate card — until the end of the year, six months from now.

Step #2: Your rate then will be X dollars — which will still be X % below rate card — effective January 1 of next year.

Step #3: Your rate will then be X dollars — which will still be X % below rate card — effective July 1 next year. You won't be paying what everybody else is paying until January 1 of the following year!

"Face it, this rate increase had to happen some day — you know that. But I think you'll also agree I have gone the last mile to make sure you can adjust to it as painlessly as possible...one small, digestible bite at a time. Fair enough?"

Dave Gifford is president of Dave Gifford International and founder of The Graduate School For Sales Management. He may be reached at 505-989-7007 or by e-mail at giff@talkgiff.com.

American Country Countdown with Bob Kingsley discovers Keyword Search function is powerful promo tool

More than 3,500 listeners respond to contest in 2 days on www.acctop40.com

American Country Countdown with Bob Kingsley boosts listener participation with a contest that captured the attention of fans and promoted use of the show's website.

When Superstar Country Music Artist, Toby Keith, released his latest album, *Unleashed*, American Country Countdown host Bob Kingsley gave his listeners an opportunity to win a copy before it went on sale to the public. To register, fans were directed to enter the keyword "Unleashed" on Kingsley's website at www.acctop40.com.

"Keyword Search" is one of many marketing functions built into the ACC website by First MediaWorks, the largest station website developer in the industry, with a client list that includes more than 1,500 highly successful Internet Websites for on-air personalities, radio and TV stations.

"We saw nearly an 8% jump in site traffic during the contest," said ACC host, Bob Kingsley. "The bottom line

is that our listeners had a rewarding interaction with the show, and we have added new email addresses to our listener database."

eListenerSuite™ turns email addresses to gold

According to First MediaWorks CEO Chad Meisinger, eListenerSuite enables a station to leverage its listener database into a powerful online marketing tool that can affect ratings and revenue. It is your stations hidden goldmine.

"Regular email contacts with your listeners," Meisinger says, "forge stronger ties to your station and on-air personalities. Using the unique capabilities of eListenerSuite, you can easily email sponsored offers, tied to individual interests and timed to critical rating periods."

"Even better," Meisinger adds, "because you're using email, the cost is virtually zero."

Other functions available for sites developed by First MediaWorks include wireless messaging, music testing, 24/7 updating tools, advertiser microsites, adserver, online training videos, promotion



www.acctop40.com

wizard, reporting systems, online auctions and more.

Call for more information

For details on turning your station into a powerful marketing tool that builds your listener base and generates profits, contact First MediaWorks today.

Toll Free (877) 691-8888

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- ✓ 24/7 Updating Tools
- ✓ Keyword Search
- ✓ Advertiser MicroSites
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- ✓ Online Training Videos
- ✓ Promotion Wizard
- ✓ Reporting Systems
- ✓ Online Auctions

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Call now, toll free, for our
new 5-minute demo.
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FIRST
MEDIAWORKS

Money Talks

"Although policymakers appear to believe that better growth will resume next year, they probably will want to provide some additional cushion against the uncertainty now weighing on both consumers and businesses"

— **Lynn Reaser, Banc of America Capital Management**

"Corporate profits remain in tenuous condition despite some recent improvement, while consumer spending appears to be slowing, and business investment remains weak. Companies therefore remain hesitant to place orders for new capital equipment. Without an improvement in overall economic conditions and increasing confidence, orders for capital goods will remain weak over the coming months."

— **Richard Moody, The Dismal Scientist**

"The current environment — not just the markets, but the global economic slowdown more broadly — is impacting revenue generation in certain geographies. However, the company aims to continue expanding market share in its international businesses through the down cycle."

— **Diane Glossman, UBS Warburg**

"The electorate continues to express a preference for low taxes and reduced government regulation. The election results suggest that the legislative logjam seen in Congress this year may have angered voters who have been affected by the weakness in both the economy and the financial markets."

— **Tony Crescenzi, Miller, Tabak & Co.**

"The cut in the interest rate will work primarily through the psychological channel. After all, consumer confidence is low with the prospect of a lackluster holiday shopping season."

— **Song Won Sohn, Wells Fargo**

Q3 2002

Radio Earnings Scorecard

If the latest flurry of earnings reports is any indication, revenues and cash flow for most publicly traded Radio companies are slowly but steadily improving over last year's Q3 figures. Here's a financial scorecard for some of the companies that recently released their third-quarter 2002 earnings.

BEASLEY BROADCASTING:

Net revenue was \$28.8 million, a modest increase from the \$28.7 million reported in the same quarter last year. Net income was \$1.5 million, or 6 cents a share, compared with a net loss of \$11.5 million, or 48 cents a share, in Q3 2001. The company anticipates revenue of about \$30.75 million and same-station revenue growth of 3 percent.

CLEAR CHANNEL RADIO:

Revenues were \$964 million, an increase of 11 percent over the same period in 2001, and EBITDA was \$418 million, reflecting an increase of 18 percent over the same period in 2001. On a pro forma basis, revenues for the quarter increased 9 percent, while EBITDA increased 17 percent when compared to the same period in 2001. Overall, Clear Channel's Q3 2002 revenues were \$2.34 billion vs. Q3 2001 revenues of \$2.30 billion. EBITDA as adjusted was \$616 million, compared to \$556 million for the same period in 2001. Free cash flow increased 108 percent to \$419 million, or \$0.66 per share, compared to \$201 million, or \$0.33 per share, for the same period in 2001.

COX RADIO: Net income rose to \$17.8 million, or 18 cents per share, from \$3.6 million, or

4 cents per share, in the same quarter a year ago. Free cash flow rose to \$25.6 million on revenue per share that increased from \$99.2 million in Q3 2001 to \$112.5 million this quarter. Broadcast cash flow rose from \$38.3 in 2001 million to \$45.4 million in 2002.

ENTERCOM COMM.:

Net revenues were \$106.7 million, and broadcast cash flow was \$44.9 million, an increase of 25 percent and 38 percent, respectively, over 2001 figures. After-tax cash flow was \$29.6 million, up 37 percent from the prior year, and \$0.59 per basic share, up 11 cents per share or 23 percent from the prior year. Same-station net revenues increased 15 percent, and broadcast cash flow increased 22 percent, compared to the prior year.

HISPANIC BROADCASTING:

Q3 net income rose 41.6 percent in the third quarter of 2002 vs. Q3 2001. The company earned \$12 million, or 11 cents per share, compared with \$8.5 million, or 8 cents per share, in the same period a year earlier. Third-quarter 2002 revenue increased 6.8 percent to \$70.2 million from \$65.8 million the previous year.

INTEREP: Operating EBITDA increased 66 percent to \$4.4 million for the Q3 2002 from \$2.6 million in the same quarter last year. Total commission revenue increased to \$22.2 million for the 13-week quarter, compared to \$21.6 million for the 14-week third quarter 2001. Loss per share for the third quarter 2002 improved to

\$(0.31) from \$(0.62) in the comparable period last year.

RADIO ONE: Net broadcast revenue rose 22 percent to \$80.5 million, compared with \$66.2 million in the same period last year. Broadcast cash flow was \$43.1 million, an increase of 25 percent over Q3 2001 figures; and EBITDA was \$39.9 million, an increase of 24 percent from Q3 2001. Net income was \$12.8 million, up from a net loss of \$10.1 million last year. After-tax cash flow was \$21.6 million, a 77-percent increase over the same period in 2001.

Regent Communications:

Net broadcast revenues increased 33.4 percent to \$18.7 million from \$14.0 million reported for the third quarter of 2001. Q3 broadcast cash flow increased 42.8 percent to \$6.0 million, from \$4.2 million reported in Q3 2001. Regent reported net income of \$1.8 million for the quarter, compared with a reported net loss of \$1.0 million last year. Free cash flow was \$3.6 million, vs. \$1.6 million in Q3 2001.

WESTWOOD ONE: Net revenues were \$133.8 million, compared with \$124.0 million for the same quarter last year — an increase of \$9.8 million, or 8 percent. Operating cash flow was \$46.4 million vs. \$40.1 million in the same quarter last year. Free cash flow was \$28.9 million vs. \$24.7 million in Q3 2001. Free cash flow per share for the third quarter of 2002 was \$.27 per diluted share as compared with a pro forma \$.22 per diluted share in the third quarter of 2001. ☐

RADIO INK DEAL TRACKER

Source: BIA Media Access Pro, © 2002

Double Dip Recession Fears Are Fading

According to *The Wall Street Journal*, economists say the odds of a double-dip recession have faded in the 4th quarter, primarily because of productivity and employment levels. In fact:

- » Productivity in the third quarter increased at a 4 percent pace and is up 5.3 percent since last November.
 - » Initial jobless claims fell 20,000 — to 390,000 — in the week ended Nov. 2, while the four-week average increased just slightly — to 402,000. Any level above 400,000 indicates that the labor market continues to be weak.
- Both reports support the decision by the Fed earlier this week to lower interest rates a half point earlier this week to help the economy through a "soft spot."

| PROPERTY | BUYER | SELLER | PRICE | BROKER |
|---|--------------------------|--------------------------|----------|---------------------------|
| 5 stations in Saginaw, MI market | NextMedia Group | Wilks Broadcasting | \$55.5 M | |
| 19 stations in 11 markets | NewRadio Group | Marathon Media | \$19 M | Star Media Group (seller) |
| WXGV-FM Fernandina Beach, WYGV-FM St. Augustine Beach, FL | Tama Broadcasting | Mondosphere Broadcasting | \$8.5 M | Blackburn & Co. |
| WWDR-AM, WDLZ-FM Murfreesboro; WRMT-AM, WSAY-FM Rocky Mount, NC | First Media | R. Gordon Finney | \$4.3 M | |
| KUBA/AM-KXCL-FM-Yuba City, CA | Midvalley Radio Partners | Harlan Communications | \$3.8 M | Media Services Group |
| WGPM-FM, WCZI-FM Greenville-New Bern | Archway Broadcasting | New East Communications | \$3 M | |
| FM CP Madison, WI | Mid-West Family B'cast. | Magnum Radio | \$2.17 M | Kalil & Co. |
| WSRO-AM Watertown, MA | Multicultural Radio | Langer Broadcasting | \$1.8 M | |
| WBUY-AM New Orleans | ABC Radio | Beasley Broadcast Group | \$1.5 M | |
| WPIK-FM Summerland Key, FL | John McNeil Productions | Keys Radio Corp. | \$1.5 M | |
| WLMX-FM Balsam Lake, WI WXCX-FM Siren, WI | Alan Quarnstrom | Casey Communications | \$1.2 M | |

Don't Get Mad ...Get Giff!

Get the most useful book ever written for Radio sales reps:
HOW TO OUT-NEGOTIATE RATE CHISELERS
By Dave "Giff" Gifford

**HOW TO
Out-Negotiate
Rate
Chiselers**

WORDS FOR WISDOM
RESIST the fact that radio continues to show its weakness
in the radio market. **TALK UP** your station's features, including your up
one word: **FED UP** with media buyers' chiseling in the
market. You'll see how to resist their slick games!

Do something about it!
DAVE "GIFF" GIFFORD

Are your customers setting your rates?

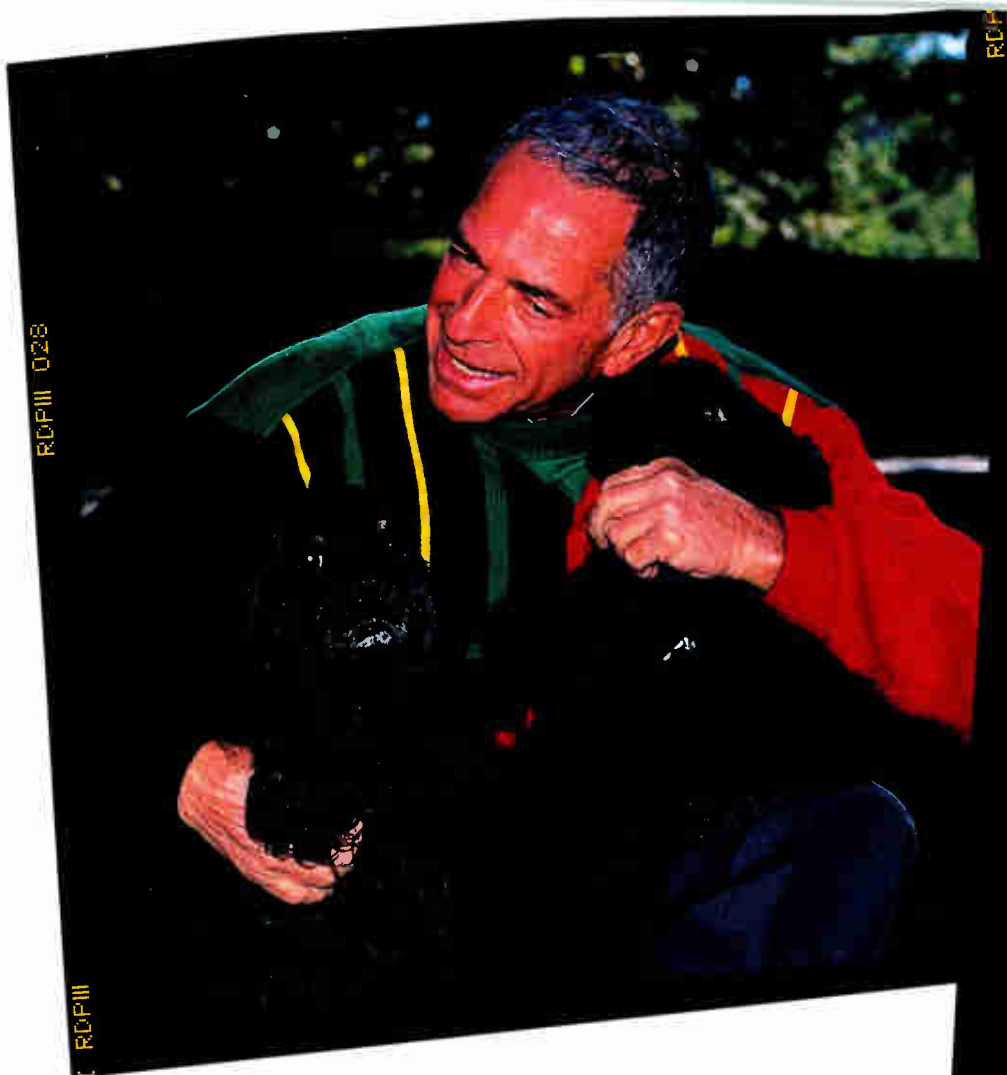
Don't be a punching bag for car dealers and media buyers. Beat the chiselers at their own slick games. Out-negotiate the toughest negotiators.

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Cover Interview



MICKEY LUCKKOFF

ISRADIO'S Top Dog

Photos by Pat Johnson Photography,
San Francisco



Mickey Luckoff has fans — lots of them. And once again this year, they have selected him as Radio Ink's Number One manager in the Radio industry. No wonder, either, if the words of Luckoff's peers are any indication: "Simply the best in the business," one industry executive told us during our exhaustive selection process. "Mickey has no equal in the Radio industry today," said another.

Part of this praise has to do with the consistent Number One ratings enjoyed by KGO, the ABC flagship station he manages in the San Francisco market. In an almost unparalleled feat of consistency, the station just finished in the top spot in its 97th straight Arbitron book. Interestingly, its closest competitor is KSFO, which Luckoff also oversees. In fact, defying all Bay Area logic, Luckoff saw a huge void in the San Francisco market back

in 1995 and convinced ABC to purchase KSFO. He turned the station into Hot Talk 560, a bastion of conservative thought in an otherwise ultraliberal community. He also supervises KMKY Radio Disney, which the company acquired in 1998.

Luckoff has served as president and general manager of KGO for more than 27 years; he serves in the same capacity for KSFO and KMKY. Under his leadership, KGO

attained its Number One ratings position in the market in 1978 and has held the top spot in each consecutive Arbitron ratings book since then. The National Association of Broadcasters has honored KGO with more Marconi Awards than any other station in the U.S., including three awards for "Major Market Station of the Year," two for "News/Talk Station of the Year," and one for "Legendary Station of the Year." KGO also has won with two Crystal Radio Awards for "Outstanding Community Service."

Luckoff would be the first to say that these achievements have come only because of the people who work for him. But over the years, he has established a management style that motivates people to do better than their best, to go that extra mile to ensure that their stations consistently turn out a quality on-air product that not only achieves top ratings but also means something within the community to both listeners and advertisers.

A Detroit native and a 1958 graduate of the University of Michigan, Luckoff began his broadcasting career in local Radio sales for Storer Broadcasting in Detroit. His six years with Storer were followed by seven years with Metromedia in Detroit, Chicago, and Los Angeles as a national sales representative and general sales manager. In 1972, Luckoff joined KGO as a sales manager. Six months later, he was promoted to general sales manager; and in 1975, he was named president and general manager of KGO.

Luckoff is past chairman (twice) of the Arbitron Radio Advisory Council, and he serves on the NAB Board of Directors. He is a two-term past president of the California Broadcasters Association, and is the past president of the Northern California Broadcasters Association and the Bay Area Broadcast Skills Bank.

As we said, "Mickey has no equal in the Radio industry today." » 18

Once again this year, you've been selected as the best manager in the Radio industry. Why do you think a jury of your peers selected you for this recognition?

I guess because I'm old. I've been at this a long time — when I started I was one of the youngest to have a major station in a major market. I hope it's not just because of ratings, because we've been on top for so long and not just because KSFO — which we started as kind of a blocker and has now become a top-challenging station — is now a real market challenger.

In fact, KSFO challenges KGO, your market leader.

It absolutely does. It's one of those very strange but delightful dilemmas. You start a station to dominate the field as best you're able to, and the next thing you know, it's your biggest challenger. I guess that's good, but there are days it makes us nuts.

What qualities does it take to effectively manage a major-market pair of stations?

Let me qualify that by saying it's not just my qualities but also those qualities of people who can work with me. I give the people a tremendous amount of autonomy, and I encourage them to take chances. I have said many times I'd rather they make a wrong decision than not to have tried something new. I reward them well, and part of that reward is to give them an enormous amount of autonomy to run their areas. They have to be willing to be asked a lot of questions, but when I get the right answers, I'm happy to let them try what they want to do. I also make a very concerted effort to let them get the credit.

How have your responsibilities changed over time at the helm of the properties?

I definitely had to learn on the job. I was young when I came into this position, and I probably wasn't quite ready for it when I did. I was very fortunate that things fell the way they did for me. It's been an on-the-job experience. When I was young, I wanted to get an MBA and be an international diplomat; but when I graduated

from college, my father said, "That's very nice, but now it's time to make a living." So my career has been in Radio ever since. Many of the lessons I learned were from bad managers — I really learned how not to do things by observing what they did.

What's the difference between being a good manager and being a good leader?

A good manager is a good leader, especially in these challenging days. You can be a fantastic, dynamic individual, but these days — and we see it all the time, with the way our responsibilities have been spread out — you can't do it all yourself. I don't care how dynamic you are, if you're not delegating and if you're not hiring well, then you're not going to succeed. You can set your example, you can be a good leader, but you have to hire well and then give those people room to grow.

How do you find new, good, qualified people who can fit into your stations?

What's proven best for us is if we can home-grow them. We're a little different from most stations, in that KGO is almost 100 percent local, so we really have home-grown it. Very often, what we've been very fortunate in doing is rehiring some of these people who have left us to go to bigger jobs. That's worked very well when someone has gone up to a certain level and been hired away. I'm at a point now where I'll say to them, "You'll be back." That's happened in a lot of cases, and we have a couple people out there who could very well come back one of these days.

Still, you have to bring new talent in. Where do you look for new people?

I look in all fields. I certainly don't restrict it to the Radio business, or even the broadcasting business. I'm not opposed to hiring television people; I don't think vice versa is necessarily the case. We're always looking. It's one of the main reasons I encourage my people to go to conventions and meetings, even non-broadcast meetings. It is amazing when you're in a situation how someone can just break

Those of us in Radio know there's a lot of excitement and a lot of money to be made in it, but it's always disappointed me that we've never attracted the MBA crowd.

through and you say, "That's a sharp one." We hire people who have a real love of the industry and an insatiable desire to win. You don't have to do a helluva lot of motivating when you hire people like that; hopefully, they're going to enjoy what they do. They must have the ability to perform in an art form — which is what broadcasting really is — and still be able to capably produce the margins and the profit.

Do you find that many people don't think of Radio as a solid career move?

It's interesting how, for so many decades, people have grown up and not even thought of our business. Those of us in Radio know there's a lot of excitement and a lot of money to be made in it, but it's always disappointed me that we've never attracted the MBA crowd. Fortunately, as I've said, a lot of our people stay, and that's a wonderful problem to have. We're very fortunate to have attracted and hired well; people stay here a long time, and that has encouraged others to do the same. As a result, there are a lot of people who want to come to work here.

Many people pay lip service to training, but then provide only a minimal amount to their people. What sort of training do you provide to your people?

We do different kinds of

training. We bring people in, we buy training tapes, we send people to the RAB academies, and we have them serve as apprentices. We don't have any particular type of training, but we do believe in it. I supposed the ideal answer to this question is "we have everyone go through the KGO school," but that doesn't exist. We do believe in it, and before we put people out on the street or give them a tremendous amount of responsibility, we really school them about KGO — and what it stands for.

How have your structured your sales departments' responsibilities? Do your salespeople sell just one station or both?

Our salespeople's basic responsibility is for the entity they represent. Having said that, they do have some broader goals. They have a goal for selling Radio Disney, they have a goal for selling web advertising, they have a goal for selling 49er advertising, and they cross over to sell the other station, as well. They each have a specific focus with alternate goals where they can make more money.

What do your people expect from you as their leader?

