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Vol IX, Number 25

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FEATURES



▲ **Special Report: State Broadcast Associations assess 1994 and predict 1995**

State broadcast associations discuss the most important issues that they dealt with in 1994, the outcome, and what they anticipate to be their biggest challenge related to Radio in 1995.

22 **Interview: ▶ Ross Perot**

Perot discusses his new Radio show, indecency and the First Amendment, and how Radio could get a bigger piece of the advertising pie.



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**COMING
NEXT
ISSUE:
January 2**

- Who will be *Radio Ink's* Executive of the Year?
- 1995: The Year of Programming

Cover photo courtesy of Tribune Radio Networks

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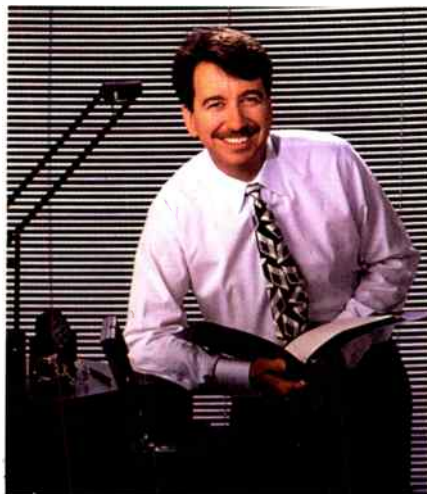
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PUBLISHER'S NOTES

Getting Listeners to Think Radio!



One thing most of us have in common is that we really love the business of Radio broadcasting and wish we could pass our passion for the business to advertisers and listeners.

Radio has a certain mystique to it. Most people are fascinated by the industry and want to know more about it. They've come to rely upon it, after all, it has always been there and always will. To many, their favorite Radio station is like a utility — they turn it on and off as needed and never think much about it.

We need to find a way to get those intrigued listeners to *think* about Radio as well.

About a year ago, I took the opportunity in this column to encourage the NAB (or someone) to resurrect Radio Month, which had not been observed since the 1970s. Lo and behold, the NAB has again adopted Radio Month, which will occur in January.

Part of my plea to NAB was to improve upon the quality of Radio Month materials from years gone by. I asked that they contract for first-rate jingles and develop a series of several formats so they would get used. Face it, a CHR jingle just doesn't fit on a country station. The NAB again answered the call, hired TM Century and produced a series of

five excellent format-specific jingles, including one for Spanish Radio.

In the past, small markets used this kind of thing more than the major markets. Perhaps that was due to the lack of quality or because the larger markets found the promotions inappropriate for their stations. This time, no matter what your market size — and whether or not you use the NAB materials — I encourage you to heavily promote and involve yourself in National Radio Month. Why? We all need to look for PR opportunities to make people think about Radio.

Whether you do special advertising packages, client or market Radio Month parties, tours of your stations, special street and on-air promotions, market promotions, advertiser workshops on Radio, local chamber of commerce speeches, etc., just do something that fits your station, your market, your image. Use Radio Month as a once-a-year opportunity to get people thinking about Radio.

Eric

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READER LETTERS



Lessons from Top 40's Comeback

I read Guy Zapoleon's article on the Top 40 comeback [Sept. 19-Oct. 2] with a great deal of interest.

Those of us who were in Top 40 Radio back in the '60s and '70s remember — with no small amount of nostalgia — just how powerful the format was and can still be.

I had forgotten just what an amazing variety of music was inherent to the format in those years. Much of the trouble for Top 40 came when station owners and GMs began giving PDs unrealistic audience targets. Their obsession with the 25-54 demo resulted in a wholesale abandonment of the teen audience or relegating it to the teenage ghetto of 7 p.m. to midnight. When the teen audience was cast adrift, there weren't many friendly harbors. In a few years those teens were young adults and, by the 1970s, found alternatives to Top-40 Radio. The record companies became all too willing accomplices as Top-40 Radio dumbed-down its music requirements and the result was a bland serving of musical oatmeal.

I can see some disturbing similarities as to where country Radio is today and Top 40 was in the late '60s and early '70s. Many owners, GMs and PDs are still not entirely comfortable with the country genre and welcome the pop-rock artists like Mary Chapin Carpenter, Wynonna and others. That's fine as long as that type of pop-rock doesn't dominate the music. Country, like Top 40, must have that balance of pop-traditional to maintain the integrity and health of the format. If country abandons its core audience, then country will find itself in trouble.