They like to be recognized. They like to know that you know their names. They like it when you ask about their spouse or their kid, remember their birthday or ask

how they're doing since they lost their mother. That's really appreciated. They know I am always available to go on a call with them, or help them crack an account. After all these years of belonging to chambers of commerce and attending all these luncheons and banquets, I have developed some entrees that are incredibly invaluable.

You have the top two stations 12-plus in the market. What's involved in maintaining these positions?

It's a helluva challenge. We have an enormous fight against the clusters. We're a two-station operation, and that musters very, very formidable competition. It's one of the reasons we stress the importance of the product more and more all the time. The Radio industry, like so many others, has become much more difficult. As you know, this is the third company that has owned these properties. Everyone has a different culture, and we're very fortunate that we've been able to be successful under three different owners, all with different rules and different goals. People take enormous pride in this place. There's nothing like having a winner, and those things help sustain being a winner.

KGO is one of the top-rated heritage AMs in the country. Does this make

your job any easier, or is it difficult to live up to expectations year after year?

It's like wearing a four-by-four target on your back 24/7. Bud Wilkinson won 42 consecutive football games, and one day someone said to him, "Coach, you finally lost. How does it feel?" And he said, "You'll never know how relieved I am." Well, I don't know how relieved I'll feel if that happens, but it's been a helluva run, and we have some awfully good competitors here. In some ways, I often feel I'm Public Enemy No. 1, but I don't intend to let up.

What if you knock yourself off?

If that's the way it has to be, that's the way it has to be.

What key element makes your stations stand out among your advertisers and listeners?

Devotion to the product is key. You do a lot of it by having good marketing and research, having very good program ears, and not being greedy as far as spot loads are concerned. That's incredibly important, and very difficult for broadcasters to get away from. But we have never increased our spot load, and that's incredibly important — especially with AMs. Sure, you can make the station more profitable at the snap of your fingers, but once these AMs slip on you, it's very rare that you can make

them come back. KSFO happens to be a rare exception, which we're very proud of. You just have to guard and protect that product all the time. Guarding your spot load is important in that regard.

How important is it to be local in a format that increasingly is turning to syndicated product?

KGO is totally local and, since day one, we've really avoided getting into syndication on it. Now, that doesn't mean there's not some damned good syndicated product out there, because there is. But keeping KGO local and balanced has paid huge dividends for us — it sells well, especially in a market as chauvinistic as the San Francisco Bay Area. One of our biggest concerns, and one of the things we fight against the most, is that, with the evolution of KSFO, KGO appears more liberal. KGO got to where it is by being balanced, and we fight to maintain that balance. KGO also has a really fine news department. We're involved in almost every event you can mention in this marketplace; we appear at hundreds of places every year. We get ourselves involved in the biggest possible events — the 49ers, the Bay to Breakers. You name it, we're there. We're all news eight hours a day, and we give the all-news station a pretty good run for their money.

It's balanced in its localness, and it's a very good news operation.

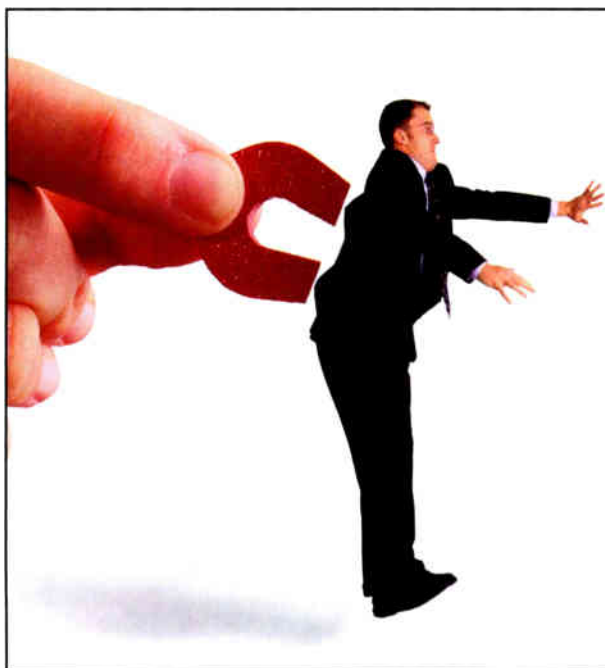
Yet KSFO mostly runs network programming.

Yes. KSFO is mostly syndicated, except for a very good local morning show, which ranks third in the market. Michael Savage, who is our afternoon guy, is now syndicated, but he started as our local personality and still rates as a local entity. By and large, that station takes the best of what we feel is available on a syndicated basis, and it does have a particular bent to it. It's not as high a cumer as KGO, but it has an incredibly loyal audience. It has the longest time listening of any station in the market, and that includes the classical and jazz stations.

While you keep KGO balanced politically, there's no question that much of talk Radio slants to the right side of the political spectrum. Why is this?

There are a lot of conservatives in them tar hills, and KSFO is their only real outlet. When people think of the Bay Area, they think it's ultraliberal. When we first told the company what we were going to do, they thought I'd completely lost my mind. They said, "Conservative in the Bay Area? Are you nuts?" Well, I knew there were a lot of conservatives out there. I didn't know they were as

» 20



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devoted as they are, but because KSFO is their only outlet, they listen. There's a slogan we use on KSFO: "News you won't hear anywhere else." And that really brings them in. It's their home. We did a survey recently to find out whom else they listen to, and they don't listen to much else. They've found a home, and they're fiercely loyal to it.

Talk is a very expensive format to produce. Does the value of the talk audience outweigh the expenses?

Absolutely. Talk is more expensive to operate than almost any other format, but it's definitely worth it. I'll probably pay for this, but you know, I run 'em pretty rich. I think that's one of the ways we've been able to sustain ourselves year after year and not fall prey to some quick profits. When we had this dot-com boom, I told my people repeatedly, "You're never going to see anything like this again. Enjoy it, but don't forget who your friends are." And I can't tell you

how many advertisers have told us, without them knowing we ever said that, "You were the only station that didn't stick it to us during those particular times — and that's one of the reasons we're still with you." I've always said that if I owned a station — and I wish to hell I had — this would be the one I would advertise on, but Beautiful Music or Smooth Jazz would be the one I would want to pay the expenses for.

How critical is it to have play-by-play sports, such as KGO's rights to the San Francisco 49er games?

It's not critical. I refer to the 49ers as the crown jewel. They have always been the leading franchise in this marketplace, and certainly for many years they were one of the top franchises in the NFL. Weekends on talk Radio can sometimes leave something to be desired, so it's good to have the crown jewel. It's also one of the few chances you have for reaching out and grabbing listeners who ordinarily would

never tune you in. Suddenly, you have a chance for them to put you on their dial. That means, Monday mornings, you're going to be there; if they have six buttons in their car, you're going to be one of them. It's has a sampling effect, and it has a cume effect. Yes, it's a very expensive way to go, but if you can have the crown jewel in the market and not take a beating on it, I recommend it.

Does baseball operate the same way?

No. We've never sought baseball because it's terribly interruptive of your format, especially if there are day games or East Coast games that will cut into your program schedule. That causes people to go look elsewhere.

How might a merger between ABC News and CNN affect your programming?

That's difficult to project because I don't really know what they have in mind. I happen to like the ABC news product, so I would hope it wouldn't be compromised

in any way. News is a very important element to us, and we would certainly hope that our product would remain very professional and exclusive.

Is talk Radio primarily news or entertainment?

Talk must be informative and entertaining in order to be successful. One element without the other doesn't work. When we try out people, it is so evident who is the cream at the top of the bottle. If they can do both — be informative and be entertaining — they'll be great. If they can do only one, they'll never be top-drawer.

Has the dot-com implosion affected your station's bottom line over the last two years?


It has affected us financially. The San Francisco Bay Area was the number-one recipient of increased billing during the dot-com era. Likewise, the market has been the number-one victim since then. The economy has been very slow coming >> 22

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back. This fall happens to be the first quarter in the last dozen that exceeded the same quarter the previous year. However, first quarter of 2003 is still looking very anemic.

Are you expected to budget for a certain percentage annual increase, or does ABC give you some latitude on what your budget projections should be?

Like any business, we're expected to do better than the year before, but the Radio division has good management, and they recognize individual market situations. It's certainly a fair operation.

Can talk Radio benefit from In-Band, On-Channel digital Radio as much as music-oriented FMs might?

I think IBOC can only help. First, it will bring more people to the AM band, and it will make voices sound better. It can only improve the situation. The only thing they haven't worked out is the nighttime AM, and that's important in the AM band. Hopefully, that will come about. Still, it's going to be awhile before you get a huge number of receivers out there. Overall, IBOC is a very positive thing, especially with all the competition that's constantly coming on, and that can only help us.

How much of a threat do you see in new, emerging media and technologies?

I'm going to give you a very

We still push for diversity at every level, for every hiring. We feel that helps us better represent the community that we're in. We listen and ask how we can serve them better.

simplistic answer. Radio was expected to die when television came on. All we can do as operators is the very best we can do. So far, with all the encroaching media that have come about, we've all been able to succeed. I'm not so sure satellite Radio will be that much of a hit. The numbers we've seen so far aren't all that impressive, and I don't know how quickly people are going to start paying subscription fees to start listening to the Radio. I don't see any great cloud of doom, and there will always be a market for good, solid, local Radio.

What are your thoughts on Arbitron's Portable People Meter?

It ain't ready. I served on the Arbitron board for six years, and I know there are a lot of bugs in the tests. They have sampling problems, and broadcasters have let it be known that there must be a lot more testing before they're going to throw their fortunes on these little boxes.

Has deregulation had a positive or negative effect on the Radio industry?

Because of deregulation, Radio companies have been allowed to operate outside their communities. Now, I don't want

to sound like an old fart and say, "Gee, things aren't the way they used to be," but there's a lot less pressure on diversity, which is something we have always pushed. We feel it's such a great thing for our type of business and our type of industry to promote. We still push for diversity at every level, for every hiring. We feel that helps us better represent the community that we're in. We still do ascertainment, and we still invite groups in, so we can listen to them and ask them how we can serve them better. The government has taken the focus off these things, and a lot of broadcasters like that fact. But we're still really into that, because we feel it helps us be a better part of the community in the long run, and it pays dividends for us as business people and as part of the community.

Once again, from all of us at Radio Ink, congratulations on being selected the Number One Manager in Radio.

Thank you. I'm in the twilight of my career, so this comes at a very nice time for me. I'm very appreciative, and I'm really flattered in the way that this recognition is selected. It's not just an editor or a writer — it's really my peers and probably a lot of people whom I don't even know, and it's very gratifying. And I am most appreciative for it. ☺

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All About Austin

Demographics

| | | | |
|-------------------------|------|-------------------|-------|
| Age Distribution | | Ethnicity: | |
| 0-4 years old | 7.7% | White | 86.3% |
| 5-19 | 22.7 | African American | 10.0 |
| 20-44 | 43.1 | Asian American | 3.2 |
| 45-64 | 18.8 | Native American | 0.5 |
| 65-plus | 7.7 | Hispanic Origin* | 26.2 |

Population

| | | |
|----------------|-------------|-------------|
| | 1990 | 2000 |
| City of Austin | 494,290 | 656,562 |
| Austin Metro | 846,227 | 1,249,763 |

Source: U.S. Census Bureau

Note: Growth in the Greater Austin Region has doubled every 20 years in the past century. During the 1990s, Travis County population increased 40.9 percent. The U.S. Bureau of the Census ranked Williamson County the second-fastest growing county in Texas and 19th-fastest in the U.S. from 1990 to 2000.

Income

| | |
|--------------------------|----------|
| Average household income | \$84,904 |
| Median household income | 49,218 |

Education

| | |
|--------------------------|------------|
| High school graduates | 88 percent |
| Earned bachelor's degree | 35 |
| Earned graduate degree | 11 |

Source: Economy.com; * Hispanic population, by U.S. Census definition, is a question involving language, not race. Therefore, many Hispanics are counted as white and not as part of a race.

As the center of Texas government and home to the University of Texas, the city of Austin is both politically charged and culturally diverse. Described by residents as hip, trendy, and high-tech, the city was ranked this year by *Forbes* as the nation's second-best city for singles, and *CNN* and *Money* magazine have referred to it as the fifth best city in which to live and work. A dynamic hi-tech hub with a decidedly down-home Texas feel, the Austin metro area is home to more than a million residents, but the city still retains a distinct homeyness often lacking in some of Texas' larger cities. As *The Miami Herald* has said: "If you hate Texas, you'll love Austin. In many ways, the capital city is everything the Lone Star State (stereotypically, at least) is not: left-leaning, artistic, bookish, poetic, high-tech, punk."

Situated at the edge of Texas Hill Country, on the banks of the Colorado River, Austin is not only the capital of Texas but also the self-proclaimed "live music capital of the world." The city is home to more than 1,500 musical acts, part of a musical environment that supports 14,000 jobs, generates \$616 million for the economy and produces \$11 million in tax revenue. Live music can be enjoyed at more than 100 venues on any given evening, and the city's reputation as a musicians' haven has exploded since the birth of the now-famous South By Southwest music festival.

Austin enjoys a relatively temperate year-round climate, with 300 days of sunshine a year. Residents live for the outdoors, and the city boasts a wide range of nature trails, parks and wilderness preserves that provide escape to thousands of people every day. Austin also supports many cultural pursuits through a variety of museums and galleries, as well as professional ballet, symphony, opera, and live theater. Many of the city's cultural resources are found on the campus of the University of Texas, currently with 50,000 students.

Curiously, Austin also is home to 1.5 million Mexican free-tail bats that live under the Congress Avenue Bridge, which spans Town Lake. From April through October, fascinated spectators flock to the lakeshore to watch the nocturnal creatures emerging from beneath the bridge.

About Radio Ink's Market Profile For Radio Advertisers

More than 1.5 billion dollars in national, regional, local and network Radio advertising is placed by the marketing directors, advertising executives, media buyers and planners who read each issue of *Radio Ink*. We put together a panel of experts to help us design the ultimate market profile. These advertising executives have told us of a need to know more about the markets and the stations to enable them to make Radio buys beyond the numbers. They have told us they need to know more about station promotions, talent, events, programming and merchandising. We've given every Radio station in the marketplace an opportunity to put its best foot forward to showcase its programming, talent, promotions and success stories.

Each issue of *Radio Ink* will feature at least one market profile to fill this need. These profiles are designed to be pulled from the issue and kept in a notebook as an ongoing market reference. Our intent is to update the information annually. We welcome your feedback in order to evolve this to your exact needs. If you want a list of up-coming markets, or have interest in being included in an upcoming market profile, please contact us at profiles@Radioink.com.

Austin Market Stations

This chart shows Austin-area stations, the latest Arbitron book ratings, and station contact information. All ratings in this market profile are persons 12+, Mon.-Sun., 6 am-12mn, Su 2002 © Arbitron 2002. Individual station rankings and demographic data are provided directly by the station.

| Station | Format | Owner | Su '02 | URL | Phone |
|-----------|-----------------|----------------|--------|----------------------|--------------|
| KASE-FM | Country | Clear Channel | 8.5 | kase101.com | 512-495-1300 |
| KQBT-FM | CHR/Rhythmic | Infinity | 6.4 | beat1043.com | 512-327-9595 |
| KLBJ-AM | News/Talk | LBJ-S | 5.4 | 590klbj.com | 512-832-4000 |
| KVET-FM | Country | Clear Channel | 5.2 | kvet.net | 512-495-1300 |
| KKMJ-FM | AC | Infinity | 4.9 | majic.com | 512-327-9595 |
| KHFI-FM | CHR/Pop | Clear Channel | 4.5 | 967kissfm.com | 512-495-1300 |
| KGSR-FM | Triple A | LBJ-S Brcdstg. | 4.4 | lbjs.com | 512-832-4000 |
| KLBJ-FM | Rock | LBJ-S Brcdstg. | 4.4 | klbjfm.com | 512-832-4000 |
| KEYI-FM | Oldies | LBJ-S Brcdstg. | 4.3 | oldies103austin.com | 512-832-4000 |
| KHHL-FM | Rgnl. Mexican | Amigo Brcdstg. | 4.1 | No website | 512-331-9191 |
| KAMX-FM | Alternative | Infinity | 3.8 | mix947.com | 512-327-9595 |
| KROX-FM | Alternative | LBJ-S Brcdstg. | 3.5 | kroc.com | 512-832-4000 |
| KPEZ-FM | Classic Rock | Clear Channel | 3.2 | www.kpez.com | 512-474-9233 |
| KFMK-FM | Rhythmic Oldies | Clear Channel | 2.9 | jamminoldies1059.com | 512-495-1300 |
| KXMG-FM | CHR/Rhythmic | LBJ-S Brcdstg. | 2.7 | mega933.com | 512-832-4000 |
| KVET-AM | Sports | Clear Channel | 1.8 | N/A | |
| KTND-FM | 80s | Simmons | 1.6 | 1077ktnd.com | 512-419-1077 |
| KJCE-AM | Urban AC | Infinity | 1.2 | kjuice.com | 512-327-9595 |
| KXXS-FM | Reg. Mex. | Amigo Br. | 1.2 | 1049austin.com | 512-416-1100 |
| KFON-AM | Reg. Mex. | Dynamic Radio | 1.1 | kfon.com | 512-453-1491 |
| KQQA-AM | Reg. Mex. | Yellow Rose | 0.9 | N/A | 512-218-0111 |
| KIXL-AM | Christian Talk | KIXL Br. | 0.5 | www.kixl.com | 512-372-9700 |
| KQQQ/KQQT | Tejano | Yellow Rose | 0.5 | N/A | 512-218-0111 |
| KSMG-FM | AC | Cox | 0.5 | www.majic105.com | |
| KELG-AM | Reg. Mex. | Dynamic Radio | 0.4 | www.kelg1440.com | 512-453-1491 |
| KTXZ-AM | Spanish Con. | Dynamic Radio | 0.4 | www.ktzplaneta.com | 512-453-1491 |

Top 10 Employers

| | |
|------------------------------------|--------|
| University of Texas at Austin | 20,249 |
| Dell Computer Corp. | 16,000 |
| Austin Independent School District | 10,408 |
| City of Austin | 10,000 |
| Motorola Inc. | 7,500 |
| IBM Corp. | 7,000 |
| Seton | 6,779 |
| IRS/Austin Center | 5,800 |
| HEB Grocery Co. | 5,666 |
| Austin Community College | 4,600 |

Employment

The civilian labor force for the Austin-San Marcos area averaged 754,269 for 2001. Total non-farm employment averaged 725,249 with unemployment at 3.8 percent. As of July 2002, total employment was estimated at 728,088 with a 5.9 percent unemployment rate. Austin's high-tech employment represents almost 15 percent of total non-agricultural employment. Although the region is gaining numerous biotech and software firms, the anchor of Austin's high-tech industry is hardware-driven.

Source: Austin Chamber of Commerce

Existing Home Sales

Median price for an existing home in the first half of 2002: \$157,300

Source: National Association of Realtors



Universities

The University of Texas at Austin
 Huston-Tillotson College
 St. Edward's University
 Concordia University at Austin
 Southwest Texas State University
 Austin Community College
 Southwestern University

Climate

Austin averages 300 days of sunshine annually. The average temperature ranges from 42 to 62 degrees in winter and 75 to 95 degrees in summer. Average annual rainfall is 32.49 inches. Snowfall is rare.

Taxes

Texas has no state or local corporate or personal income tax. Retail sales tax in Austin is 8.25 percent (6.25 percent state, 1 percent City of Austin and 1 percent transit authority).

Source: Texas State Comptroller

Station Profiles: Amigo Broadcasting — Austin

COO/Market Manager: Miguel A. Villarreal Jr.
512-416-1100, mvillarreal@rodcom.com

2211 S. I-35, Ste. 401, Austin, TX 78741. Fax: 512-416-8205

Director of National Sales/GSM: K. Andrew Peterson

Rep Firm: Lotus Entravision Reps

Amigo Broadcasting is a Texas-based, Hispanic-owned, Hispanic-targeted Radio group that strives constantly to super-serve the listener, which will in turn produce superior results for the advertiser. Amigo Broadcasting currently serves Austin, Amarillo, Corpus Christi, Dallas, Laredo, and Waco, Texas, and delivers compelling content programmed uniquely on a market-by-market basis.

Rankings Source: Arbitron Sp '02, M-Su, 6-mid. 12+, Adults18-34; Hispanic Arbitron Sp '02, M-Su, Adults18-49

KHHL 98.9 FM

FORMAT: Top 40 Mexican Hits **TARGET:** Hisp. A18-34
AQH 12+: 5.6 **RANK:** (#1 General Market)

Program Director: Fernando Jaramillo

Personality Line-Up: 5 am-12 noon *El Chulo y La Bola*, 12-3 pm Claudia Romero; 3-7 pm Javiercillo Salgado. KHHL Exitos' Top 40 Mexican Hits format delivers the rapidly growing Austin Hispanic market, whose growth has almost doubled that of its general market counterpart in recent years. This mass-appeal format features the No. 1 morning drive show — regardless of language — *El Chulo y La Bola*. The station's consistently growing trends are a sure sign that the Austin Hispanic market is finally being "super-served"!

KXXS 104.9 FM

FORMAT: Spanish AC **TARGET:** Hisp. A18-49
AQH 12+: 0.8 **RANK:** (#2 Spanish)

Music-intensive, KXXS "Sol" has made an immediate impact in Austin with its Spanish Adult Contemporary format. As Austin's second-highest-ranking Spanish-language station, "Sol" programs today's hottest musical acts, including Luis Miguel, Shakira, and Marc Anthony, blended with all-time international performer favorites. As Austin's Hispanic population blossoms, programming to different segments of the Hispanic market is proving to be smart business.

KOKE 1600 AM

FORMAT: Triple A **TARGET:** Hisp. A 25-54
AQH 12+: 0.5 **RANK:** NA

KOKE La Mejor is also a music-intensive format targeting the Hispanic consumer more recently immigrated to the United States. La Mejor plays Norteño music, or Mexican Country. Austin's strong economy has made it a "port of entry" for many people looking for jobs in the U.S. Norteño music appeals to this consumer. KOKE launched in early spring and has already out-delivered much of its competition in the market.

Many in the world of marketing and advertising are perplexed by the enigma surrounding the Hispanic market. There is a certain amount of uncertainty about the potential this market offers, and there is skepticism about its viability. In general, the advertising community's attitude towards this segment has been permeated by a belief that, while it is powerful in numbers, its contribution as a consumer group is limited. This belief could not be farther from the truth, as it is being proven in one of the union's most dynamic and fastest growing cities — Austin, Texas.

The Austin Hispanic market represents 25 percent of the area's total population. According to census estimates, over the next four years, the general population in Austin will climb 10 percent, while the Hispanic population will increase 17 percent.

The U.S. Hispanic market represents a goldmine for advertisers who want to grow and increase their market share. Typically, three major factors differentiate the Hispanic market from the general U.S. market. First, Hispanic population growth reported by the 2000 U.S. Census exceeded all expectations. Second, Hispanic economic buying power is increasing dramatically; and third, a wide range of cultural considerations make this group one of the most sought-after demographic groups in America today.

Radio is playing an increasingly important role in the U.S. Hispanic market. Over the past decade, Spanish-language radio stations routinely have ranked at the top of general-market rankers in many top U.S. markets. As a result, Spanish-language radio is one of the most important media reaching Hispanics, largely because Hispanics listen to the radio 20-30 percent more than the general population. From an advertiser's standpoint, Hispanics are ideal radio consumers because of Spanish-language radio's deeper penetration into this target market, its higher levels of exclusivity, and much longer time spent listening than general-market radio. In many markets, Hispanic reach and frequency simply cannot be mathematically achieved without using Spanish-language radio.

Success Stories: Amigo Broadcasting — Austin

COO/Market Manager: Miguel A. Villarreal Jr.
512-416-1100, mvillarreal@rodcom.com

2211 S. I-35, Ste. 401, Austin, TX 78741. Fax: 512-416-8205

Director of National Sales/GSM: K. Andrew Peterson

Rep Firm: Lotus Entravision Reps

Maxwell Auto Dealerships

Steve Laukhuf (Lee Tilford Agency)

PROBLEM: The Hispanic population in the Austin area continues to grow, and Maxwell Auto Dealerships saw the reality that Radio is one medium that can reach the largest percentage of that demographic. Maxwell saw that as an opportunity for Amigo's customer base to focus a very unique message directly to those consumers. The dealer, seeing bumper stickers for Amigo Broadcasting stations all over, knew that one day those drivers would be in the market for a new car.

SOLUTION: Maxwell Audio Dealerships was one of the earliest advertisers with Amigo, recognizing the reach that an FM Radio signal could have with the growing Hispanic population in the Austin area. Maxwell decided to create a complete, stand-alone media campaign based around the Hispanic population, even including a jingle in Spanish.

RESULTS: Maxwell Auto Dealerships now serve a large number of Hispanic clients — nearly 60 percent of its customers have Hispanic surnames. The participation that Maxwell has had on Amigo Broadcasting has led to enhanced marketshare and mindshare among a vital demographic group in the area.

Capitol Chevrolet

Desi Sandoval (Client)

PROBLEM: Capitol Chevrolet, in South Austin, targets the Hispanic population with its offering of cars and trucks. The young professionals and construction workers who make up a good portion of the Hispanic population are well matched to the cars and trucks that Capitol sells.

SOLUTION: Amigo Broadcasting was the perfect way for Capitol Chevrolet to educate that community about the programs the dealership offers to get first-time car buyers behind the wheel. Most recently, Capitol Chevrolet ran a three-month promotion with Amigo: Listeners won tickets that went into a raffle for a key that had a 1-in-100 chance of starting the motor of a new Chevy truck. Nearly 1,000 people come to the remote at the dealership on the day of the big giveaway, rapidly and dramatically raising the visibility of Capitol Chevrolet.

RESULTS: During the campaign, Capitol Chevrolet ran three spots per day in evening drive, promoting the dealer's vehicles and specials. Capitol says those ads led to the sale of as many as 30 automobiles — approximately \$84,000 per month over four months.

Boot Town

Abraham Rodriguez, Store Manager (Client)

PROBLEM: Boot Town, a local chain of retail stores in the Austin area, was interested in reaching a larger clientele. Store Manager Abraham Rodriguez, noticing that many of the customers were Anglo, urged the owners to consider targeting some of their marketing campaigns toward the Hispanic stations, in addition to their ongoing work with local Rock Radio stations.

SOLUTION: Discovering the strong ratings of Amigo stations, such as KHHH and KOKE, Boot Town invested in Hispanic Radio. Rodriguez is the voice of Boot Town's 60-second spots, cutting new commercials every week, and he is always on hand when the station does a remote with the stores.

RESULTS: Thus far, says Rodriguez, the decision has paid off, and he believes that the numbers will only continue to improve. Boot Town says that the figures in their stores have been stunning, on pace to be the store's most successful year yet, despite the down-turned economy.

Centex Homes

Fern Hernandez (client)

PROBLEM: In the Austin area, the number of lower-income families — many of whom are Hispanic — represents an untapped market for home-sellers able to provide low-interest loans and other programs to put those people in their own homes. Centex Homes is one such organization.

SOLUTION: Centex needed a way to reach that audience in a way that would yield the best results for its business, and it decided to pick up an Amigo campaign consisting of 30- and 60-second spots, as well as a promotion and live remote broadcast. The spots were intended to advertise the availability of programs that allow lower-income people to buy homes — for example, one that affords home buyers to put "no money down" on a new house.

RESULTS: Centex says that the remote at the site of a developer's model homes led to three completed home sales and two that remain pending. Centex says that it intends to again work with Amigo to reach the large and growing Hispanic population in the Austin market as it builds its business and reputation as a home-seller committed to serving Hispanic customers.

Station Profiles:
LBJs Broadcasting
— Austin

Market Manager: Scott Gillmore, 512-832-4000, sgillmore@lbjs.com
8309 N. IH 35, Austin, TX 78753. Fax: 512-832-4071
Website: www.lbj.com
GM: Bruce Walden NSM: Brad Copland
Rep Firm: McGavren Guild

KLBJ 590AM

FORMAT: News/Talk
AQH 12+: 5.5

Program Director: Mark Caesar
Personality Line-Up: 5:00-9:00 am – Mark Caesar, Ed Clements, Sam Cox & Todd Jeffries; 9:00-12:00 noon Dr. Laura Schlessinger (national); 12:00 noon-3:00 pm Rush Limbaugh (national); 3:00-6:00 pm *The Jeff Ward Show*; 6:00-7:00 pm Jeff Ward & Ed Clements; 7:00-8:00 pm Ed Clements & Kevin O'Keefe; 8:00-10:00 pm Neil Boortz (national); 10:00-12:00 mid. Clark Howard (national)
Newsradio 590 KLBJ/AM delivers a listening audience with the highest education and income levels of any other station in Austin. The station is highly respected for its excellent news reporting, and it has received more than 100 awards during the past 10 years — more than any other TV or radio station in Texas. Whether it's news, sports, traffic or weather, KLBJ-AM is the No. 1 radio information source in Central Texas.

KROX 101.5 FM

FORMAT: Alternative
AQH 12+: 5.3

Program Director: Melody Lee
Personality Line-Up: 6:00-10:00 am *The Morning X* w/ Drew Bennett & Trina Quinn; 10:00 am-2:00pm Melody Lee; 2:00-6:00 pm Toby Ryan; 6:00-10:00 pm James Reilly; 10:00 pm-12:00 mid. *Lovelines* w/Adam Corolla & Dr. Drew (national)
KROX/101X's Alternative format perfectly fits Austin's young population and active lifestyles, delivering 18- to 34-year-olds who are passionate, educated, discerning, and moving into their peak spending years. 101X listeners look to the station for the latest music, as well as scoops on where to eat, where to party, and all that's hot in Austin. KROX 101.5 broadcasts live 24/7/365 to the five-county Austin metro area that's known as "the live music capital of the world."

KXMG 93.3 FM

FORMAT: CHR
AQH 12+: 2.1

Program Director: Jay Michaels
Personality Line-Up: : 6:00-10:00 am Evan Shipe; 10:00 am-2:00 pm Jay Michaels; 2:00-6:00 pm Miss Kitty; 6:00-11:00 pm Forrest Bueller
KXMG-FM Mega 93.3 reaches an exceptionally broad range of listeners who lead very active lifestyles — professional, educated consumers with strong personal interests and high disposable incomes. Upbeat music, a focused target and two great signals add up to a megaton of power — the power of Mega 93.3/99.7

KGSR 107.1 FM

FORMAT: Triple A
AQH 12+: 4.6

Program Director: Jody Denberg
Personality Line-Up: 5:30-9:00 am *KGSR In The Morning* with Kevin Connor & Marnie Sutton; 9:00 am-12:00 noon Bryan Beck; 12:00 noon-3:00 pm Susan Castle; 3:00-7:00 pm Jody Denberg; 7:00 pm-12:00 mid. Bobby Ray; 12:00 mid.-5:30 am Kerry Dawson.
KGSR consistently is a top performer in the Austin market in reaching 25- to 54-year-olds. The station earned the pole position on *Rolling Stone* magazine's list of "Ten Stations That Don't Suck," and Arista Austin's John Butler says KGSR is "art on the radio... they've always exposed music that wouldn't be played anywhere else." No wonder people in Austin say KGSR is "where the music comes first."

KEYI 103.5 FM

FORMAT: Oldies
AQH 12+: 3.5

Program Director: Doug Wilson
Personality Line-Up: 5:30-9:00 am *Wilson & Company* with Doug Wilson and Sherry Wright; 9:00 am-2:00 pm Mike Lan-decker; 2:00-7:00 pm Wild Bill Reilly; 7:00 pm-12:00 mid. Evan; 12:00 mid.-5:30 am David Bruce
KEYI/Oldies 103 is the Oldies station exclusively targeting the coveted 25-54 listeners — the baby-boomer audience that actively listens to the radio and has money to spend. As it features music from the greatest hits of the '60s and '70s, there's no question that Oldies 103 is Austin's only Oldies station.

KLBJ 93.7 FM

FORMAT: Rock
AQH 12+: 3.4

Program Director: Jeff Carrol
Personality Line-Up: 6:00-10:00 am *Dudley & Bob* with Dale Dudley, Bob Fonseca, & Charlie Hodge; 10:00 am-3:00 pm Peggy Simmons; 3:00-8:00 pm Johnny Walker & Patty Lotz; 8:00 pm-12:00 mid. Loris Lowe; 12:00 mid.-6:00 am A.D.
KLBJ-FM signed on the air in Austin in 1972 and quickly grew to be the market's top rock station — a position it has held for 30 years — with a consistent line-up of veteran personalities and a willingness to play to local music tastes. The station has received numerous accolades and awards from virtually every publication and organization covering the radio industry.

Ratings Source: Arbitron Sp. '02, M-Su, 6-mid. 12+

**Personalities:
LBJs Broadcasting
— Austin**

Market Manager: Scott Gillmore, 512-832-4000, sgillmore@lbjs.com
8309 N. IH 35, Austin, TX 78753. Fax: 512-832-4071

Website: www.lbj.com

GM: Bruce Walden NSM: Brad Copland

Rep Firm: McGavren Guild

**Vice
President
Market
Manager**

**Scott T.
Gillmore**

Gillmore is a native of Shaker Heights, OH, and an alumnus of Ohio State (B.A.) and Ohio University (M.A.). He has worked in Austin radio since 1977 and has been with LBJs since 1990. He notes, "We believe LBJs offers the best of both worlds — a local group that is big enough to compete with the conglomerates [yet has] a family-owned, Austin-only focus. LBJs Broadcasting means no cookie-cutter formats and lots of community involvement."



**National Sales
Manager
Brad
Copland**

When Copland was promoted to NSM for LBJs Broadcasting, he asked buyers, reps and peers what made successful national programs. "I was consistently told [that] rate integrity; accurate, constant communication; and treating national accounts like local accounts were keys," says Copland. "I follow these steps and find that buyers and reps appreciate what we do here. It's reflected by our success!"



**Operations Manager
Jeff Carrol**

Carrol joined the company in 1982 as afternoon DJ for KLBj-FM. He now oversees the cluster's three top-rated rock stations, including KGSR and KROX. Under his direction, the stations have also received hundreds of awards, including "National Station of the Year" honors. Carrol believes that localization is crucial to winning: "Listeners come to us not only to be entertained, but also to feel they are part of a community," he says. "That's why our staff and our promotions are locally based."



**Program Director,
KLBj-AM**

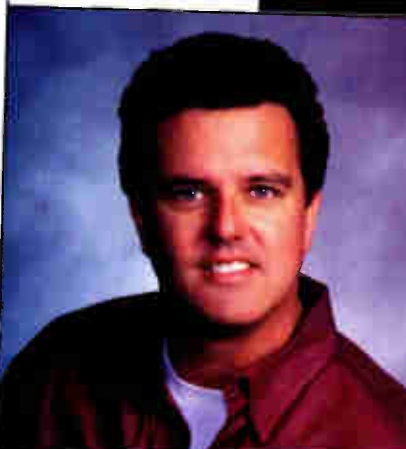
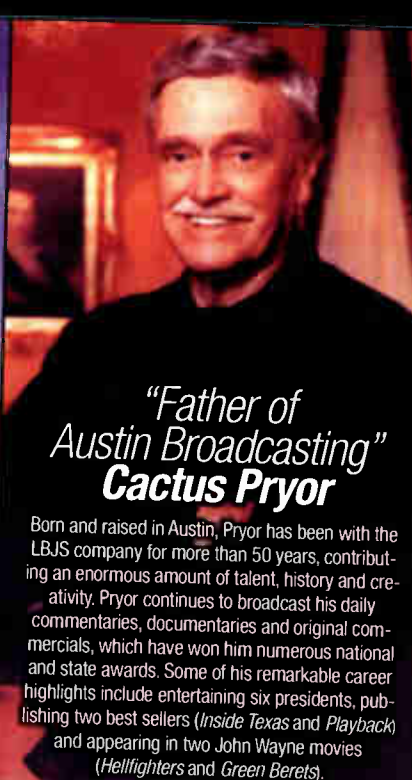
**Mark
Caesar**

Under Caesar's leadership, KLBj-AM has continued its 60-year tradition in news, winning nearly 100 awards over the last decade. The National Association of Broadcasters also honored KLBj-AM with the Crystal Award, for excellence in community service, and the Marconi Award for "Medium Market Station of the Year." Caesar is heard each weekday on the top-rated KLBj-AM morning show.



**"Father of
Austin Broadcasting"
Cactus Pryor**

Born and raised in Austin, Pryor has been with the LBJs company for more than 50 years, contributing an enormous amount of talent, history and creativity. Pryor continues to broadcast his daily commentaries, documentaries and original commercials, which have won him numerous national and state awards. Some of his remarkable career highlights include entertaining six presidents, publishing two best sellers (*Inside Texas* and *Playback*) and appearing in two John Wayne movies (*Hellfighters* and *Green Berets*).



**General Manager:
Bruce Walden**

With 15 years at LBJs Broadcasting, Walden has witnessed a multitude of changes in Austin Radio. His 20-year Radio career has taken him through the ranks of on-air announcer, promotions director, account executive, sales manager and director of sales. Walden loves living in Austin and working for a company with such deep ties to the community. "At LBJs Broadcasting," he states, "we've created an environment that fosters success and growth in the face of consolidation."

**Success Stories:
LBJS Broadcasting
— Austin**

Market Manager: Scott Gillmore, 512-832-4000, sgillmore@lbjs.com
8309 N. IH 35, Austin, TX 78753. Fax: 512-832-4071

Website: www.lbj.com

GM: Bruce Walden NSM: Brad Copland

Rep Firm: McGavren Guild

***KLBJ-AM Drives Traffic
To The County Line***

PROBLEM: With a general consumer profile skewed 60-40 male-female, the County Line restaurant chain was looking for a campaign to drive repeat business — specifically, to ensure that, just because the County Line was “out of sight,” it wasn’t “out of mind.”

SOLUTION: The County Line used KLBJ-AM extensively because the station has a large in-car audience that actively listens to the station. The station and the client developed a campaign using the homespun voice of Dee Dee “The Barbecue Queen” Halsey, manager of a County Line restaurant, to invite listeners to stop by one of the restaurants. Additionally, throughout the year, the client arranged for four live sports-talk remote broadcasts hosted by announcer Ed Clements, designed to drive traffic to specific locations.

RESULTS: “Our four remote broadcasts were so successful this year that I found some more budget so we could get a fifth one,” says County Line marketing director Scott Ziskovsky. He also reports exceptional sales of a special barbecue platter, mentioned only by Ed Clements on his daily Radio sports show.

***KLBJ-FM Draws Record Numbers
For Blood Drive***

PROBLEM: Promote awareness of Saturn of Austin’s annual blood drive, which in previous years had achieved moderate success, but nowhere near what the dealership anticipated for 2002.

SOLUTION: Saturn of Austin ran newspaper ads and contracted for some billboards prior to the drive, but the majority of the media mix went to KLBJ-FM, which, in addition to on-air promotion, held a day-long remote broadcast from the dealership. “We took the cars off the lot, and we cleared the showroom and turned it into a triage unit with about 30 or 40 cots,” says Michael Treglia, general manager of Saturn of Austin. “KLBJ broadcast the entire day from the ‘delivery pod,’ which is the size of a bedroom. They had bands playing, we had Rudy’s Barbecue, and we had boxes and boxes of pizza.”

RESULTS: “We were the No. 1 blood drive for Saturn, and it was KLBJ’s listeners who made this happen,” says Treglia. “If it wasn’t for KLBJ, we wouldn’t have gotten anywhere near what we did. Even the blood bank people were in total awe at what the station was able to do.”

KGSR Fuels Sales For “Neat Sheet”

PROBLEM: Kimberly Clark wanted to introduce The Neat Sheet — a new ground covering for the beach, soccer games, outdoor concerts etc. — to the Austin market.

SOLUTION: KGSR developed a nontraditional marketing program using 50 60-second Radio spots that directed listeners to register for a sweepstakes at Neat Sheet freestanding displays at HEB supermarkets. Winners would receive front-row tickets and backstage passes to a concert featuring Bonnie Raitt and Lyle Lovett. KGSR also set up booths at two “Blues On The Green” concerts and distributed bounce-back couponing to HEB, samplings of other Kimberly Clark products, and video demonstrations of The Neat Sheet.

RESULTS: This was the first time that Radio commercials for The Neat Sheet were produced and played on the air, and the entire campaign produced exceptionally solid sales for a product that had never been used in the market. As a result of the 4-week campaign, the Neat Sheet moved from outside the top 100 to No. 4 on the list of “seasonal general merchandise” in central Texas. “The results of this promotion have been fantastic, with significant consumer awareness and volume increases generated,” said Jana Collier, marketing director with Kimberly Clark.

Pepsi Caps 101 X Fest

PROBLEM: Pepsi Bottling Group, the local distributor, was experiencing slow sales of its 20-ounce products. Its objective was to improve sales as well as boost incremental space in the stores in order to move more product. Because Pepsi usually negotiates all its programs annually, the station had to develop a campaign over and above programs already in place.

STRATEGY: KROX partnered with Exxon Tiger Stores, a local convenience store with 30+ Austin locations. Consumers were encouraged to purchase two or more Pepsi 20-ounce products; in exchange, they received free tickets to “101 X Fest.” Each ticket was a \$30 value. For a small investment, the consumer was able to get a limited number of free tickets. There were 3,000 available tickets. Additionally, KROX provided four remotes at key account locations and gave away additional tickets through on-site promotions and sweepstakes drawings. Pepsi received incremental in-store displays, with canisters set near the cash register in addition to the regular display inside “cold boxes.” Pepsi also was named the exclusive beverage distributor at the X Fest.

RESULTS: During the course of the campaign, Pepsi sold 11,000 cases of beverage; and it has worked with KROX to develop additional programs, including a music festival earlier this month attracting an audience of 15,000.

**Promotions:
LBJS Broadcasting
— Austin**

Market Manager: Scott Gillmore, 512-832-4000, sgillmore@lbjs.com
8309 N. IH 35, Austin, TX 78753. Fax: 512-832-4071
Website: www.lbj.com
GM: Bruce Walden NSM: Brad Copland
Rep Firm: McGavren Guild



107.1 KGSR
8309 N. IH 35
Austin, TX 78753

Pay to the Order of: *The Sims Foundation* \$ 217,592⁰⁰

Two hundred & seventeen thousand, five hundred and ninety two dollars

For: *Broadcasts, vol. 9* KGSR FM

107.1 KGSR RADIO AUSTIN



101X's "Summer 101"

One lucky winner every year walks away with thousands of dollars' worth of essentials for enjoying an outdoor Austin summer with 101X's "Summer 101." Hundreds of listeners qualify on-air over eight weeks and then show up at a retail location for a key to open the treasure chest of prizes. Everything from bikes to kayaks, Rollerblades to wakeboards, tents to roof racks, clothes, sunglasses, helmets, sleeping bags and much more go to the lucky winner.

KGSR "Broadcasts, Volume 9"

KGSR program director Jody Denberg (center) presents the SIMS Foundation with a check in the amount of \$217,592 from the proceeds of "Broadcasts, Volume 9" CD. KGSR has raised nearly \$500,000 for various charities each year. Great community events and causes include "Fan Fare Friday for Family" eldercare, the KGSR "In The Morning Cash-In and Concert" for the Austin Children's Center, "Hearts for the Arts" blood drive, and the "Christmas Bureau Starathon," as well as various events for the Capitol Area Food Bank.