If what you say about Top 40's comeback is true — and I suspect it is — country Radio can expect some serious audience erosion as Top 40's music and presentation improves. If Top 40 comes up with a few truly charismatic stars to showcase, then country Radio can expect some major hits in that audience,

which came from Top 40 and AC in the first place.

Larry Kent
Strategic Air Consultancy
Tyler, TX

Don't Ignore State Associations

I was pleased that *Radio Ink* surveyed various Radio broadcasters across the country on their feelings about the NAB and RAB [Oct. 3-16]. However, you completely overlooked state broadcast associations and their impact.

Without any formal tie to the NAB, state broadcast associations work in harmony with NAB and, in truth, are the real foot soldiers in the broadcast lobbying effort. Vastly understaffed, state associations not only spend a great deal of time lobbying in Washington, where home state legislators pay close attention to their state associations, but at their state legislatures as well.

State associations generally hold two conventions a year, numerous other seminars from sales to programming, work

with the colleges and universities in the states, provide legal services, offer scholarships and internships to both high school and college students and act as a general resource of information for their members.

Next time kudos are handed out in the broadcast industry, don't forget the dedicated men and women who staff the state associations and the boards of directors who give so generously of their time without the perks of meetings in Palm Springs or Hawaii or other lush surroundings. In addition, they pay their own way to meetings and conventions and are the breeding ground for future NAB board members.

Wally Gair
Exec. VP

Illinois Broadcasters Association

ADDRESS ALL LETTERS TO

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

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PEOPLE IN INK™

The AIR Up There

D.C. recently honored some of its own (not politicians) at the 8th Annual Achievement In Radio Awards (AIR) sponsored by Ford Motor Co. at the Sequoia Restaurant in Georgetown. WKRP's "Mr. Carlson" Gordon Jump helped present awards to Radio Zone's (WKDV-AM/WKDL-AM) Kenny Curtis, WTOP-AM's Jamie Bragg and WAMU-FM's Richard Paul and Eddie Walker. Other winners included WRQX-FM's Loo Katz.

Jump was also on hand for the AIR press conference at the hospitable Hard Rock Cafe. In return for the Hard Rock's hospitality, Herb Tarlek's (a.k.a. Frank Bonner) jacket and a copy of the Dec. 14, 1992 *Radio Ink* issue featuring him in the jacket on the cover, were donated to the cafe.

1. (l-r) WTEM's Rich "Coach" Gilgallon, Curtis and Jump 2. (l-r) Anne Bragg, WTOP GM Tom McKinley, Jump and Jamie Bragg 3. (l-r) Paul, Walker and Jump 4. Katz and Gilgallon 5. Jump at the Hard Rock Cafe.

RAB Board Meeting

... Meanwhile out West in San Diego, the Radio Advertising Bureau (RAB) held its annual board meeting to discuss, contemplate and speculate. Dishing out some awards was head honcho Gary Fries to, among others, Paul Fiddick of Heritage Media, and a lifetime achievement award went to past RAB chairman Art Carlson. During the lulls Tom Young of Young Radio Inc. and "Radio Wayne" Cornils entertained while others mingled. And everyone bid a fond adieu to RAB CFO Harley Park, who hangs up his calculator this year.

6. Fries and Fiddick 7. (l-r) Fries, Fiddick, Carlson of Susquehanna Broadcasting, David Morris of Texas Coast Broadcasters and Richard Chapin of Chapin Enterprises 8. Young and Cornils 9. (l-r) Rita and Dean Sorenson (Sorenson Broadcasting), Cub Radio's Lee and Nancy Davis, and Richard Buckley of Buckley Broadcasting 10. (l-r) Beck-Ross' James Champlin, Shamrock's Bill Clark, William Hogan of Westwood One, Cos Capilino and WKYS Radio's Skip Finley 11. (l-r) WAXQ GM Randy Bongarten, Jeffrey Smulyan of Emmis Broadcasting, Clark, Inner City's Pepe and Karen Sutton, and John Dille of Federated Media 12. RAB CFO Harley Park at the mike.

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Five Of America's Top 12 Highest TSL Oldies Stations Use The Same Secret Weapon:

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Five of America's 12 highest TSL Oldies stations are clients of E. Alvin Davis & Associates. Two of these stations — WBIG-FM/Washington, D.C. and KOMA-FM/Oklahoma City — accomplished this despite having to battle (and defeat!) already established market leading direct format competitors.