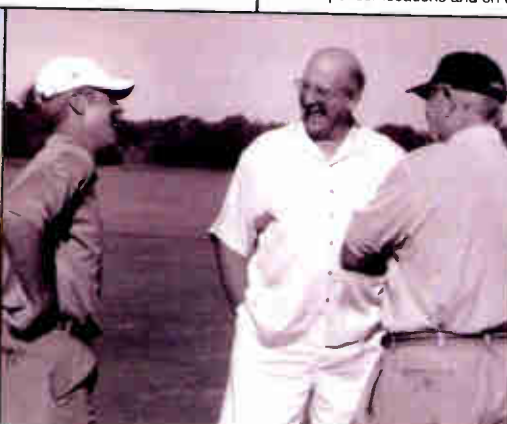
**MEGA 93.3
"Momentum Vol. 1"**

MEGA 93.3's release of its first music-mix CD, *Momentum Vol. 1*, benefited the Capital Area Food Bank, sold out in less than two weeks and debuted as the second-hottest selling CD in Austin. The CD was promoted through on-air advertising, point-of-sale displays in area sponsor locations and on the MEGA 93.3 website.



KLBJ-FM's Shore Thang

Shore Thang is the concert-goers' mecca for summer in Austin, TX. However, last year's performance had been scheduled just days after the September 11th attacks. Throughout the crowd of more than 15,000 fans at the event were flags — red, white and blue everywhere. The crowd came ready to rock, and the bands scheduled to perform — Joan Jett, Blues Traveler and headline band Black Crowes among others — were happy to oblige.



**Oldies 103
"Duck Soup Challenge"**

In 2001, the First Annual Oldies 103 "Duck Soup Challenge" was held in Austin and raised more than \$10,000 for Ronald McDonald House. Twenty-two touring professionals from the PGA and Senior PGA Tour took part in this one-day charity golf event. Oldies 103 arranged sponsors and ran promos soliciting teams, bringing the tournament to life. Participants included Ben Crenshaw (far left), Miller Barber (right), Coach Darrel Royal (center), Mark Brooks and many others.

**KLBJ-AM
Longhorn/
Aggie
Breakfast
Bash**

One of the biggest football rivalries in the country is that between the University of Texas Longhorns and the Texas A&M Aggies. 590 KLBJ-AM has hosted the Longhorn/Aggie Breakfast Bash since 1995, always the Wednesday before Thanksgiving. Three hundred listeners are invited to the event, where they are served breakfast, entertained by a live band and given the chance to win valuable prizes. Theirs are truly the most sought after tickets in town, and the event has become a Thanksgiving tradition.

Spotlight:
on the
Austin Radio Market

**Luci Johnson
And Ian Turpin:
Overseeing 60
Years Of Austin
Heritage**

Luci Baines Johnson is chairman of the board of The LBJ Holding Company, vice president of BusinessSuites, and a member of the board of directors of LBJ Broadcasting. Her husband, Ian Turpin, is president and a director of The LBJ Holding Company, as well as CEO of BusinessSuites. They oversee the Radio broadcasting assets of LBJs Broadcasting which, with its heritage station KLBj-AM, is the oldest independent Radio company serving the Austin market.

INK: What are the competitive advantages and disadvantages of operating the largest independent Radio group in the Austin market?

»**LJ:** LBJs is really all about Austin. This is a heritage group that's been in this market for 60 years, and we have an understanding and appreciation of the city like no one else. Austin is mighty important to us. We have the advantage of having local programming and personalities looked at with a sense of heritage and community. We also can make decisions more quickly, and that means we can change more quickly. Of course, it cuts both ways. If you're part of a big group, you have certain economies of scale, and we understand that and appreciate that. But we also know that we can relate to people better if we're a local, smaller group. The interesting thing is [that] we are the biggest group in town, but we're also a local company.

»**IT:** Also, because we're headquartered here in Austin, we probably can make some decisions even more quickly than some regional and national groups can.



Luci Baines Johnson and her husband, Ian Turpin, run Austin's oldest independent Radio company.

What does the term "heritage" mean to those people who work at LBJs?

»**LJ:** All of the staff at LBJs is very cognizant that, while we're a very future-oriented entity, one woman was willing to get down on her hands and knees and scrub the floors of a failing Radio station in order to make all of this great dream possible for us. My mother remains an inspiration to Ian and to me and to all of our staff, reminding us that, by gosh, in Radio you do whatever job needs to be done.

How important is the sense that LBJs is a local company, rather than a national company with a local outlet?

»**IT:** It's very important because, when our salespeople try to write some business, they get the benefit of local businesses' knowing that we've been in this market for a long time. We're a local business doing business with other local businesses.

»**LJ:** That segues into another thing: We have an employee who has been with LBJs longer than I have been with the Johnson family. Cactus Pryor has been here for nearly 60 years. Plus, we have many loyal employees who have been here in excess of 15 years. In Radio, that's really a remarkable achievement. What this means is that these people are able to approach clients with the heritage and credibility of LBJs.

How is the local Austin economy performing at this point in the 4th quarter, and how is it shaping up for 2003?

»**IT:** The economy this year was pretty flat, maybe slightly up, and we predict there may be a slight increase next year. But we're not expecting the huge gains we got in the late 1990s. Austin was blessed then, but we know that was an anomaly, and we don't expect to return to that anytime soon.

»**LJ:** And we recognized it at the time as a bit of whipped cream. Whipped cream is mighty tasty and you love it, but you know it's not the meat and potatoes. And when your whipped cream goes away, you're longing and wistful to have it back. Having said that, we came out of the summer Arbitrons with four of the top six stations in town, so we're feeling very blessed — and very grateful to the extraordinary team at LBJs.

What do you think is Radio's single greatest strength when communicating with listeners?

»**LJ:** Radio is the most intimate medium there is, and in times that are difficult, it's also the most cost-effective medium advertisers have to communicate their needs. It's also a local medium: In times of triumph or trial, it's where we all go because we can get the quickest response. Radio targets specific demographics, while other media are all over the place. In the end, Radio is all about listening. It's about listening to the community, it's about listening to the advertisers, and it's about listening to the listeners. Radio is the most effective communicating tool there is, and I hope and pray and believe that LBJs is listening to the needs of central Texas. ☎

PHOTO BY DON ROGERS, MASTER PHOTOGRAPHER, AUSTIN, TX

Station Profiles:
Infinity Radio
 — Austin

Market Manager: John Hiatt 512-329-6210, jdhiatt@cbs.com
 4301 Westbank Dr., 3rd Fl., Austin, TX 78746. Fax: 512-329-5203
 Cluster Marketing Manager: Joe McCormack 512-329-6258
 Owner: Viacom
 Rep Firm: KATZ

The Infinity Broadcasting Inc. Austin radio cluster holds some of the jewels in the crown of the Austin radio market. Owned by Viacom, KAMX, KQBT, KKMJ and KJCE create the "Wall of Women" for a varied list of advertisers ranging from car dealers to cosmetic surgery. Each station tailors its format to target different age groups with minimal crossover. KQBT is attractive to the mobile, younger females; KAMX targets the young, modern, professional female; KKMJ reaches the "at work" adult woman in a family friendly environment, and KJCE represents the more mature, conservative female.

Infinity's Austin radio stations not only provide the dynamic demographics that match advertisers' needs, they also deliver the demographics that provide outstanding results. The entire support staff — including programming, marketing and promotions — understands how critical its role is in a successful advertising campaign. Collectively, Infinity pools the resources needed to reach the common goal, providing a positive experience from the sale to the promotional execution.

Infinity's programming department employs professionals that comprehend the unique qualities of the station listeners and their individual needs. Understanding these needs allows the development of innovative programming tactics. These tactics provide the perfect match between the advertiser and the listener.

By continuously providing quality programming, marketing, promotions and sales fulfillment, Infinity Austin's radio cluster ensures the delivery of the "Wall of Women" to its diverse group of advertising partners.

KKMJ 95.5 FM

FORMAT: Mainstream AC TARGET: W 25-54 RANK: 2

Program Director: Alex O'Neal
Line-Up: 5-9am *Majic in the Morning* with Alex & Madi (3 years), 9 am-2 pm Shelly Knight (5 years), 2-7 pm Stephen Michael Kerr (11 years), 7 pm-Mid *Lovesongs with Scarlet* (2 years), Mid-5 am Eric Leikem (2 years).
 Majic 95.5 is Austin's family friendly station, the one station you can listen to with the kids in the car. It's also the station everyone can agree to at work. Majic has its signature jazz show every Sunday morning from 7-11am and plays holiday music 24/7 from Thanksgiving through December 25th.

KJCE 1370 AM

FORMAT: Talk Radio TARGET: M 25-54 4 RANK: NA

Program Director: Alex O'Neal
Line-Up: 5-9 am *Imus in the Morning* (synd.), 9am-Noon *The Mike Gallagher Show* (synd.), Noon-2 pm *The Bill O'Reilly Radio Factor* (synd.), 2-5 pm *The Sean Hannity Show* (synd.), 5-6 pm *The CBS Radio News Hour* (synd.), 6-9 pm *The Michael Savage Show* (synd.), 9 pm-Mid *The Laura Ingraham Show* (synd.), Mid-5 am *America Live* (synd.)
 Talk Radio 1370AM is Austin's New Talk Alternative. With conservative talk during the week and interesting innovative local and syndicated programming on the weekend, Talk Radio 1370 is a much-needed breath of fresh air to the AM dial.

KQBT 104.3 FM

FORMAT: Rhythmic Top 40 TARGET: W18-34 RANK: W18-34: 2

Program Director: Scooter Stevens
Line-Up: 5:30-10 am *Meredith & the Stick* (3 years), 10 am-3 pm Maui (1 year), 3-7 pm BJ Lewis (1 year), 7 pm-Mid *Boy Loco* (2 years), Mid-5:30 am *Austin* (3 months).
 The Beat 104.3 is Austin's only Rhythmic Top 40 with high-energy DJs, upbeat music and contests with a fun twist — Austin's "hip" station.

KAMX 94.7 FM

FORMAT: Adult Top 40 TARGET: W18-49 RANK: W18-49: 2

Program Director: Scooter Stevens
Line-Up: 5:30-10 am *JB & Sandy* (7 years); 10 am-3 pm Clay Culver (5 years); 3-7 pm Carrie Benjamin (4 years); 7 pm-Mid Leah (3 years); Mid-5:30 am (automated).
 Mix 94.7 is the only Adult Top 40 in Austin. *JB & Sandy* is a nationally known AM show with strong community involvement. If music has a style that's appealing to women in their late 20s and early 30s, then Mix 94.7 is their first choice.

Success Stories:
Infinity Radio
 — Austin

Market Manager: John Hiatt 512-329-6210, jdhiatt@cbs.com
 4301 Westbank Dr., 3rd Fl., Austin, TX 78746. Fax: 512-329-5203
 Cluster Marketing Manager: Joe McCormack 512-329-6258
 Owner: Viacom
 Rep Firm: KATZ

Howerton Eye Center

Howerton Eye Center, Shawn Powell

PROBLEM:Howerton Eye Center is an Austin-area provider of Lasik eye surgery, an extremely competitive business. Howerton wanted to enhance its brand presence to be more visible than other providers.

SOLUTION: Three years ago, Howerton Eye Center began to advertise on Infinity Radio, creating a jingle, a slogan and a strategic campaign to reach new customers. The slogan, "Experience you can clearly see," made sense for Howerton, and they chose Radio because of the frequency it could be heard during prime hours. The spots run on three Infinity stations — KKMJ Majic 95.5 FM, Talk Radio 1370 AM, KAMX-Mix 94.7 FM — with about 10 spots per week on Monday, Tuesday and Wednesday.

RESULTS: Howerton tracks campaign results closely. When phone callers request the free consultation or simply seek information, Howerton asks where the person heard about the company. Increasingly, new clients say they heard a spot on Radio. The medium now generates 18 percent of the practice's referrals.

Rent-A-Tire

Rent-A-Tire, Larry Gaston

PROBLEM: Rent-A-Tire is a custom tire-and-rim store with 31 locations in Texas, Arizona and California. It not only sells wheel rims but also has a "rent-to-own" program." The company previously had invested a large portion of its marketing budget for Yellow Pages advertising, but it was looking for an effective way to increase name recognition and bring customers into the stores.

SOLUTION: KQBT presented Rent-A-Tire with an advertising program that showed how the station's target demographic was ideally matched to the company's target customer. The campaign of on-air spots ran with an optimum reach-and-frequency schedule in order to maximize Rent-A-Tire's investment.

RESULTS: The campaign on KQBT "definitely produced customers for us, and we have increased our sales since we've been advertising with them," says Rent-A-Tire marketing director Larry Gaston. "We've also dropped our Yellow Pages advertising, with the idea that we'd rather put that money into radio advertising."

Interior Detailing Services

Founder/Co-owner, Jake McCoy

PROBLEM: Interior Detailing Services is a high-end home care company, providing special cleaning and detailing services for large and unusual homes in the Austin area. Even though the firm has been in business for more than 18 years, successfully marketing its unique services via direct mail, Interior Detailing wanted to expand its market. Founder and co-owner Jake McCoy decided to become a household name.

SOLUTION: A demographic analysis and an ensuing search for how to reach the firm's desired demo pointed to Talk Radio. The firm's existing client base consisted of more-affluent, more-conservative people — intellectuals, writers, inventors — and Infinity's KJCE was the perfect fit to reach that audience. Interior Detailing created some humorous and irreverent spots that highlighted the difference in quality when a homeowner cuts corners in home care.

RESULTS: Leveraging about 14 spots per day, Interior Detailing is enjoying its new status as a household name. McCoy, who does the spot voiceovers, is growing in celebrity as well. Walking through a home center in his company shirt, he is frequently stopped and asked, "Are you Jake McCoy, Austin's leading home care specialist?" Yes, in fact, he is.

Barrett Mitsubishi

Barrett Mitsubishi, Kemy Rose

PROBLEM: Create visibility for, and drive new customers to, Barrett Mitsubishi dealerships in the Austin area.

SOLUTION: Infinity-Austin made a presentation to Barrett Mitsubishi, proposing that the company use KKMJ Majic 95.5, KQBT "The Beat," and KAMX Mix 94.7 to reach a wide range of Austin-area consumers. Barrett Mitsubishi uses only Radio to advertise its dealerships.

RESULTS: The commercials, aired on the combination of the Infinity stations, produced significant sales at the Barrett dealerships.

**Personalities:
Infinity Radio**

—Austin

Market Manager: John Hiatt 512-329-6210, jdhiatt@cbs.com
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JB & Sandy Wake 'Em Up On KAMX

JB and Sandy met years ago at a conference and became interested in working together. They corresponded and traded show tapes, noticing a great compatibility. JB thought Sandy was abrasive but thought he could soften him up a little; and Sandy thought he could make JB less of a "wuss." It must have worked: The result is a well-balanced family-oriented show on KAMX MIX 94.7 FM. Nearly seven years later, Austin is waking up to the *JB & Sandy Morning Show*.



B.J. Beats The Afternoons At KQBT

As afternoon on-air announcer, B.J. keeps it moving at BEAT 104.3 FM.



Shelly Knight Serves Up Midday Majic

Shelly Knight is the midday host and music director for Austin's soft rock station Majic 95.5. In Austin Radio for 10 years, Shelly landed at Majic in 1998 as the over-night host, moving to the morning show and eventually to middays. Shelly schedules the music for Majic, hosts the midday show 9 a.m.-2 p.m., does commercial production as well as live appearances and remotes. Shelly enjoys singing in The South Austin Gospel Choir, playing guitar, sewing, exercising, and spending time with her husband, Majic's Eric Leikam, and son Antone.

Management Profiles



GM/VP
John Hiatt

Hiatt is general manager and vice president of Infinity Broadcasting Inc. in Austin. His responsibilities include KKMJ, KAMX, KQBT and KJCE.



Sales Manager, KQBT
Tom Michel

"During my first job, at an ad agency, I was introduced to Radio salespeople, who were having a great deal more fun, making more money, and enjoying more freedom than I, so I moved to Radio sales in 1992. I sold local Radio in Austin and Houston for four years prior to becoming NSM for infinity's Austin cluster. After two years, I had the opportunity to help launch and manage KQBT — a position that I love. Infinity is an amazing company with inspiring visionaries."

Sales Manager, KKMJ
Kathy Enfinger

Kathy Enfinger is GSM for KKMJ/Soft AC. Her Radio career spans 20 years and has taken her from a family owned station to Clear Channel to Cumulus Broadcasting. Coming to Infinity/Austin, she says she has found the perfect combination of working with true Radio professionals who also care about their employees.



**Promotions:
Infinity Radio
— Austin**

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KQBT- BEAT 104.3 "Shoes For Austin"

"Shoes for Austin" is an annual nonprofit program that provides new athletic shoes to disadvantaged youths and adults striving to improve their current situations. These improvements may include: 1) a student's increasing one letter grade in two school subjects, 2) completion of a job-training course, 3) participation in a sports-based mentoring activity. These individuals are active in their own self-improvement, setting goals and working hard to reach them within limited time frames. KQBT participates in this event annually. The Beat 104.3 takes prides in its commitment to community involvement.



**"JB and Sandy's
Private Beach Party
at Carlos N Charlie's"**

KAMX MIX 94.7 morning show, *JB and Sandy*, hosted a private concert featuring Edwin McCain [singing above], Avril Lavigne, Rubyhorse, and Damesviolet. The only way to get tickets was to win them from MIX 94.7. The Private Beach party was a huge success with more than 2,000 MIX listener-winners.



Beat 104.3 "Austin Idol Search"

As *American Idol* has proved to be a hot show, The Beat 104.3 partnered with FOX-7 News in their search for the "Austin Idol." The Beat 104.3 hosted "The Beat 104.3 Austin Idol" at Element, one of Austin's hottest clubs. The judges were the Beat 104.3 *Morning Show*, music-industry pros from *The Austin Chronicle* and *Sundowner*, a local band.



**KKMJ "The Majic of
Christmas"**

During the holidays, the Austin community comes together to provide indigent children with holiday gifts. Last year, Majic 95.5 created a toy drive, "The Majic of Christmas." Majic 95.5 first solicited listeners on-air, asking them to nominate families who would not have a very merry Christmas. Then, Majic 95.5 asked listeners to donate new, unwrapped toys at various area locations and finally invited listeners to the station to wrap the gifts. More than a thousand listeners wrapped gifts. To distribute the gifts, Majic hosted a Christmas party that included a special visit from Santa. An amazing promotion that left everyone with warm feelings, it has become an annual tradition at Majic 95.5.



MIX 94.7 Bikes for Kids

This yearly event, for MIX 94.7 and morning show hosts JB and Sandy, is a holiday favorite! MIX 94.7 requests donations from listeners to buy new bicycles for needy children in the Austin Area. All donations go entirely toward the hard costs of the bikes and helmets. In addition to donations, the station asks for nominations of kids who would benefit from a new bicycle. Doesn't every child deserve to have a brand-new bike?

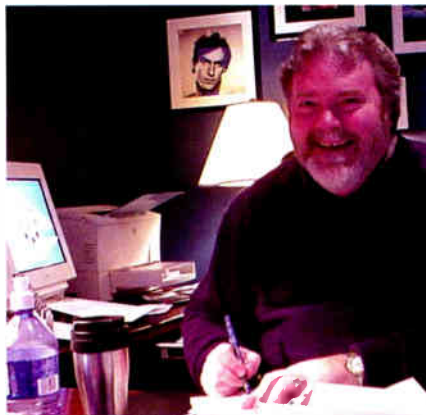
**KKMJ "Deep From
the Heart of Texas"**

After the September 11 tragedies, Majic 95.5 teamed with Delta Airlines to promote travel to New York in the "Deep From The Heart of Texas" promotion. Listeners dressed in Americana and "New York" costumes for a party in Austin's Central Park. Attendees judged costumes, and 10 winners won Delta tickets to New York, plus hotel/entertainment passes.



Spotlight:
on the
Austin Radio Market

John Hiatt:
There's No Place Like Austin



A native Texan, Infinity VP/Market GM John Hiatt describes Austin as one of the prettiest cities in the state, maintaining its intimate, small-town feel despite the incredible growth the market has experienced over the past decade.

INK: What aspects of the Austin market set it aside from other markets in which you have worked?

»JH: Despite its growth from a city of about 350,000 in the mid-'80s to today's 1.1 million, Austin has managed to retain an intimate, small-town feeling. When I arrived here from Houston in March 1998, Arbitron ranked Austin 49th in size. Four years later, it's 42nd and I believe it is ranked about 32nd in revenues. As a born-and-raised Texan, I can also say that it's probably the prettiest of Texas' major cities — I actually enjoy the scenery on my drive to and from work each day along the Capital of Texas Highway. It's much different from driving up and down Central Expressway in Dallas or the Katy Freeway in Houston. Austin is also a very casual city — you seldom see ties worn here — and the city is also very warm and quick to welcome newcomers.

How is the Austin economy shaping up for 2003, and how should this affect the performance of your stations?

We were blessed with some unbelievable

growth from 1998 through 2000. The market grew about 20 percent annually, and our cluster was nearly double that. But, you pay for that growth when reality sets in. Because of Austin's high-tech nature, we benefited from the dot-com boom more than any market our size. In 2000 alone, we did nearly \$1.5 million in dot-com business as the market grew to almost \$90 million. Being the big winners, we got hit a little harder than the rest of the market. There were months in 2000 when the market was up \$750,000, and our three FMs accounted for \$725,000 of that increase; so, in the last two years while the market has been down, it's been a character-building experience for all of us. After a tough first half, our third and fourth quarters this year will finish very strong — actually on budget — but it has become very difficult to forecast. Right now, it feels like the market may be flat in 2003, but we have four very strong sales teams, and we have a plan to do well regardless of what the economy decides to do.