These winning stations have a secret weapon — a programming consultant that *specializes* in Oldies. As specialists, we've concentrated all of our efforts on learning what makes the format work — enabling our clients to achieve remarkable results.

The 21 Critical Success Factors That Create Big Ratings

Consistent success doesn't happen by accident. So why are these stations so successful? These winning stations use their resources in a more efficient, effective manner. Instead of basing their programming and marketing decisions on conjecture or supposition — they use specific proven strategies, ideas, and techniques that increase ratings.

By studying and analyzing the Oldies format's most successful stations, we've developed a list of 21 critical success factors that maximize ratings. As a result,

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| 4. WMJI-FM/Cleveland | 10. WBIG-FM/Washington, D.C. |
| 5. WWBB-FM/Providence | 11. WKQL-FM/Jacksonville |
| 6. KOMA-FM/Oklahoma City | 12. KODJ-FM/Salt Lake City |

our clients receive the most accurate and reliable Oldies information available. It's based on research findings and "real world" experience that has been thoroughly tested on radio's front lines — in actual Arbitron performance.

We're Committed to Oldies

Oldies is our specialty — not a sideline. Unlike "Jack-of-all-trades" consultants who "specialize" in five, six or seven different formats — and view Oldies as only a minor profit center — Oldies is the only format we market.

No consultant has more experience — more clients — more markets — or more success. Considered by many to be the World Leader in the format, our experience includes Oldies clients in 43 different markets in the U.S., Canada and New Zealand.

An Unequaled Track Record

In start-ups, turnarounds, head-to-head Oldies battles, and in maintaining ratings consistency, our track record with Oldies is unmatched. This is why **E. Alvin Davis & Associates has more Oldies clients than any other consultant in the world.** In fact, we have twice as many clients as our closest competitor.

If you're interested in learning how your Oldies station can achieve **higher ratings, increased revenue and maximized profit** — the time to act is now!

For more information — and your free copy of the tape cassette "**Emerging Trends and Predictions in the Oldies Format**" — phone E. Alvin Davis now at (513) 984-5000.

* Data derived from The Arbitron Company, Fall 1993 survey. Monday-Sunday, 6 a.m. - 12 mid., Total Week.



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E. Alvin Davis
President

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MORE PEOPLE IN INK™

NRB Eastern Regional Convention

Looks like everyone had a grand ol' time at the National Religious Broadcasters' Eastern Regional Convention recently at the Sandy Cove Bible Conference Center in North East, MD. Folks got together to greet, meet and have something to eat. Veteran Dot Worth picked up the 1994 Percy Award for her broadcast of *Women Alive*. Ne Larson of WDCX-FM Buffalo, NY, led a sing-along (what they were singing we're not really sure). Everyone else just had a good time sharing and talking with each other.

1. (l-r) Sue Bahner of WDCW-AM Syracuse, NY, Dot and Phil Worth 2. Larson leads convention attendees in song 3-4. Conventioners attending sessions and dining.

Out where the cactus rule ... The Arizona State Broadcasters Association (ABA) held its 42nd annual convention at the Sheraton San Marcos in Chandler. After 1994 ABA president Peter Padilla made some opening remarks, both TV and Radio broadcasters attended sessions like "Crime & Drugs," and a government relations breakfast addressed by U.S. Sen.-elect Jon Kyl. Steve Allen, formerly of KOY-AM Phoenix, Jewell Lewis of Media America Corp. and Ray Smucker formerly of KYUM-AM Yuma and KTAR-AM Radio and TV were inducted into the ABA Hall of Fame.

5. Kyl and 6. Padilla.



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Survey Says: News/Talk Scores Big!

The Interep Radio Store research division recently did a profile on the news/talk listener and came up with some interesting results. Overall the report revealed news/talk delivers the highest share of the adult Radio listening audience, the majority of whom (63%) are located within the 25 largest metros. The report shows that the format appeals to both males (60.4%) and females (39.5%) and that its audience is primarily comprised of educated, affluent adults employed in high profile occupations. What do these listeners do in their spare time? (See graph.)



As for leisure activities, a high number of news/talk listeners belong to a local body of government, a book club and use clubs—golf clubs.

Interep Seminar Covers New Auto Leasing Law

Automotive executives are enthusiastic about the new "Radio Disclaimer Law." The only major concern on the national level is getting a complete list of the states with laws that supersede the federal law.