How important is it to work directly with the advertising prospect or client to find a marketing strategy that works for all concerned?

This year, mostly out of necessity, we began to put a very heavy emphasis on the development of our local, direct business. The result was that our direct sales were up nearly 50 percent over the prior year, and we hope to do that again in the coming year. We use a selling strategy developed by a local Austin sales trainer, Paul Weyland, and we have found it to be an excellent way to develop the marketing skills of our reps — down to teaching them how to develop strong copy. Our clients are the lifeblood of the Radio station. Everyone on our staff, regardless of what department they are in, is in sales. Once in a full-station meeting, I asked everyone

in sales to stand, and there were enough of our programming and traffic people who caught my drift that most of the room stood.

How would you measure the effectiveness of an advertiser's marketing campaign? What should advertisers expect?

Good question. Creating reasonable expectations is one of the most important things that we do as sellers. One of the things that Paul Weyland's system has taught us is how to manage the client's expectations. We have a very specific, mathematic formula that uses the client's average sale to gauge what kind of expectation they should have. In a sense, we negotiate an expectation that is acceptable for everyone, and our experience so far is that very few clients are disappointed at the end of the schedule. If a client doesn't have much money, one thing we suggest is that they own a day — heavily targeting a limited budget works far better than diluting it.



**A Few Words
With Clear
Channel's
Dusty Black**

Dusty Black moved to Austin in 1998 to become regional VP/GM for Capstar Broadcasting in Austin. In his current Clear Channel

role as regional VP/market manager. Black is responsible for Austin, San Antonio, Victoria, McAllen and Corpus Christi.

INK: What aspect(s) of the Austin market set it aside from other markets in which you have worked?

»DB: Austin is one of the coolest Radio markets in America. The programming choices in this town are exceptional. I guess the fact that Austin is the 'Live Music Capital of the World' mandates such great programming diversity.

How would you define leadership, and what qualities does it take to be a great leader?

Leadership is having vision and the ability to motivate others to help you attain that vision. A great leader cares about people. A great leader is a great listener. A great leader cares enough about his staff and his company to shoot straight with his employees about their strengths and weaknesses. A great leader makes sure the right people get the credit for their achievements.

What does your company look for when hiring new account executives or other key positions?

Without question: talent, passion and courage.

How critical is sales training in today's competitive media environment?

Effective and consistent sales training is an imperative in today's highly competitive business environment. Selling is still a contact sport, but the sophistication of the marketplace mandates that each account executive be equipped with the best sales training possible.

If there was one aspect about Radio — one strength — that you'd like to point out to advertisers or agencies, what would it be?

That's a tough question, because there are so many unique aspects about Radio. I guess the single most unique thing about Radio is how it touches people in a very personal way. Virtually everybody uses Radio every day. It's the ultimate companion media.

Meet Amigo Broadcasting's Miguel Villarreal

Miguel Villarreal is chief operating officer and market manager for Amigo Broadcasting in Austin. The Texas company is Hispanic-owned and Hispanic-targeted.

INK: What influence has Amigo Broadcasting had on the Hispanic population — and Hispanic-oriented media — in the Austin market?

»MV: For several reasons, the Austin market is different from other markets I've worked in. The most important is that, until Amigo Broadcasting arrived on the scene, this densely populated Hispanic market was being severely underserved. While this presented a great opportunity for us, it also presented us with the challenge of educating the local advertiser population, which was largely unaware of the buying power of Hispanics. Additionally, the market presented us with a big challenge, in that we've had to work very hard to create "Hispanic" national and regional advertiser budgets, which were primarily nonexistent.

How would you define leadership, and what qualities does it take to be a great leader?

I think leadership can best be described as the ability of a manager to provide

a healthy work environment for all employees, allowing each individual the independence to rise to his or her level of excellence and work style, while fostering team spirit. The most important qualities that a great leader can exhibit are a willingness to train; a willingness to make a hard decision, even if it is unpopular; empathy; and the desire to lead by example. It is also very important for a leader to be able to set clear-cut goals and to manage change while rewarding individuals for success.

How important is it to work directly with the advertising prospect or client to find a marketing strategy that works for all concerned?

It is imperative that a one-on-one relationship be established with each client. Not doing this undermines the entire marketing process and destines an advertising campaign to fail. That is, without direct involvement in marketing strategy formulation, we become commodity traders, not problem-solvers.

How would you measure the effectiveness of an advertiser's marketing campaign? What should the advertiser expect?

The effectiveness of an advertiser's campaign can only be measured in one way: increased sales! The expectation should be that if a valuable product is put on the market, and a compelling marketing strategy is implemented, then sales success should be achieved. Understanding the consumers' needs is the most important variable in any marketing strategy. Does a consumer want to buy a drill, or does he want to put holes on the walls?

Who do you consider your primary competition in the Austin market?

As is the case in every other market, our biggest competition in Austin is print media — primarily the newspapers!

South By Southwest IS Austin

Say "Austin" to a music-industry person and you're likely to hear a tale of the first time that person attended South By Southwest. Since its debut as a small, independent music festival in 1987, South by Southwest (SXSW) has evolved into a multi-faceted global event encompassing all elements of the entertainment industry. The March 2002 event touted more than 1,000 live performances. In March 2003, South By Southwest Inc., a private, Austin-based company, expects more than 15,000 participants from the music, film and Internet industries at the Austin Convention Center for its annual event.

"I've heard people refer to South By Southwest as a 'gathering of tribes,'" says SXSW Managing Director Roland Swenson. "More than anything, South By Southwest draws together the journeyman music-

industry professionals from around the world. [These persons] tend to be from the creative sides of their companies. People look to SXSW to provide a frame of reference for discussion and discovery of what's happening now, and what's about to happen in the business world that supports the careers of performing musicians."

Swenson says SXSW has expanded its scope to focus also on the film and television industries because of the "natural affinity" between them. "More and more, we find ourselves hosting the premiere of a movie, the launching of the soundtrack, all being promoted via the Internet," he explains. "As with the music event, the attendees at our film and Internet events tend to be the people who are charged with creating content and finding new ways to market creative products."

**Station Profiles:
Clear Channel
— Austin**

Market Manager: Dusty Black, 512-495-1300, dustyblack@clearchannel.com
3601 S. Congress, Bldg. F, Austin, TX 78704.
Website: www.clearchannelaustin.com
DOS: Lise Hudson NSM: Heather Lonsdale
Rep Firm: Katz

KASE 100.7 FM

FORMAT: Country TARGET: A 25-54 RANK: 12+-1

Program Director: Jason Kane

Line-Up: 5-9 a.m.: *Morning Zoo* with Rob Mason, Gary Dixon and Bama Brown; 9 a.m.-12 noon: Deena Blake; 12:00 noon-3 p.m.: Bob Pickett; 3-7 p.m.: Gerry Harmon; 7 p.m.-12 midnight: Michelle Lee

KASE-FM is a heritage station that has been the No. 1 ratings leader (persons 12-plus) in the market for 20 years. Its primary target is adults 25-54, and it skews female. Listenership breakout: 38 percent are professional/managerial; 86 percent have attended at least some college; 73 percent are in the 25-54 demo group, and 95 percent earn an income of at least \$25,000.

KFMK 105.9 FM

FORMAT: Urban Hits TARGET: Adults 25-54 RANK: NA

Program Director: Robin Flores

Line-Up: 5-10 a.m.: *Johnny Goyen Morning Show*, featuring Jennifer; 10 a.m.-3 p.m.: Jose Brown; 3-7 p.m.: Robin Flores; 7-9 p.m.: Michael Trejo; 9 p.m.-12 midnight: Shalonn

KFMK targets an adult 25-54 audience that skews female. More than 60 percent of households with listeners tuning in have children under 18. Listenership breakout: 41 percent are professional/managerial; 82 percent have full- or part-time employment; 74 percent are adults 25-54; and 84 percent earn an income of at least \$25,000.

KHFI 96.7 FM

FORMAT: CHR TARGET: Adults 18-34 and 18-49 RANK: NA

Program Director: Jay Shannon

Line-Up: 5-9 a.m.: *Kidd Kraddick In The Morning*; 9 a.m.-2 p.m.: Micki Gamez; 2-6 p.m.: Domino; 6-10 p.m.: Boogie; 10-11 p.m.: Carson Daly

With heritage call letters, Kiss FM 96.7 has maintained the same CHR format for 20 years. Its primary target is adults 18-34 and 18-49, and it skews female. Listenership breakout: 34 percent professional/managerial; 74 percent have full- or part-time employment; 75 percent have attended some college, 59 percent are in the 25-54 demo group, and 82 percent earn an income of at least \$25,000.

KVET 98.1 FM

FORMAT: Heritage Country TARGET: Adults 25-54 and 35-64 RANK: Adults 18+ and 25-54: 1

Program Director: Jason Kane

Line-Up: *The Morning Call-In Show* with Bob Cole and Sammy Allred; 10 a.m.-3 p.m.: Tom Allen; 3-7 p.m.: Janice Williams; 7 p.m.-12 midnight: Eric Raines.

This heritage Country music station features the top-rated Sam and Bob morning call-in show, which is No. 1 in Adults 18+ and 25-54. The station targets adults 25-54 and 35-64, and it skews male. KVET is the University of Texas flagship station. The format is Texas Traditional, with a playlist that features new Country artists as well as Classic Country acts.

KVET 1300 AM

FORMAT: Sports TARGET: Men 18-54 RANK: NA

Program Director: Chuck Meyer

Line-Up: 6-9 a.m.: *The Buck On Sports* with Bucky Godboldt and Erin Hogan; 9-11 a.m.: Tony Kornheiser from ESPN; 11 a.m.-2 p.m.: *The Jim Rome Show*; 2-3 p.m.: *The Longhorn Hour* with Major Applewhite and Kevin Dunn; 3-4 p.m.: Craig Way; 4-7 p.m.: Chad Hastings, Brian Jones and Kevin Dunn

KVET-AM is the flagship station of the University of Texas, and is the dominant radio sports outlet in Austin, targeting men 18-54. Listenership breakout: 40 percent are professional/managerial; 74 percent are employed full- or part-time; 76 percent have attended some college; 76 percent have attended some college; 61 percent are in the 25-54 demo; and 94 percent earn at least \$25,000.

KPEZ 102.3 FM

FORMAT: Classic Rock TARGET: Adults 25-54 RANK: NA

Program Director: Scott Less

Line-Up: 5-10 a.m.: *The Bob and Tom Show*; 10 a.m.-3 p.m.: Jonna Hayes; 3-6 p.m.: Scott Less; 6 p.m.-12 midnight: Jay Philpott; 12 midnight-5 a.m.: Alex Hall; 6:00-9:00 Saturdays: JJ Thomas; 3-7 p.m. Sundays: Chris Mosser
KPEZ, Z102.3, broadcasts an exclusive Classic Rock format targeting adults 25-54, skewing male. Listenership breakout: 37 percent are professional/managerial; 83 percent have full- or part-time employment; 75 percent have attended some college; 73 percent are in 25-54 demo; and 82 percent earn at least \$25,000.

Success Stories:
Clear Channel
 — Austin

Market Manager: Dusty Black, 512-495-1300, dustyblack@clearchannel.com
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 DOS: Lise Hudson NSM: Heather Lonsdale
 Rep Firm: Katz

Evergreen RV Center

John Eastty, Owner

PROBLEM: When Evergreen RV Center opened its doors 40 miles south of Austin, the company's owner, John Eastty, was looking for a powerful campaign that would target the customers he was trying to attract.

SOLUTION: KVET worked out a program to use live endorsements for Evergreen, featuring Sammy Allred from the popular *Bob and Sammy* morning show as well Tom Allen, who does Saturday mornings for the station. KVET runs these endorsement spots consistently throughout the year, and the station also provides remote broadcasts designed to attract new and repeat customers. The station also has developed special events for Evergreen RV.

RESULTS: "We've been advertising with KVET since our inception, and I can tell you, KVET drives 25 percent of our gross business," says Eastty. "When we first started four and a half years ago, we did \$2.5 million; this year, we're going to do \$24 million. When you're selling everything from \$10,000 trailers to \$450,000 Monaco motor homes, you need someone who's charismatic, someone people can believe in, someone they can trust. That's Sammy Allred — and that's KVET. They have a great demo that matches ours, and they have done an outstanding job promoting our business."

Louis Shanks Furniture

Pat Peyton, Marketing Manager

PROBLEM: Louis Shanks Furniture is an upscale home furnishings store that runs six to eight special sales events each year. The company is always looking for ways to drive new and repeat customers through its doors for these events, which range from Memorial Day and Labor Day sales to Dollar Days sales.

SOLUTION: Clear Channel worked with the client to develop a consistent advertising program that promotes these special events throughout the year, and by buying across the cluster, Louis Shanks Furniture can target men and women heavily. Additionally, Louis Shanks sponsors the Rocks and Jocks Golf Tournament, which was established by Z102.3 (Classic Rock) and KVET-AM (sports) and has become a high-profile event in the Austin market.

RESULTS: By including heavy use of Clear Channel's stations in its media mix, Louis Shanks Furniture is able to drive significant new and repeat business to its stores during its sales events. "The Clear Channel stations are generally interested in our business, and they've really helped us during our events," says Pat Peyton, marketing manager for Louis Shanks. "We're very happy with the traffic we're getting, and Clear Channel always seems to shoot us pretty straight."

Marble Falls Lakefest

Nancy Stacks, Marble Falls/Lake LBJ Chamber of Commerce

PROBLEM: The community of Marble Falls, northwest of Austin, is always looking for a way to increase the number of spectators at its annual Lakefest Dragboat Races, an event sanctioned by the International Hot Boat Association.

SOLUTION: Z102.3 approached Marble Falls with a program to attract new boating enthusiasts to the annual races. While the event already had an Austin television station as a sponsor, Z102.3 was able to attract a different kind of crowd. "The two local stations here in Marble Falls are Country; and we knew that, when people watch TV, they often use the remote control to switch stations when the ads come on," says Nancy Stacks, event coordinator for the Dragboat Races. Z102 combined a month-long flight of spots, a ticket giveaway, and live remote broadcasts during the race weekend.

RESULTS: "In the past, we've usually had a crowd one day but not the other; but this year, we had big crowds all three days," says Stacks. "We had a lot of people from Austin, a lot of different types of people, that we'd never had before. There's no question that all came from Z102.3."

Highland Mall

Monica Blackburn, Marketing Manager

PROBLEM: To continually create awareness of and drive traffic to the Highland Mall, an Austin-area shopping center with more than 150 stores and restaurants.

SOLUTION: Clear Channel Austin already has a spot buy through a local media buying agency, but the cluster wanted to develop more dollars through some nontraditional events. They developed a program that involved Highland Mall as a sponsor of off-site events, including a "Trick or Treat Trail," the "Trail of Lights" at Christmas, and "Eggstravaganza," an Easter egg hunt. "Our focus with this was to create awareness of Highland Mall in the community, and then draw customers to the center," says Monica Blackburn, marketing manager for Highland Mall. "We do this through couponing, such as putting coupons on the trick-or-treat bag that can be redeemed for prizes at the center." Additionally, Clear Channel provides some live remote broadcasts at Highland Mall, usually during key seasons, such as Mother's Day and Father's Day.

RESULTS: "This last Trick or Treat event has been very successful — we've seen a lot of coupon redemptions," says Blackburn. "Overall, we've been very pleased working with Clear Channel. It has provided a lot of opportunities to see some additional exposure in the community, and it has driven additional traffic to the center. They've been very easy to work with, and they've presented us with some great ideas."

**Personalities
Clear Channel**

— **Austin**

Market Manager: Dusty Black, 512-495-1300, dustyblack@clearchannel.com
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Website: www.clearchannelaustin.com

DOS: Lise Hudson NSM: Heather Lonsdale

Rep Firm: Katz



Jason Kane RVP of Programming for South Central Texas Region

Jason Kane's experience includes 15 years with The Research Group as a strategist and consultant. Most recently, Kane [at left, with wife, Bonnie, and George Strait] was the president of Star System division of Capstar Broadcasting. Kane says he loves living in Austin and appreciates the opportunity to help guide this group of Radio stations.



Lise Hudson
DOS, Clear Channel Austin

Drawing from a wide range of sales experiences, including retail management, Lise Hudson started her Austin Radio career over 10 years ago. She brings a wealth of experience to the DOS position, beginning as an account executive on a start-up station and eventually moving up to become a hands-on station manager. She has had experience in many formats. While many people in the Radio industry have looked back fondly on the days before consolidation, Hudson has thrived in the newly consolidated environment.



Brad Bullington
General Sales Manager, KFMK

Brad Bullington came to Clear Channel Austin from Cox Radio in Tulsa, OK, where he was GSM of KRTQ for two years. Bullington grew up in Abilene, TX, where he began his media sales career with KTAB-TV. He then got the Radio "light" and moved to KEAN 105 Radio in sales and eventually became GSM. Bullington is grateful to back in Texas and says the best part of his job is helping people develop and grow.

Kim Todd
Sales, KASE-FM

After graduating from the University of Oklahoma in 1991, Kim Todd [below] moved to Austin, and she has been selling for KASE 101 ever since. "I love my job," she says. "It's rewarding to help clients with their advertising and watch their business grow. I feel lucky to have found such a fun way to make a living."



Lisa Wells
Sales, KVET-FM

Lisa Wells graduated from the University of Texas in 1999. Before she decided to try her hand in sales, she was a client relations representative for a human resources consulting firm. She began her sales career with Clear Channel in November 2001; she says her job is "all about getting to know people and their businesses." Wells says that working in sales at Clear Channel is a unique opportunity to help clients improve their business by understanding exactly where the need is and collaborating with them to create a viable solution. "It's very rewarding," she says. "I have an opportunity to help people be more successful at what they do every day and in turn become more successful in my own career."



On-Air Profile



The Zone
Major Applewhite

After a storybook career at the University of Texas, Major Applewhite joined Clear Channel Radio in August 2002. While playing quarterback at UT, Applewhite set or tied 48 school records, including career pass attempts (1,065), completions (611), and total offense (8,059 yards). He solidified his UT legacy by passing for 473 yards and four touchdowns in a Holiday Bowl victory over the University of Washington. Applewhite can be heard on The Zone weekdays from 2 to 3 p.m. with Kevin Dunn and two hours before every UT home game on The Zone and 98.1 KVET.

**Promotions
Clear Channel**

— **Austin**

Market Manager: Dusty Black, 512-495-1300, dustyblack@clearchannel.com
3601 S. Congress, Bldg. F, Austin, TX 78704.
Website: www.clearchannelaustin.com
DOS: Lise Hudson NSM: Heather Lonsdale
Rep Firm: Katz



KGFI "KISS FM Idol Competition"

American Idol captivated the nation during the summer of 2002, and KHFI-FM The New 96.7 KISS-FM in Austin helped to cast the show by hosting the first exclusive audition in Austin. During the summer months, the *KISS-FM Morning Show* also hosted its own "KISS-FM Idol Search." Contestants competed in a series of contests at local malls and sang on-air — listeners voted online. One lucky winner received recording studio time from Maxwell Mitsubishi, a personal recording sent to a major record label and given air-time on KISS-FM, and a trip for two to the final taping of *American Idol*.



KPEZ "Beat the Tax Man"

The "Tax Man" took a serious beating on April 15th, thanks to KPEZ-FM Z102.3 Austin's Classic Rock Station. Z102.3 gave a REAL tax incentive to listeners by giving them an opportunity to take a swing at Bob, a dressed-up Tax Man dummy. The event was a hit. Throughout the day, listeners mailed their taxes at Austin's downtown post office and received some real tax relief by beating up Bob!



KPEZ "Rocks and Jocks" Celebrity Golf Tournament

KPEZ-FM Z102.3 Austin's Classic Rock Station hosted the Third Annual Rocks and Jocks Celebrity Golf Shootout at the Golf Club at Star Ranch on September 10. Attending celebrities included former University of Texas quarterback Major Applewhite, Dallas Cowboy All-American Ed "Too Tall" Jones, and Omar Vallejo, founder of the popular Austin band Vallejo. More than 140 golfers showed up to play. A silent auction benefited the Austin Young Men's Business League Sunshine Camps.

Bobby "Knightmare" Olympics

1300 The Zone (KVET-AM) marked Bobby Knight's first Austin appearance with the Bobby "Knightmare" Olympics. Despite chilly conditions, hundreds of UT and Tech fans turned out to compete in events like chair-chucking, vase-throwing, "Wounding Your Hunting Partner" and "Impersonating the General." Participants won T-shirts and tickets to that night's Longhorns' game against Texas Tech.

KFMK Jammin' 105.9 Operation School Bell

Jammin' 105.9 supported the Assistance League of Austin's Operation School Bell for the 4th Annual Jammin' The Bus. Over a 48-hour period, Jammin' 105.9 collected a busload of school supplies, clothing and monetary donations.

Pat Green Beach Party

In August, 98.1 KVET and KASE 101 teamed for a private beach party at Carlos N' Charlie's. The stations were taken over by Pat Green mania in the weeks leading to Green's concert (r), as thousands of listeners tried to get their hands on limited tickets to see one of the hottest performers in Country music.