This was the topic for discussion at an "Information Breakfast/Seminar" held by The Interep Radio Store Nov. 29 in Detroit.

The automotive industry's top legal counsel attended the seminar. Featured were Michael Bader, legal counsel/principal partner of Haley, Bader & Potts, Washington D.C.; Ken Nelson, a national AE for GM/EDS; AT&T; and Bill Burton, president of the Detroit Radio Advertising Group. Jeff Edwards, VP/Radio specialist of the Interep Radio Store, moderated the program.

The only problem states appear to be California, Texas, Massachusetts, Louisiana and New Jersey. Both NAB and Interep are working on compiling a complete list of all states and their laws.

In the meantime, Burton recommends the following:

1. Check your state law by contacting the state attorney general's office.
2. Follow the guidelines put out by NAB and RAB. The 800 number solves most of the Federal Trade Commission's requirements. And NAB attorneys believe that if you overstep the line, at worst you'll be asked to cease and desist. You can then figure out how to resolve the problem and go forward.

Burton continues to emphasize that the Radio industry, with the utilization of the 800 phone number, wants to not only help the automotive industry but also to better serve the consumer. Don't let the few obstacles detract from the enormous opportunity that's in front of you, he says.

GORDON'S WRATH!

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FORUM:

Where do you find new salespeople aside from other Radio stations?



Diane Battista, GSM
WBZZ-FM/WZPT-FM
Pittsburgh, PA



Ward Rice, co-LSM
WEZB-FM
New Orleans, LA



Joanne Tombrakos, GSM
WARW-FM
Washington, D.C.



Rick Anderson, GSM
KKSJ-FM
St. Cloud, MN

Recruiting is like movie casting in that we look for a candidate who will fit a specific role and service a particular client category's needs. For instance, a person with an ad agency background can teach us the perspective of broadcast sales from the agency's point of view.

I also look to other forms of media, including newspaper, outdoor and telemarketing. Telemarketers are accustomed to rejection and high-pressure situations. Similarly, people in the food and beverage industry must be organized, able to upsell and juggle multiple tasks and clients. I even hired a trauma nurse who was excellent. Obviously, they know how to deal with pressure. These are qualities that I look for.

Real estate is also comparable, as Realtors work on commission and are independent contractors. When I am impressed with an intern or someone with whom I have worked with in the past, I'll keep track of them. This way when I have a position available, I will already know their employment history and track record. ☐

WEZB-FM uses several techniques to find salespeople aside from other Radio stations. We ask local and out-of-town media buyers to keep in mind that our station is always in search of a good rep, and to let us know if they are aware of anyone impressive who is interested in moving to a new market.

Our direct clients often have 10-15 salespeople calling on them daily. From these salespeople, good account executives can be found who can use their sales ability and quickly learn to sell Radio advertising.

We also prospect for potential candidates through traditional means such as networking, professional organizations and personal referrals from employees and acquaintances. In addition, grooming existing personnel (i.e. sales assistants) has delivered successful salespeople.

Our station continually interviews people to retain an active base of new salespeople. This prevents us from being in a pressure situation to hire when a position opens. ☐

Finding good, qualified salespeople is never an easy task. Unless you have a specific opening that requires sales experience, you do not need to limit your search to other Radio stations.

In addition to the more traditional methods of placing ads in the trades and local news publications, we actively recruit through local job fairs and college career days. We have participated in such events as the National Black Media Coalition's Media Conference Career Night and the Montgomery County and Urban League job fairs.

The key is to make your recruitment practices ongoing, whether or not you have a current opening. As sales managers, we need to prospect for qualified candidates in much the same way we tell our salespeople to prospect for new clients. You never know where you might find a good one. It could be as near as that last salesperson who waited on you in Nordstrom's shoe department. ☐

The challenge of finding quality Radio applicants is nothing new. However, over the past few years many of the traditional methods, such as newspaper, have become less effective. Using our own station has provided us with many quality applicants.

Some managers feel this method shows turnover at the station, but if done properly you can avoid giving a negative impression. It also guarantees that the applicant will be familiar with your station.

We've also found local restaurants to be effective recruiting sources. Waiters and waitresses tend to be very good at customer service and possess good listening skills. With three universities in town, there are many soon-to-be graduates holding down part-time jobs at area restaurants. Some of our best employees have come right out of school. Because they have fewer bad habits, it's easier for them to learn our system. ☐

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CASE STUDY



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How do you deal with it?