Station Profiles:
Yellow Rose
— Austin

Sales Manager: Carrie Lopez, 512-218-0111, Website: www.kqtejano.com
1707 N. Mays, Austin/Round Rock, TX 78664
Programming Manager: Mike McGregor, 512-218-0111
Owner: Buddy McGregor
Rep firm: Lotus-Entravision

Texas has two distinct Mexican-oriented cultures — the newly arrived Regional and the native-born Tejano (pronounced tay-HAHN-o) whose ancestry predates statehood. Therefore, when buying any Texas market, but especially Austin and San Antonio, one should be aware of the differences, which do translate into salability. That's why, five years ago, Yellow Rose instituted programming to appeal to the growing Hispanic market in Central Texas. Its Tejano music and entertainment is heard in simulcast on two FM stations, KQQQ and KQQT, covering an area equal to or better than the most powerful FMs in the market.

The 18-49 mostly English-speaking Tejano is Austin's most prized influential money demographic. Tejanos speak English and Spanish — that's why the stations speak English and play Spanish music. Tejanos may best be described as generational native Mexican-Americans who celebrate the Spanish culture and are bilingual.

Tejanos comprise more than 80 percent of Austin's 32-percent Hispanic market. This audience represents the best buy for most products and services. Acculturated Tejanos have good jobs, good earnings, credit and longevity in the market. Hispanic Business magazine recently pointed out that "Hispanics have now entered the middle class." Nowhere is this truer than in Austin, TX. Tejano households earn \$40,000-\$150,000 annually.

The Austin stations, KQQQ-KQQT FM, broadcast the unique Tejano format to an audience of more than 1 million Hispanics in Central Texas — from north of Austin south 100 miles to the doorstep of San Antonio.

The mayor of Austin and the front-runner in the Texas governor's race are Tejanos, and President Bush has appointed several prominent Tejanos to key positions. It may be unique to Texas, but buying Tejano Spanish radio brings better sales results in Austin.

KQQQ 92.1, KQQT 106.3 FM

FORMAT: Tejano TARGET:NA RANK: NA

Line-Up (Simulcast):

- 6-10 am *The Mananero Show* with Dan and Cordie
- 10 am-2 pm *Brenda, La Tremenda*, requests and dedications
- 2-6 pm *Elena and Kike*, hit music, mixes, contests, hit music
- 6 pm-12 mid: *Austin Tejano at Night*

KQQA 1530 AM

FORMAT: Mexican Regional TARGET:NA RANK: NA

Line-Up:

- 6 am-noon *Gerardo Por La Mañana*, with a cast of seven personalities
- Noon-3 pm Lunchtime requests with Brenda and Elena
- 3-7 pm *La Nacha Show*, comedy with two personalities plus hit music
- 7 pm-6 am Hit music through the night on a 24-hour daily schedule

Yellow Rose Success Story

KQQQ Drives Customers To Larry Chapman Motors

PROBLEM: Larry Chapman Motors is a car dealership in San Marcos, about 30 miles south of Austin. The company tries to reach the Hispanic consumers in San Marcos, as historically they have been some of the company's best customers; and the company was looking for ways to drive new business to the dealership.

SOLUTION: Larry Chapman Motors worked with KQQQ to promote its "low rider" car shows and to conduct some remote broadcasts from the dealership. The company occasionally has used a media mix of Radio, television and direct mail to advertise all six Austin-area Chapman Motor Sales locations; but the company works extensively with KQQQ to target the Tejano marketplace.

RESULTS: Larry Chapman says KQQQ has consistently delivered Hispanic customers to his dealership. "The best way for any business to reach the Tejano market is to work with KQ," he comments. "Because of the music they play and the personalities they have on the air, they attract the people we're trying to get."

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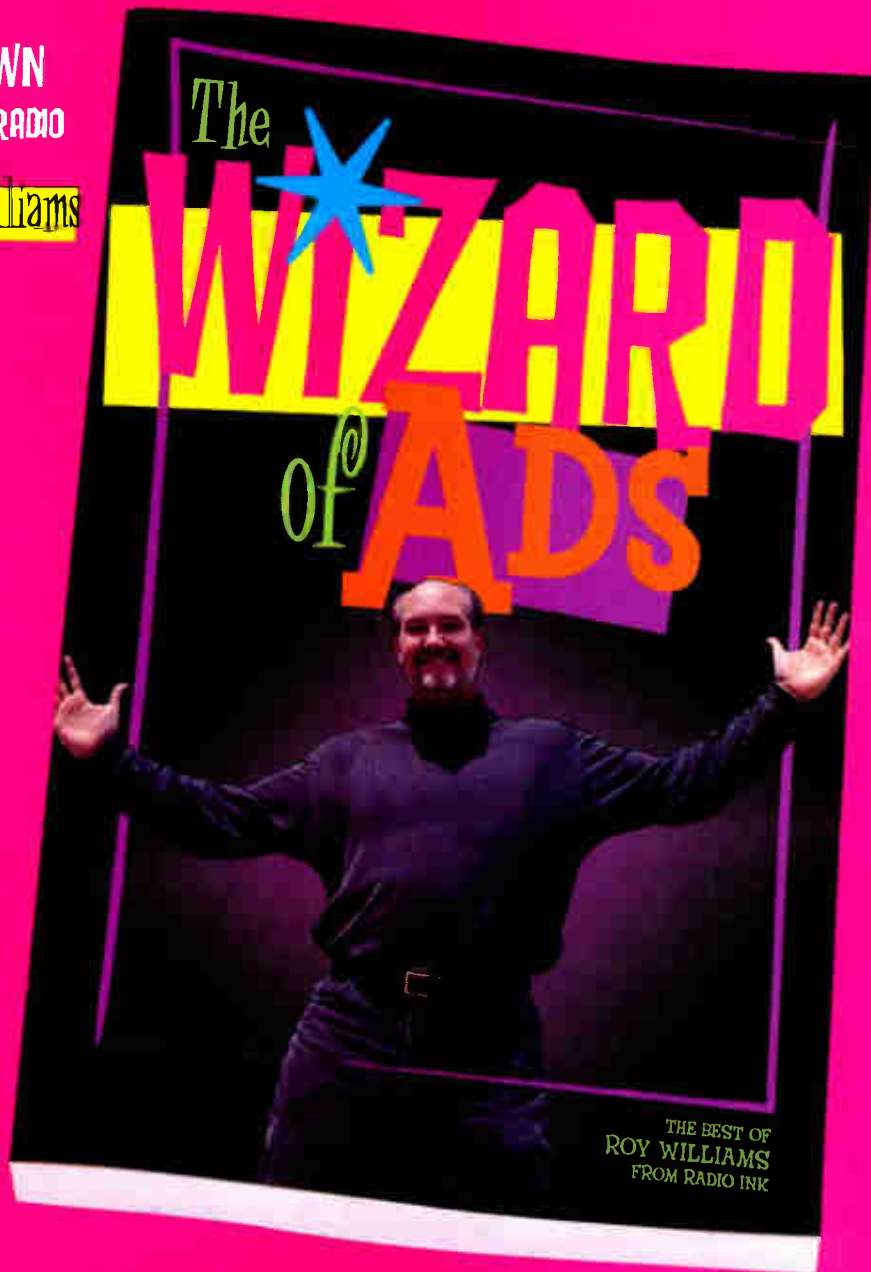
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Boise

Cindy Schloss
Albuquerque

Ronna Woulfe
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World Radio History

“The question ‘Who ought to be boss?’ is like asking, ‘Who ought to be the tenor in a quartet?’ Obviously, the man who can sing tenor.” — Henry Ford

THE 50 BEST MANAGERS IN RADIO

Radio Ink once again presents the 50 Best Managers In Radio, the definitive list of the men and women whose leadership, professionalism, commitment and dedication to Radio has earned the recognition of their peers throughout this industry.

Right away, you'll see some obvious changes in this year's list, compared with that published in 2001. Most notable is that we've broken our list into four categories: Major Market (those ranked in market size from 1 to 10), Large Market (11-30), Medium Market (31-100), and Small Market (101 and above). Our editorial panel felt that this was a more equitable way of recognizing the tremendous leadership

that exists throughout our industry, in markets of all sizes.

There's one potential drawback to breaking this (or any) list into sub-categories, however: Some very notable and deserving managers who were on last year's list — as well as some who otherwise would have been included this year — are noticeably absent. By no means does this mean that the men and women who finished just off the management radar scope are less effective or professional than their colleagues who are included on the following pages. In fact, we were hard-pressed not to expand the list to 100, maybe 200, or possibly more, in order to accommodate the high

degree of management excellence that exists in this great industry.

Additionally, we have omitted — on purpose — corporate managers or regional vice presidents whose job it is to oversee other managers. There's a fine line between individuals who directly supervise station operations and those who oversee other managers, but for this particular list, we were looking for the men and women who have direct hands-on responsibility for stations or clusters.

To compile this year's list, we polled dozens of Radio group executives, regional corporate managers, management consultants, and other station managers to identify those who deserved our attention.

Once that list was compiled, we looked at ratings and revenues, then submitted a final list to a large panel of Radio group heads and qualified managers, inviting them to select those people who they felt were deserving of *Radio Ink's* recognition.

Far from a popularity contest, this selection process was extremely fair and unbiased, and it produced a list of individuals who were chosen entirely on their personal merits. If you believe we've missed one, please let me know at reed@radioink.com.

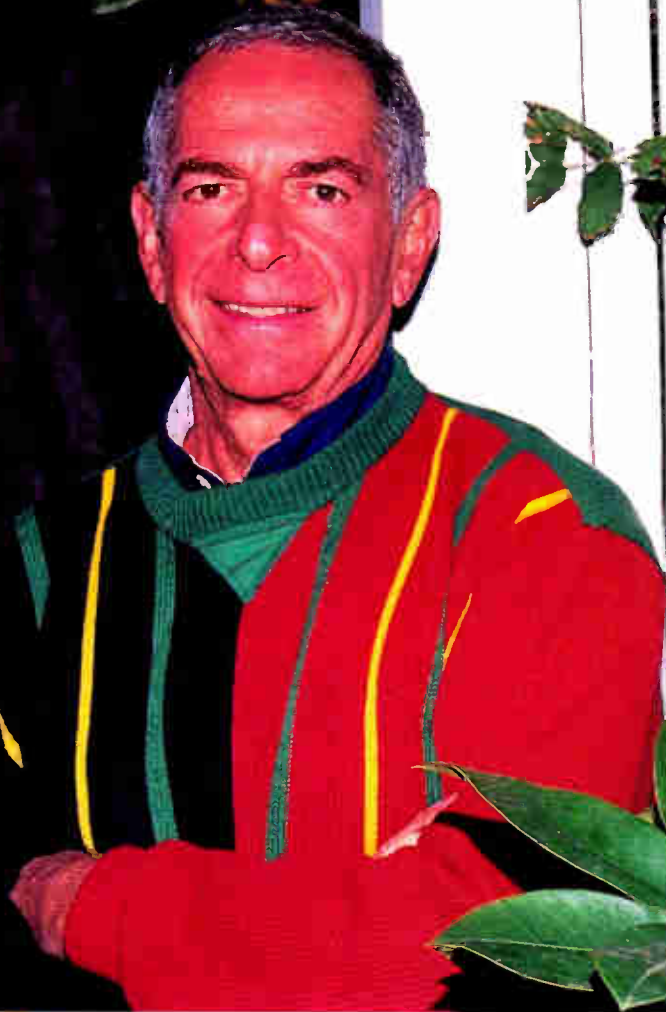
And now... the Class of 2002 "Best Managers In Radio." All of us at *Radio Ink* extend our heartfelt congratulations to one and all!

1 Mickey Luckoff

President/GM
KGO, KSFO, KMKY (ABC)

"A good manager is a good leader, especially in these challenging days," says Luckoff, who has been at the helm of KGO San Francisco for 27 years. "You can be a fantastic, dynamic individual, but these days — and we see it all the time, with the way our responsibilities have been spread out — you can't do it all yourself. I don't care how dynamic you are, if you're not delegating and if you're not hiring well, then you're not going to succeed. You can set your example, you can be a good leader, but you have to hire well and then give those people room to grow."

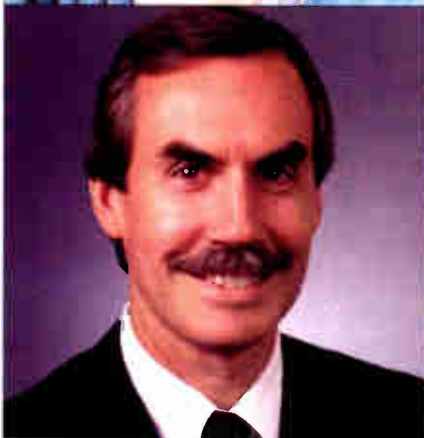
Under Luckoff's leadership, KGO attained its No. 1 ratings position in the market and has held the top spot in each consecutive Arbitron ratings book since summer 1978. The National Association of Broadcasters has honored KGO Radio with more Marconi Awards than any other station in the U.S., including three awards for "Major Market Station of the Year," two for "Newstalk Station of the Year" and one for "Legendary Station of the Year." KGO also has won two Crystal Radio Awards for "Outstanding Community Service." In addition to his KGO duties, Luckoff oversees ABC Radio's conservative talker KSFO and Radio Disney outlet KMKY.



2 Val Maki

Senior VP/Market Manager
KPWR-FM, KZLA-FM (Emmis-Los Angeles)

Maki began her Radio career in the early 1980s as sales development director at KRSP-AM/FM in Salt Lake City. In 1984, she joined Emmis Communications, where she has held a variety of positions in sales and management. In order to be a consistent leader and manager one must "strive to represent the medium in its very best light, given its inherent and considerable strengths," she says. "Seek to innovate or surround yourself with people who are innovative. Nurture an innovative environment, and help people in the business grow whenever you can." Besides running Emmis' Los Angeles stations, Maki has served on committees for the RAB, the NAB, the Broadcast Ad Club in Chicago, and on the board of directors for the Southern California Broadcasters Association.



3 John Gehron

Regional VP/Market Manager
Clear Channel-Chicago
[6 Chicago sta.; 18 sta. in
Milwaukee/Madison/Eau Claire trade zone]

"My focus as a manager today is to manage the whole business," says Clear Channel's John Gehron. "Today's manager is the person who sets the goals, provides the leadership and, now more than ever, is the one person who must keep the stations and people within those stations in sync with the overall cluster goals. Managers today also must have a broader view of the business, have good systems to provide feedback and information and be a better people manager." Gehron says he always has believed consolidation was necessary in order for the Radio industry to compete with other media and adjust to its own advertiser base, which also has consolidated. "We can now provide the total Radio solution for a client, rather than just part of it, as when we only had one station," he says.



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4 Judy Ellis

Senior VP/Market Manager, Emmis New York (WRKS/WQHT/WQCD)

After receiving her B.A. degree from the University of California at Berkeley and a master's degree from San Francisco State, Judy Ellis jumped coasts and began what would turn out to be a notable Radio management career in New York. As senior VP/market manager for Emmis' New York properties, she notes that many women in this industry have yet to be trusted with top management responsibilities. "Most women in Radio today still have a limited amount of power and

influence over what happens in the industry as a whole," she says. "Until we have more women station owners, CEOs and COOs at major groups, women's role in this business will remain that of training, encouraging, mentoring and providing opportunities to those people within our area of influence." Ellis will be leaving her position when her contract expires early next year.

5 Matt Mills

VP/GM, Greater Media-Boston

As VP/GM of Greater Media in Boston, Matt Mills oversees the company's five stations: WBOS, WKLB, WMJX, WROR, WTKK. Before joining Greater Media, Mills was senior vice president and general manager of the AMFM's Boston properties, a position he'd held since 1994. He began his career in 1968 as a salesperson for WEEZ in Chester, PA. His Radio travels eventually took him to Philadelphia, Miami-Ft. Lauderdale, St. Louis, Tampa, and Cleveland. Mills resides in Andover, MA, with his wife, Shawn. He has two sons (Matt and Michael), two grandchildren (Brittany and Madison) and a passion for golf.

6 Weezie Kramer

Regional VP, Entercom Chicago

"My primary responsibility is to deliver

exceptional business results by establishing reasonable but aggressive expectations," says Entercom's Weezie Kramer. "This includes recruiting, developing, rewarding and retaining the best people; and providing the guidance, assistance, tools, and resources necessary to accomplish their brand, revenue, and financial goals. Talented teams who consistently execute a customer-focused strategy are today's winners. It's my responsibility to help build those teams and keep them focused on the key priorities that will drive business success. It also means supporting their efforts with all the tools that the company has to offer."

7 Nancy Vaeth-DuBroff

Sr. VP/Regional Manager

Susquehanna Radio-Houston

"Our primary focus is on our customers," says Nancy Vaeth-DuBroff, who joined Susquehanna Radio Corp. in 1980. She has held a variety of sales, sales management and station management positions prior to moving into regional management in 1999. "We need to make sure we are doing our best to provide over-the-top, exceptional quality and service to our listeners, our advertisers and our employees. Today's management leaders must have terrific interpersonal skills and a strong strategic

Congratulations!

Nancy Vaeth-DuBroff

Senior Vice President - Regional Manager
Houston ■ Dallas ■ Kansas City

Mark Renier

Senior Vice President - Regional Manager
Atlanta ■ Indianapolis ■ Cincinnati

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vision; possess the ability to sell the vision and turn it into reality; be able to retain the best talent; and have integrity, passion, a sense of humor and a good yoga tape!"



8 Scott Herman

VP/GM, WINS-AM New York
(Infinity Broadcasting)

Herman has been VP/GM of 1010 WINS since January 1994, and he also is responsible for Infinity Broadcasting's three Radio properties (WSJS, WSML and WMFR) in Greensboro, NC. He began his career at WINS in 1978, serving in a variety of positions until he ultimately was named news director. Herman also was senior VP for the CBS Radio Networks, where he was responsible

for CBS News' Radio operation. Herman is past president of the Associated Press National Broadcasting Board, a past chairman and current board member of the New York Market Radio Association (NYMRAD), and a board member of the New York State Broadcasters Association.

9 Steve Swenson

GM, WCBS-AM New York
(CBS)

Steve Swenson has served as vice president/general manager of WCBS-AM New York since November 1998. He joined WCBS from WTOP-AM Washington, D.C., where he had been VP/GM since April 1996. Prior to that, he served as program director for nine years and news director for two years at WINS-AM New York. He began his career in 1979 at all-news KFWB-AM Los Angeles, where he held positions as writer, editor and assistant news director. Swenson was graduated from U.C. Santa Barbara. He, his wife, Linda, and their two sons, Brian and Mike, currently reside in Connecticut.

10 Chuck Tweedle

GM, KOIT-AM/FM San Francisco; Regional VP,
Bonneville San Francisco/St. Louis

"There are lots of qualities that propel a person to high-performance leadership in the

Radio business," says Chuck Tweedle, who oversees Bonneville's San Francisco and St. Louis clusters, as well as serving as general manager of KOIT in San Francisco. "Three of those qualities that resonate with me are humility, the ability to make tough decisions, and a seemingly paradoxical combination of focus and 'macro vision.' An effective manager is appropriately humble. He or she, on a visceral level, understands the goals and game plan to move an organization forward. When the goals are successfully reached, the leader is the first to credit the team, not himself. If the goals are not reached, the leader steps forward to accept responsibility, rallies the team and goes to 'Plan B.'"

11 Tom Bender

Sr. VP/Regional GM, Greater Media-Detroit
(WCSX, WMGC, WRIF)

"Every day as I walk in the door, I ask myself what I'm going to do to make this a better group of Radio stations for employees, listeners, advertisers and the ownership," Bender observes. "Without motivated, creative employees, the rest of the equation falls apart. Radio is an entertainment medium that's at its best when it's intensely local. Everyone starts with the same physical plant and fixed assets. It's the people who walk through the front door every day — with the quality of their thought, their

Congratulations

Bonneville International Corporation extends a well-deserved congratulations to all individuals named to Radio Ink's "Best Managers in Radio."

We also commend Bonneville's own Chuck Tweedle who was included in this prestigious category.

Congratulations to all the winners, and continued success to all in 2003.

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Chuck Tweedle

Senior Regional Vice President
for San Francisco and St. Louis
Broadcasting Groups
General Manager, KOIT
San Francisco

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creativity of expression, their discipline and professionalism, and their tenacity of execution — who make our stations come alive.”

12 Ted Jordan

VP/GM, WBZ-AM, WODS-FM Boston (Infinity)

Jordan has served as VP/GM of WBZ and WODS-FM in Boston since January 1996. He initially joined Group W Radio in 1975 as a local account executive at WBZ; two years later, he moved to Group W's national rep firm, RAR, in the New York office. In 1979, Jordan was named general sales manager at WOWO-AM Radio in Fort Wayne, IN, and then general sales manager of Group W's KODA-FM in Houston in 1980. He went on to manage KOAX Dallas/Fort Worth and directed the call-letter change to KQZY-FM. A native of Springfield, MA, Jordan holds a B.A. degree from Duke University. He currently resides in the Greater Boston area with his wife and daughter.



a profit and ‘make a difference.’” says Carey Davis. “A Radio manager needs to impact four areas to be successful in ‘making a difference’ — listeners, clients, co-workers and shareholders. These four pillars are like the base of your tower. Make each of them strong.” Davis says that “Radio is in its groove and it does its best when broadcasters remember that we're a balance of art and science. Strike a good balance — there are not as many nets below as there used to be.”

13 Carey Davis

VP/GM, Spanish Broadcasting System Inc. WSKQ-FM, WPAT-FM New York

“While it's critical never to forget that our first job is still protecting the license with which the public has entrusted us, we're here to make

14 Stephen D. Carver

Regional VP, GM, WGN Radio (Tribune Co.)

Carver says his primary responsibility as general manager of WGN Chicago is to the people at his Radio station. “They are the ones that

make the difference between mediocrity and greatness,” he says, noting that the qualities of a great leader include being “passionate, honest, highly energized, decisive, competitive and fun-loving.” Despite the recent economic downturn, “the Radio industry is in terrific shape,” Carver says. “To stay that way, we must super-serve our listeners and our clients.”

15 Roy Laughlin

Regional VP, Clear Channel Los Angeles (8 sta.), GM, KHHT/KIIS

Roy Laughlin began his media career in 1980 while attending Louisiana State University, selling time in the LSU Football broadcast/programs for WJBO-AM. After graduating, Laughlin joined KTRH-AM Houston and quickly was promoted to local sales manager. He subsequently joined Gannett's KKBQ 93Q, where he just as quickly was promoted to GSM. Two years later, he became VP/GM at KIIS-AM/FM in Los Angeles. At the station, Laughlin implemented innovative new sales strategies that, with the hard work of a loyal and dedicated sales staff, generated all-time record revenues, earning him a promotion to president/GM. The stations were sold to Jacor in 1997 and then became a part of Clear Channel in 1999, at which point Laughlin was promoted to regional vice president and L.A. market manager.

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1 Clancey Woods

VP/Market Manager, Infinity-Phoenix
(KMLE, KZON, KOOL)

As market manager of Infinity's Phoenix properties, Woods says that it's critical for Radio managers today to create an environment that supports personal development for the employees and economic results for the company. "Years ago, when a mistake didn't cost a company a two-point drop in the share price, young managers had the time to develop their skills," he explains. "Because that is no longer the case, young people must replace that learning opportunity with other experiences. The best managers that I know have remarkable versatility. They understand how sales, programming and marketing must be blended to create a great operating strategy. Having a variety of personal and professional experiences gives you the perspective needed for do that."

2 Lisa Decker

VP/GM, Infinity-Seattle
(KZOK, KMPS and 3 others)

In order to be a good manager and a strong leader today, Lisa Decker says it's critical to have a vision and be able to convey this vision to all in your stations — and never lose sight of it. "Each company has a culture based on values that the leader sets, and these values need to be simple and reinforced continuously through action and in writing," she observes. "Successful communications means being a good listener. Open your ears, and you will be amazed at what you can learn." Decker is a native Northwesterner, growing up in Vancouver, WA. In 1981, she graduated with a B.A. in communications from Washington State University. She is married and has two daughters.



3 Marc Kaye

VP/GM, Sandusky Radio-Seattle
KRWM-FM, KIXI-AM, KLSY-FM, KWJZ-FM,
KKNW-AM

Marc Kaye's Radio career began in 1973, when after graduating from Ohio University, he joined Susquehanna Broadcasting's WGBB Long Island as an account executive. Over the years, he has worked in a number of different markets, including St. Petersburg, Houston, and Tampa, where he was managing WUSA in 1996, when Jacor bought the station — and, as Kaye says, "decided to throw me out with the bathwater." Four months later, he teamed with Sandusky to manage the company's five-station cluster in Seattle. Kaye's family includes wife, Susan, "whose butt I have dragged to seven cities in 20 years," one daughter, two cats and a golden retriever.



4 Jack Hutchison

VP/Market Manager, Entercom-Portland

Jack Hutchison is the VP/market manager for the Entercom Portland cluster, which includes stations KFXX-AM, KGON-FM, KKSJ-AM/FM, KNRK-FM and KRSK-FM. Additionally, he supervises the operation of Entercom's standalone station in Cannon Beach, OR, and four Radio stations in the Longview/Keiso, WA market. Prior to his tenure with Entercom, Hutchison served as the director of sales for Jacor Portland. He spent 14 years with Group W in several capacities in New York, Los Angeles and Dallas before moving to Portland in 1993.

5 Wayne Brown

VP/GM, WHAT, WAMJ, WPZE, WJZZ
Regional Manager, Radio One Atlanta

A native of Washington, DC, Brown joined Radio One in June 2000 as the vice president and regional manager of Charlotte, North Raleigh/Durham, and Atlanta. "Because of consolidation and a lot of the mergers, unfortunately diversity overall has decreased," he observes. "Going forward we all are challenged to see what we can do to get more minorities — African Americans and Hispanics — into senior management roles. There isn't anyone in the funnel to go to the next level, and we need to look at how we can get more people in that funnel, so that over the next five years, they're ready to move to the next level." Brown is on the Radio Advertising Bureau Board of Directors and is the chairperson for the RAB 2001 Marketing Leadership Conference in Dallas. He also is on the board of directors and serves as Radio chair of the North Carolina Association of Broadcasters.

6 Lee Larsen

Regional VP, Clear Channel-Denver

Larsen began his Radio career 40 years ago as an announcer at a small suburban station in Southern California. Through the years, he has held positions in promotions, sales, sales management, and general management. He moved to Denver in 1983 to manage KOA and KOAQ. Currently, he oversees four stations in Denver and is responsible for 29 other Clear Channel properties in Ft. Collins, Colorado Springs, Pueblo (CO); Casper, Laramie, and Cheyenne (WY); and Ogallala, NE. Larsen loves to play golf and fly, but he says his greatest joy is spending time with his wife of 37 years, their three daughters and two grandsons.

7 Amy Waggoner

President/GM, ABC Radio/Minneapolis



"Engaging my employees to perform to their fullest potential may sound trite or clichéd, but I find that it's too simplistic to say that my primary focus is to achieve budget or to hire good people," says Amy Waggoner, who got into the Radio business as a media buyer at a small New York ad agency. "To achieve budget, you must have good people. To have good people, you have to make smart hires. It all comes down to people. More today than I was five years ago, I'm fully engaging our employees in every facet of our operation. I challenge them to think, to perform, to strategize and to cooperate as if they ran the stations — and I stay involved and aware every step of the way."

8 David Meszaros

VP/GM, Cox Radio Atlanta, (WSB-AM/FM, WALR-FM, WFOR-FM, WBTS-FM)

"As we face some of today's economic uncertainties, the message is clear: Activate the

teams with the highest sense of urgency, focus, and productivity," says Meszaros, who has been with Cox Radio for six years. "This requires flawless



execution on the programming side as well as an intense 'smell of the customer' on the sales side. At the same time, in the midst of the hectic pace and the pressures to exceed expectations on all levels, absolutely take time to laugh and celebrate like a start-up." Most important, Meszaros says: "Keep a sense of urgency at all levels."

9 Kim Guthrie

VP/GM, Cox Radio/Nassau-Suffolk (Long Island, NY)

Consolidation hasn't killed localism, says Guthrie, who insists that she remains bullish on the Radio industry. "Perhaps I am drinking the Kool-Aid," she says, "but I believe that Radio continues to be an exciting medium that commands attention and can make an instant impact on a retailer's business or on our local communities. My Long Island staff saw it with our own eyes during our six-day September 11th broadcast in 2001. We asked for supplies for the rescuers and, within five minutes, our listeners pulled up with truckloads of what we had [requested] just moments earlier. In the end, over \$1.4 million in cash and 50 semis full of relief and rescue supplies were sent to Ground Zero based on the response of the listeners of our two stations."

10 Mark Renier

Sr. VP, Susquehanna Radio-Atlanta
GM, WWWQ

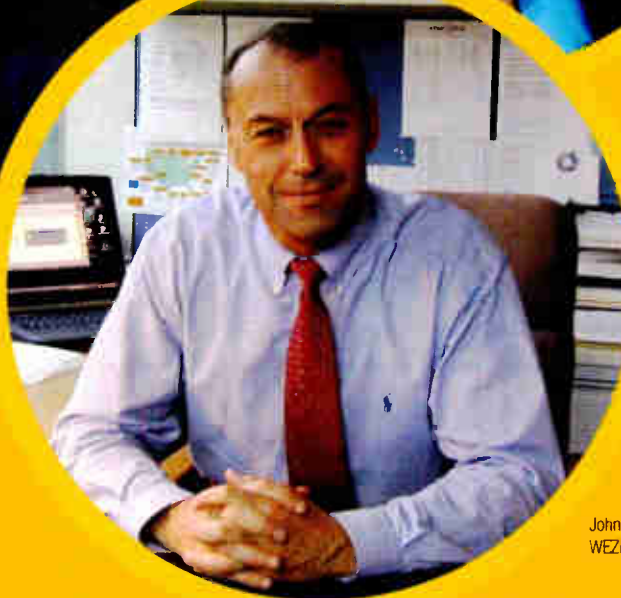
The most critical aspect of a Radio manager's job is to "recruit, hire, and coach the best possible people," says Mark Renier, who is celebrating his 10th anniversary with Susquehanna this month. "It is not surprising how many other things — revenue development, ratings gains, and cash flow achievement — happen when the right people are in the right jobs." Prior to coming to Susquehanna, Renier worked with American Radio Systems in Boston; before that, he spent six years with Emmis.



David Meszaros
WSB- AM/FM Atlanta



Kim Guthrie
WBLI, WBAB Long Island



John Ryan
WEZN, WPLR Bridgeport/New Haven

You Can't Have A Great Company Without Great People!

Thank you, *Radio Ink*, for saluting Kim, David and John as three of "Radio's Top General Managers."

COX
RADIO, INC.

World Radio History

11 Tom Rivers

VP/GM, Infinity Tampa
(WQYK-AM/FM, WYUU-FM)

"A good general manager is slow to anger, and quick to respond," says Tom Rivers, who currently oversees three of Infinity's stations in the Tampa Bay market, as well as the Tampa Bay Buccaneer Radio Network. "Being slow to anger avoids being reactionary, and also sets an important tone within the building. However, your staff must also know that you are fully capable and more than willing to make difficult decisions, but that you are not doing so in haste. Ultimately, the GM's job is to identify, recruit and keep the best talent in every area of the Radio station. Then it's your job to spend time with them to make certain that they share a common vision for the station and that they understand their importance to achieving the station's (and company's) goals."



12 Marc Kalman

VP/GM, KSTP-FM Minneapolis
(Hubbard Broadcasting)

"Our business has changed so greatly over

the last few years, yet it's still a people business," says Kalman. "Without great people, it's pretty hard to have a great Radio station. My primary focus has always been on people, but it's also necessary to run a clean, efficient and profitable operation. While the bottom line is of utmost importance and always must be considered in all moves you make as a manager, the primary job is still about growing and working with people and making sure that your station is heavily involved in doing the right thing for the community in which you broadcast."



13 Ronna Woulfe

VP/GM, Clear Channel-South Florida; WZTA,
WHYI, WBG, WLVE, WMGE, WIOD, WRF

"My main focus as a Radio manager today is to utilize our combined assets to super-serve our listeners, clients and shareholders," observes Ronna Woulfe. "Our concentration is on developing programs and strategies that take advantage of our many unique opportunities and platforms to move our customers' goods and services, while fulfilling our listeners' needs. A management leader in this business today must possess different qualities than in the past — he or she must be not only be open to change, but also must embrace it. They must be forward thinkers who can create

opportunities, venture into unknown territory, and take people where they would never have expected to go."

14 Bob Call

Sr. VP/GM, Jefferson-Pilot Communications, Denver

Under Call's direction, Jefferson-Pilot's Denver operations have grown from two to five stations, and they are among the top in ratings and revenue in the market. Call has been a part of the Jefferson-Pilot Radio Division for 22 years. He was first hired in 1980 as the first program director for KYGO when it signed on the air in the Country format. Since then, KYGO has been one of the most consistently top-rated stations in Denver. In just the last two years, the station has earned numerous accolades from the Country Music Association, Country Radio Broadcasters, and the Academy of Country Music.

15 Mick Anselmo

Regional VP
Plains/Northwest-Clear Channel

Mick Anselmo entered the broadcast industry in 1978, spending six years at KAAL-TV in Austin-Rochester, MN, before joining KEEY-FM as an account executive in 1984. From 1984 to 1993, Malrite Communications promoted Anselmo five times, and he eventually was named vice president/general manager and regional vice president. During that time, he successfully launched KFAN Sports Radio in the Minneapolis market. Anselmo remained at the helm of the two stations during a series of ownership changes, and after Clear Channel purchased them in 2000, his role of regional VP was expanded to cover ten markets in the Minneapolis trading area — more than 50 stations across North Dakota, South Dakota and Minnesota.

Jefferson-Pilot congratulates
Bob Call - JP Radio / Denver
on being named one of
**The Best Large Market Managers
in Radio**





1 Dusty Black

Regional VP/Market Manager, Clear Channel-Austin (6 Austin sta., 17 others)

After graduating from TCU in 1970, Black began his love affair with Radio broadcasting at KBOX-FM in Dallas, starting as an entry-level account executive and working his way up. After stints as vice president and general manager of KKNG-FM in Oklahoma City (Swanson Broadcasting) and KODA-FM in Houston (Group W Radio), Black joined SFX Broadcasting as VP/GM, overseeing stations in Jacksonville, Tucson, San Diego, Dallas and Houston. In 1998, Black moved to Austin to become regional VP/GM for Capstar Broadcasting. In his current role with Clear Channel, Black is responsible for Austin, San Antonio, Victoria, McAllen and Corpus Christi, TX.

2 Linda Byrd

Regional VP, Clear Channel-Central & North Florida (5 markets, 21 stations and Florida Radio Network)

Linda Byrd says her primary responsibility as a manager is the daily management of revenue and expenses to make sure "we are on target and that all financial reports to corporate are accurate," she says. "This requires the ability to multitask continuously, and the ability to make tough decisions and sell those decisions through to your employees. You need to constantly think out of the box, re-invent the wheel, and use the resources and people around you to discover the next great idea. This requires a strong understanding of the financial aspects of our business — specifically with regard to budgeting, re-forecasting, and understanding profit-and-loss statements."

3 John Hiatt

VP/Market GM, Infinity-Austin (KKMJ, KAMX, KQBT, KJCE-AM)

"In order to succeed as a manager today, you need strong multi-tasking skills, the ability to hire capable department heads, and the willingness to delegate to them," says Hiatt, whose Radio career began in 1969 while majoring in broadcasting at the University of Texas-El Paso. "Although it's difficult to build and maintain the same kind of relationships with 125 people that you had with 25, it's important to try. It's much easier to lead the troops if you're not a stranger. The ability to function under stress is also critical, but it's nothing that a little Paxil won't cure."

4 Diane Tucker

VP/GM, Infinity Broadcasting-Charlotte, NC (WPEG-FM, WBAV-FM, WGIV-AM)

"I am resident accountant, resident lawyer, and top motivator," says Tucker. "Today, we're responsible for so much more than we have been in the past. Many of us with smaller staffs still have to get the job done in difficult economic times. We have to continue to convince clients that we have the best product and that our product will deliver results for them. We keep our listeners and clients motivated by being out in the community and making sure that, when



they think of their favorite Radio station, they think of us as a community partner."

5 Tom Severino

VP/GM, WIBC Radio/Network Indiana/Agri-America, Emmis Indianapolis

"My primary focus is people," says Tom Severino. "People are the greatest asset of any organization. I work at balancing the demand to produce results with the need build people for the long term. It is easy to lose sight of that balance in our drive for quarterly or short-term performance. I focus on people's strengths and put them in the position to do what they do best, and also focus on the people who produce the most. These people set the standards, so I make sure I spend more time and energy on them, whether they be in sales, programming, promotions, engineering or support staff to the operation."

6 Cindy Schloss

Regional VP/GM Clear Channel-New Mexico

Schloss began her Radio career in 1979 as a "streetfighter" for a daytime AM Country station in Rochester, NY. After holding several sales

management positions, she relocated to Albuquerque to manage KRST-FM and KRZY-AM for Wagontrain Broadcasting. In 1995, she moved to Las Vegas to begin development of Commonwealth Communications' six-station cluster, but Clear Channel hired her back to Albuquerque. In her position as regional vice president, Schloss also oversees operations in Gallup, Santa Fe and Farmington, for a total of 19 stations in New Mexico.

7 Bob Gourley

VP/GM, Clear Channel-Colorado Springs
KVUU, KKLI, KMOD, KCCY

"Good managers today must understand the financials and, above all, excel at time management," says Bob Gourley, who grew up in the newspaper business but made the shift to Radio early in his career. "It's critical to intimately understand the fundamentals of our business. While the inherent leadership qualities have probably not changed over the last decade, there has been a huge shift in priorities and the areas of high sensitivity within the management regime. Understandably, there's a measurable premium today on the quality of the people who surround you. Because of this, people skills still reign supreme. My advice? Keep damn good company."

8 Bill Schoening

VP/GM, Infinity-Charlotte
WSOC-FM, WFNZ-AM, WSSS-FM, WNKS

Bill Schoening began his Radio career in 1982 as an account executive for Taft Broadcasting at WGRQ in Buffalo. He worked his way up to general sales manager of Pyramid Broadcasting's WHHT Buffalo from 1983 to 1988, and was named VP/GM of WPXY Rochester in 1989. He subsequently moved to Charlotte to become



VP/GM of Pyramid's WEDJ and, after a series of ownership changes and acquisitions, found himself overseeing four stations in that market for Infinity. The former president of the Rochester Broadcasting Association, Schoening and his wife, Merritt, have a newborn son named Jack William.

9 Tony Yoken

President/GM, Memphis Radio Group (Barnstable Broadcasting) WGKX-FM, WSRR-FM, WRBO-FM, WIZN

"By necessity, today's manager needs to be able to be the team psychologist, local market sociologist, part-time MD, 24/7 HR expert, corporate motivational coach and priority time-management specialist," says Yoken. "Five years ago, I was responsible for 28 or 30 employees and one station. In 2002, we have grown to 126 full-time and part-time team members with four stations. Do the exponential math, and you can see why reaching out and being available to all of our 12 senior-level managers; our

sales, administrative, programming/marketing employees; plus our listeners and advertisers — along with the major community leaders — add up to a huge 'focus' responsibility."

10 Alan Goodman

President/GM, Franklin Communications Inc.; WSNY, WVKO Columbus, OH

Alan Goodman is a 30-year veteran of Radio. He spent his first three years as a national rep in New York City, then moved on to spend 10 years with Doubleday Broadcasting in positions from sales manager to general manager in Phoenix, Minneapolis, Denver, Washington, D.C. and San Francisco. He also was regional vice president for Doubleday, overseeing New York City, Chicago and Washington; and he later was appointed vice president of sales for the company. After the sale of Doubleday Broadcasting, he was vice president for Emmis Broadcasting, responsible for Washington and Boston. Goodman also served as president of Ackerly Broadcasting and later as vice president of the legendary Z100 in New York City for Malrite Broadcasting.



Congratulations, Tony



Tony Yoken
President/General Manager
The Memphis Radio Group

THE MEMPHIS RADIO GROUP



BARNSTABLE BROADCASTING



1 Cary Pahigian

President/GM, Saga Communications of New England; WPOR-FM, WMGX-FM, WYNZ-FM, WGAN-AM, WZAN-AM, WBAE-AM

Cary Pahigian began his Radio career at age 14 at Curt Gowdy Broadcasting in Lawrence, MA, working his way up through positions on air and

in programming and sales. He went on to programming and operations management positions at Guy Gannet and MetroMedia's WIP in Philadelphia. After a three-year tenure as station manager at WBZ Boston, he joined Sconnix Broadcasting as vice president of operations. Pahigian's challenge came as vice president of a start-up Radio group, Boch Broadcasting in Massachusetts. Following seven successful years with Boch, he moved to Saga Communications, where he oversees Maine's largest Radio cluster.

2 George Francis

Market Manager, Cumulus-Albany, GA (8 sta.)

Francis says strong leadership is what drives good management: "Without leadership, and the motivations that provides, you're always dealing with less-than-inspired employees, which leads to turnover," he explains. "I develop a plan to accomplish the mission and then lead the team into understanding how it's good for their income as well as the company's bottom line. At every level, our team has to believe our goals are within our power to achieve. When that mutual grasp of how the success of every task produces success as a whole, we win. I work hands-on every day to be certain the team stays focused."

3 John Ryan

GM, Cox Radio-Connecticut (includes WEZN Bridgeport)

His accent is pure Rockaway Beach, Queens, but after graduating from Fairfield University in 1974, native New Yorker John Ryan settled in Connecticut. Today, Ryan is general manager of Milford-based Cox Radio stations STAR 99.9, WPLR, and WYBC. With Robin Faller, he also oversees Cox Radio stations in the Stamford/Norwalk area. He's a board member of Bridgeport's Thomas Merton Center and the Connecticut Broadcasters Association, and he serves on the Sacred Heart University Board of Regents. Ryan lives in Fairfield with his wife of 25 years and their teen-age twins.

4 Ray Hexamer

VP/GM, WHBC-AM/FM, Canton, OH (Next Media)

Ray Hexamer's first full-time job is the

Congratulations

*George Francis, Albany, GA &
John Columbus, Tallahassee, FL
for being named two of the
Best General Managers In Radio
from all your friends at Cumulus*



CUMULUS

only full-time job he has ever had. A native of Canton, OH, Hexamer has been with WHBC in Canton for 21 of his 42 years. Since becoming general manager in 1996, WHBC-AM/FM profits have increased 138 percent while sales have increased 68 percent. WHBC has also expanded into such businesses as WHBC sports television, direct mail and event marketing, which has added nearly a million dollars in NTR business.

5 Ray Garon

GM/President, Manchester (NH) Radio Group (WZID, WFEA-AM, WQLL), Saga Communications

"Managers must be flexible, strategic and hard-working," says Ray Garon. "They must be good at finding, hiring and keeping good people; and they must let their people do their jobs. Management leaders today must create an innovative environment, one that encourages their staff to take chances, find better ways of doing things and pioneer solutions to both new and old problems. Today's managers need to stay connected to the constantly changing landscape, and they must always be focused on maximizing resources and profitability. They must always understand the needs of their audiences, advertisers and employees and never, ever compromise their integrity."

6 John Columbus

Market Manager, Cumulus-Tallahassee, FL (WHBT-AM, WHBX, WBZE, WWLD, WGLF)

"My primary focus as a Radio manager is hiring and retaining the most qualified people, and it should be every manager's primary focus," says Columbus, who has served in his current position since 1999. "Great people make great

Radio stations. That axiom will never change, regardless of the consolidation landscape. When the quality of your employees goes up, so does productivity! We are asking our people today to do more, because every cluster operates for efficiency. If you don't hire great people and keep them motivated, their inability to multi-task really hurts a cluster's performance."

7 Dick Lumenello

Regional VP, Clear Channel-Idaho/Montana (31 stations)

"To be a successful leader in our business, you really must have the ability to attract outstanding people, motivate them, then have the sense to get the hell out of their way and let them do their thing." That's the word from Dick Lumenello, who says that the health of the Radio industry is as strong as it's ever been. "We've worked through some tough times, found new sources of revenue, and taken advantage of the technological innovations that enable us to operate more efficiently, which drives cash flow," he says.

8 Dave Cobb

**GM, WMEZ-FM, WXBM-FM
Pamal Broadcasting-Pensacola, FL**

The No. 1 quality needed to become a management leader in the Radio industry, Cobb says, is passion. "This drives everything, from the reason you get out of bed and go to work to the way you feel at the end of the day," he explains. "If you don't have any passion for what you do, get out of it and find something you can be passionate about. Passion fuels creativity and motivation. Regardless of the changes over the last few years, I can't imagine myself doing anything else. I'm excited about the future as we figure out how to use our newfound strengths to take advantage

of the opportunities. We just have to understand we're still going through growing pains."

9 Greg Bell

VP/GM, Woodward Broadcasting, Appleton, WI; (WHBY-AM, WAPL-FM, 3 others)

"Several years ago," recalls Greg Bell, "during the NAB Executive Management Development Seminar, we studied how important 'managing chaos' would be to a successful Radio operation in the future. That's an accurate assessment for what so many of us in this industry need to understand. I have 10 department supervisors who report directly to me, and I meet with them one-on-one at least weekly—much more than that, informally. I continually reinforce with them that they have been hired, promoted to, or chosen for their particular positions because I have confidence in them. Thus, I try daily to give this group the support, coaching and tools that will allow and encourage their success in spite of the hectic pace."

10 Harry Weinhagen

**GM, Pamal Broadcasting-Rutland, VT
WJJR, WJAN, WJEN, WEBK**

"Successful leaders in Radio, as in all businesses, must have a high level of personal integrity," says Weinhagen, who has worked in Radio in Rutland for the last 22 years. "They must set the standards by example. They must be fair and empower their staffs. Management leaders in Radio must have and exhibit a continuing passion for the business. If you don't get a kick when your staff has made a great sale, or when you hear a great piece of copy just produced by your production department, or enjoyed a well-delivered bit by your air talent, you can't lead!"

Congratulations To Greg Bell

Our Vice President/Broadcast Division

WHBY-AM; WAPL-FM; WKSZ-FM; WZOR-FM; WSCO-AM
Appleton and Green Bay, WI

on being named one of the
10 Best Managers In Radio
(Small Market)

from your fellow employee-owners



**Woodward
Communications, Inc.**
"Building our tomorrow, today"

Case Study: A Radio- Newspaper Mix Works In Des Moines

A mortgage company that operates in Des Moines, IA, (and targets persons 18+ with household income of \$75,000+) used to spend \$30,000 per week on three full-page newspaper ads. With this strategy, the company was reaching approximately 36,000 people in its target audience. On average, target audience members were seeing one of the ads 2.4 times per week.

Then the mortgage company decided to spend its weekly \$30,000 advertising expenditures differently. It ran three half-page newspaper ads, instead of full-page ads (trimming its newspaper ad costs to \$18,000) and directed the remaining money (\$11,989) to spots aired on both an Oldies station and a Hot AC station whose listeners matched well with its target audience. Suddenly, for the same amount of money, the mortgage company nearly doubled its reach (to 64,000, instead of 36,000) and increased the frequency of its ads more than twofold (up to 5.4 from 2.4).

— Scott Musgrave, Arbitron

Five Qualities For Strong Leadership

1. You must have a vision, and be able to convey this vision to all in your station(s). Never lose sight of it.

2. Keep it simple. Each company has a culture based on values that the leader sets. These values must be simple and continuously reinforced through action and in writing.

3. Hire and retain the best people for all positions.

4. Communicate, communicate, communicate. Successful communication means being a good listener. Open your ears and you will be amazed at what you can learn.

5. Learn to delegate. No one person can do it all. If you have hired the best, let them do their jobs and hold them accountable.

Source: Lisa Decker, VP/GM, Infinity Seattle

Radio & Newspaper

A Media Mix That Works

By Scott Musgrave

Every day, Radio sales teams battle to take market share from the biggest dog on the local advertising block: the daily newspaper. They do this for the same reason that Willie Sutton gave for robbing banks: "It's where the money is." But those who attempt to persuade advertisers to redirect their entire newspaper budgets to Radio are fighting an uphill battle they almost certainly will not win. What's far more likely to be successful is to pitch an approach that combines Radio and newspaper advertising. Essentially, show the advertiser how the two media can complement each other and produce results.

When you work with your prospect, don't dwell on the negative aspects of advertising in the newspaper. Instead, focus on understanding the advertiser's sales and marketing problems, and on how the retailer is currently advertising. Then suggest a newspaper-Radio media mix that won't be a complete departure from what he or she is familiar with. Show how Radio will fill those areas where newspapers fall short. Over time, as you prove Radio's value to the client, you will be able to shift an increasing portion of the advertiser's ad dollars to Radio — and your station or group.

According to Scarborough's 2001 data, the heaviest Radio listeners are more likely to be between ages 18 and 54, and heavy newspaper readers are more likely to be 40-plus.

Arbitron's American Radio Listening Trends study shows that Radio reaches nearly 95 percent of the U.S. 12+ population each week — and it reaches not only newspaper readers, but also the many people who don't read a newspaper. According to the Newspaper Association of America, only 55.5 percent of adults read a newspaper each weekday, and 63.9 percent read a paper each Sunday.

Radio allows advertisers to dramatically increase frequency because of the medium's cost-effectiveness. Studies show that newspaper ad size has little impact on ad recall, so an advertiser can decrease the size of its current newspaper ad and redirect those dollars into Radio. By doing so, it will boost message frequency without increasing cost. Given that

Radio provides excellent targetability, the frequency can be precisely directed at well-defined demographic targets.

HIT BULL'S-EYE

Compared with frequent newspaper readers, heavy Radio listeners are more likely to lease or purchase a number of major products and services that are traditionally advertised in newspapers.

Scarborough data show that listeners are more likely to lease or purchase a new or used car, truck or van, as well as electronics, major appliances, home security systems, furniture and real estate. For example, heavy Radio listeners in the top 40 markets were 14 percent more likely than heavy newspaper readers in the same markets to shop at CarMax, which sells used and new cars.

Radio reaches an estimated 57 percent of persons 12+ within one hour of their largest purchase of the day (compared with 13 percent of newspaper readers), thus providing the greatest purchase proximity of all major media (source: Arbitron's *Media Targeting 2000* study). Combining Radio with newspaper advertising allows an advertiser to influence customers closer to the point of purchase when they are most receptive to critical marketing information.

Once you start thinking about how to use Radio and newspapers in tandem, you are likely to have all kinds of ideas to offer a prospect. Focus on a critical sales period for your prospect, and begin pre-selling Radio as far in advance as you can. Newspaper dollars are usually spent well in advance, and you need to act now to divert some dollars to Radio and your station in particular. Once you've been able to sell the power of Radio, you need to be well prepared to explain, based on demographics and psychographics, why your station is right for the advertiser.

Radio is a medium of the imagination. It can enliven ideas that might seem flat if they are only on paper. ☐

Scott Musgrave is senior vice president/general manager of Arbitron Radio. He can be reached at scott.musgrave@arbitron.com.

Sales Tip

YOU CAN PROSPER IN A SOFT ECONOMY

Doing well in a weak economy usually takes knowledge of “recession-proof marketing.” Here are suggestions that may help salespeople function in the slow economy:

» Help existing customers create new sales for you. Call them with new ideas that will benefit them and require them to buy more of your product or service.

» Add value to your existing product or service. Customers become more concerned about getting the best value for their dollar in a weak economy.

» Give a superior level of service. Concentrate on holding onto your existing customers by providing extra service to keep them happy.

» Reactivate old leads. Some salespeople give up on leads too quickly. Repeated follow-up has been proven to convert dormant leads into buyers.

» Accommodate smaller clients or customers on reduced budgets. If possible, offer economy sizes, compact models, no-frills versions or smaller minimum orders.

» Avoid overselling on expectations. It's not a good idea to overpromise so you are forced to under-deliver. Being too eager to get a particular piece of business won't help you — or the customer — in the long run.

» Hear the buyer out. It's not a good idea to assume you know the customer's problems, especially during difficult economic periods. Let the customer talk. This is the only way you can be sure of getting the information you need to present the best possible presentation.

*Adapted by the Radio Advertising Bureau from *Recession-Proof Business Strategies* by Bob Bly, a sales trainer and author. You may contact him at 174 Holland Avenue, New Milford, NJ. Source: *The Selling Advantage* (10/28/02)*

We Were Wrong

About The Hats

By Dick Orkin

Uh-oh! I got another e-mail. This one was from a general sales manager, who wrote: “Wait a minute, Dick. I can see it coming. You're going to have our AEs writing spots. Even if I could find them the time, some of them couldn't write their way out of a paper bag. Get real.”

So I e-mailed him back: “Dear Clairvoyant...”

Before I get to the part of the process where the AE will be doing something that looks like writing and smells like writing, let me do two things:

1. I want to remind you that these clever salespeople with energy and smarts are doing one heck of a job of selling! Real salesmanship (or “sales-womanship — the suffix “...manship” should bite the dust). I believe it was David Ogilvy, who called writing “salesmanship in print.” While I don't want to lay on that quote too hard, that definition in a future column will loop back to bite me in the tush, so there will be more on that later.

2. I want to tell you about one of our workshops, called “The 2 Hats Workshop.” Its objective was to persuade AEs to wear two hats — not because it gave them *savoir-faire* but because at the time we thought they needed a selling hat they could switch to a marketing/creative hat. We retract it all. Lose the hats. They made some of you look silly, anyway. No, we won't refund your money. But you can keep the hats.

WEASEL TIME

Actually, the spirit of our idea was correct, but our logic was haywire. Here's why.

As I said in my last column (*Radio Ink*, Nov. 4), a Radio station (or any contemporary company) exists to do only one thing, and that's to satisfy the customer.

A NOTE FROM DICK ORKIN

This is the last column from me in 2002. So here are a few of the mind-boggling topics that'll excite the dickens out of you when you read us next year:

» Why Radio advertising is the easiest ad writing of all — even if you insist you can't write and, moreover, hate writing of any kind.

» Is the importance of research for Radio advertising really all that important?

» The most irrefutable argument ever devised for advertisers who tell you Radio doesn't work — and won't work for their product or service.

» What Radio can learn about Radio from the best minds in web design and marketing.

Till then, gently polish your eye balls and accept my best wishes for a Happy New Year.

Michael Hammer, author of *Beyond Reengineering*, provides us a definition of a customer that is right on the nose, providing the kind of satisfaction a Radio station has in mind: getting advertising results. Here's his definition: “Customers are people whose behavior the company wishes to influence by providing them with value (by influence, incidentally — I don't mean deceive. Deception is not a business practice; it is a criminal practice known as fraud).”

Now follow this: The value that a Radio station intends to provide involves a process. That process, at least in its beginning steps, is to define what business the customer's customer is in — from the standpoint of the customer's customer, not the billiard hall's owner, or father or mother (unless they're regular customers).

Process-centered work transforms AEs into professionals, which means that the job doesn't end after they have the signature or when it's 5 o'clock and the AE has a racquetball game scheduled. AEs are Radio professionals who must not only begin the process (getting the signature), but also carry it as long as required — and beyond.

So tell Ms. or Mr. AE that we're sorry. Lose the hats! Account executives are process professionals, not order takers. And if management can't make that possible for them, they're likely in the wrong business — and likely so are you. “Get Real!” ☎

NAB Hall of Famer Dick Orkin produces award-winning radio advertising campaigns. He may be reached at 323-462-4966 or e-mail dick@Radio-ranch.com.



Mornings Are Better

Not a morning person? Maybe you should think again. A study of 200 advertising heavyweights, conducted by the Creative Group, suggests that mornings are the best time for brainstorming and presenting creative ideas. In fact, almost two-thirds (65 percent) of those polled said they did their best work in the morning, so setting appointments before lunch might allow them to increase their success rates, rather than waiting until the after-lunch sluggishness sets in. *Source: What's Working In Sales*

TALKING Your Way To Better Sales

Remember these seven easy sales steps; they all add up to TALKING.

- » **Timing.** Don't be impatient, or ask for the sale at the wrong time.
- » **Appreciation.** Try to view the situation from the client's perspective.
- » **Listen.** Don't let your own needs distract you from what the client is saying.
- » **Knowledge.** Study the client's background.
- » **Integrity.** Be honest. If you're not, your proposals won't mean anything.
- » **Need.** Admitting to your own needs helps establish a working relationship.
- » **Give.** Bend a little. Negotiation involves compromise.

Adapted from *The Ben Franklin Factor*, James C. Humes, William Morrow & Co. Inc., 800-242-7737.

Do Your Research

Advertising legend David Ogilvy once said, "You don't stand a tinker's chance of producing successful advertising unless you start by doing your homework. There is no substitute for it."

Ogilvy wrote one of the most famous headlines in advertising: "At 60 miles an hour, the loudest noise in this Rolls Royce comes from the electric clock." How did he come up with that line? He got it by researching the product.

"I spent three weeks reading about the car," Ogilvy recalls. "During that time, I came across a statement that 'at 60 miles an hour, the loudest noise came from the electric clock.' This became the headline, and it was followed by 607 words of factual copy."

Know the product or service before you meet with the client. "Study the product you are going to advertise," Ogilvy advises. "The more you know about it, the more likely you are to come up with a big idea for selling it. If you are too lazy to do this kind of homework, you may occasionally 'luck' into a successful campaign, but you will run the risk of skidding about on what my brother Francis called 'the slippery surface of irrelevant brilliance.'"

Source: Dartnell's Sales Leader

Four Steps To A New Sales Mindset

By Tom Asacker

Not long ago, I was contacted by an account executive who "sold" me on the idea of advertising with his station. Well, I'm a natural-born risk-taker, so I gave it a shot. Nothing ventured, nothing gained, right? To make a very long story short, ultimately nothing was gained. Over time, my investment was not profitable (profitable being my definition of success in this particular case). It really didn't bother me much. As a battle-scarred entrepreneur, I'm intimately aware that there's a learning process involved with anything new.

So, did the rep call me back to set up an appointment to discuss the results? To empathize with me, help me diagnose the potential problem and suggest a new approach? No. And do you think I'll ever try another creative marketing program with his station? I didn't think so. So here's my rhetorical question: Is selling Radio advertising purely transactional, like selling fake Rolexes in Manhattan, or do Radio sales people truly care about building client relationships and nurturing repeat business?

Spray paint this on your office walls, or tattoo it to the inside of your eyelids: **The days of transactional selling in the business-to-business arena are over.** Gone are the days of memorizing sales techniques, flashing big smiles, and funding long lunches. Gone are the days of talking a good game and cutting fantastic deals. In today's market, the sales professional's job is a lot more important. What you do is no longer an act of negotiation — it's an act of caring and compassion. It's about being 110 percent aware of — and motivated by — the wants, concerns and feelings of your clients. It's about being a trusted advisor to a stressed-out, skeptical and, in many cases, cynical businessperson.

So what does this mean for Radio sales professionals? It means you must unlearn all tips, tactics and techniques that are painfully transparent to most business people, and relearn to be genuine, composed and concerned. You must put away your bag of worn-out tricks, such as asking, "Is Wednesday at 9 good for you, or would Thursday afternoon be better?" And this one: "You do care about (fill in the blank with any rhetorical question intended to entice a 'yes' response), don't you?" Pure manipulation.

You need a new mindset — a new way of thinking about, and collaborating with, today's business client. Here then are four new skills you must turn into lifelong learning experiences if you wish to serve clients effectively and create trusting relationships in today's fast-paced networked economy:

1. RADICAL AWARENESS: You're the advisor, so it's up to you to be innovative on your client's behalf. This means that you must be intimately aware of the dynamics of the marketplace. You must know which businesses need advertising to inform the public of something new in their offerings, and which creative approaches are best suited to which audiences.

2. TOTAL EMPATHY: Concentrate your focus on the client. Don't think about solving a problem, selling an idea, or what you'll say when the client finishes speaking. Instead, simply listen — and care. Seeing your prospects and clients through the lens of empathy gives you more information. It lets you make sense of their reality so you can objectively provide both insight and a fresh way of thinking about their problems.

3. CHILDLIKE HONESTY: This is a tough one — it's about having the courage to take a personal risk and reveal hidden emotions; noticing a feeling within yourself and commenting on it. Are you confused about the subtleties of a client's market? Do you think clients are taking the wrong approach? For your sake and theirs, say so.

4. ENLIGHTENED HUMOR: Don't take yourself so seriously. You're not that important. Forget about you for a while and be motivated by an internal drive to help (not sell) others. When you are free from self-concern and motivated to do the right thing for your client, rather than by your ego's need to look smart and be right, you'll become fearless — and you'll connect with people exactly as they need in the moment. ☺

Tom Asacker is a speaker, student and critic of popular culture; and he is author of *Sandbox Wisdom* and *The Four Sides of Sandbox Wisdom*. Contact him by e-mail at his web site: www.sandboxwisdom.com.



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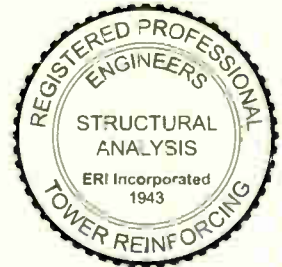
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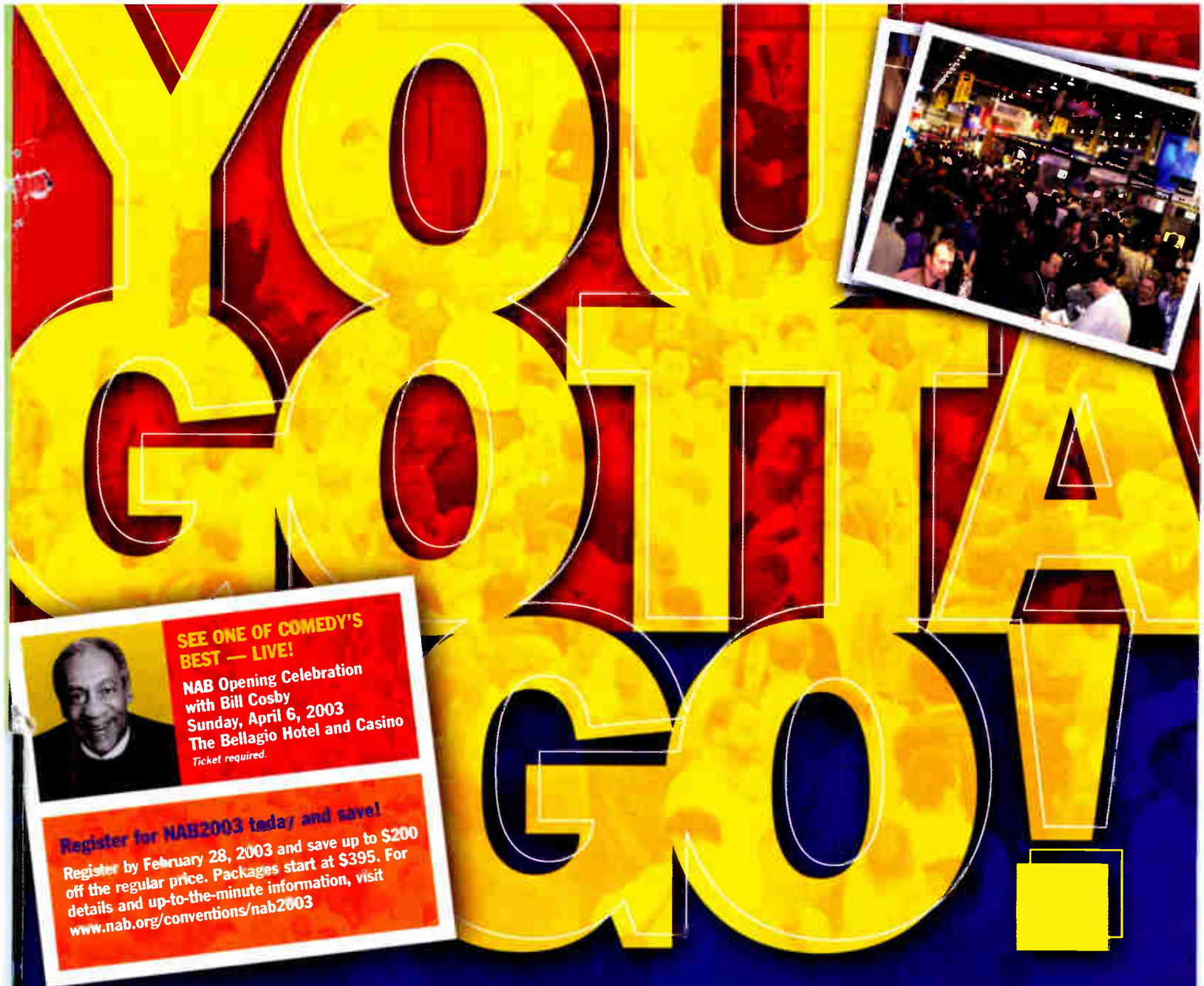
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