Sherland Priest, GM
KNLE-FM
Austin, TX



Roger Nadel, VP/GM
WWJ-AM/WYST-FM
Detroit, MI

Radio finds itself in a paradox over scheduling

during the holidays. Just when everyone is home from work, on vacation and listening for special holiday programs, the staff decide they all want to be "normal people" and visit relatives, go out of town, spend time with family, etc.

These are not, however, insurmountable problems. Luckily, there are a few advantages that are built into holidays: You know when they are and can plan for them. In the case of the Christmas-New Year's season, some businesses are closed or shut down for the season. If you can't conduct business with them until after the holidays, the loss of staff will have less impact.

The holidays put everything in a "state of flux," so it is often a matter of starting over from scratch anyway. People come back from vacation and have to figure out where they left off on projects. Sometimes people require retraining. After vacation, it's always hard to "get back into the saddle." And there's always the chance that someone, having tasted life outside the routine, may not want to return.

The year's end holiday time is probably the best time to experience a change in staff. It's just as easy to change a show or change a staff position because it's a new year and a new ball game.

Plan ahead, fire the offender, enjoy your holiday.

Terminating an employee should never be an easy

job, no matter how obvious it appears. You always have to be cognizant of the fact that you're changing people's lives.

Our policy manual identifies several reasons for immediate discharge: misusing company money or property, insubordination, misconduct considered adverse to the interests or welfare of the company or its employees, or dereliction of duty caused by drinking and drug use. There are exceptions, as well as extenuating circumstances (How long has the employee worked for a company? What might have triggered the action?) that have to be taken into consideration.

Is the closeness to Christmas one of those extenuating circumstances? I don't think so. You can always look for a reason not to do the right thing — an illness in the family, a project the employee is working on, or perhaps even how it might inconvenience you personally. But the fact remains, you have an obligation not to just your company but also to other people working for you. If breaking the rules is overlooked or condoned, how can you hope to have the respect of others at your station? Always ask yourself, "What's best for the Radio station?" and then act accordingly.

IF YOU WOULD LIKE TO RESPOND to a Case Study scenario, call Shawn Deena at 407-995-9075.



by Ellyn F. Ambrose

The Decisive Power Questions + Evaluation = Action

Think about your various bosses. Which one(s) you liked vs. the one(s) who got the most performance. Did you perform because you liked him? He controlled you? You feared him?

Most likely, you respected him, because he was clear and decisive.

Employees spend 80 percent of their time trying to figure you out — jockeying for position, power and for a decision. The more decisive you are, the less employee time is spent on the game and the more time spent on accomplishing the mission. Productivity increases.

Employment. Employees. Marriage. Investments. Real Estate. We all make decisions and have experienced the anxiety that a bad decision could cost your job. Decisiveness is absolute. Definitive. Conclusive. All critical elements of leadership.

Put Your Foot on the Gas

The key to effective decision making? Determine the objective. (Or define the problem.) Gather information. Evaluate. Decide.

Imagine speeding in heavy traffic on a four-lane interstate. You need to go from far left to right in 60 seconds. You determine the objective. You (visually) gather information. You evaluate your chances, put that foot on the gas pedal and push. The wrong decision means death; you don't think twice. Why? You have confidence.

Indecisiveness comes from both lack of confidence and fear of failure. But remember, *The Wall Street Journal* does a monthly analysis of stocks selected with darts. Oftentimes the dart board outperforms the experts. So, even

with darts, we have a 50 percent chance of being right.

We can minimize that other 50 percent by following that same procedure: Determine the goal, gather information, evaluate the information. Decide. In its simplest form: To become more decisive, you must question.

For example: Selecting a new format. One GM in a top 50 market needed a format. His research, his consultant, his boss and his PD all said AC. The target demo and "underserved" subcell was women 35-49.

Take a Position and Act

This manager focused on his objective: cash flow. He grilled his sales staff, his PD, his marketing director and other GMs. Which station in the market was getting the highest share of dollars and why. (The country station, which was offering value-added promotions.)

His percentage of agency vs. direct was standard; as was his market percentage of national dollars. However, a higher percentage of his agency business was, in fact, local retail. Plus, he could buy an AC library for a discounted price.

In asking questions, he also found that other AC stations did a lower percentage of retail business. And that ACs spent an additional 10 percent in marketing dollars to maintain their audience.

He took a position and acted: oldies. To achieve his cash flow goal, he opted for a lower audience share that afforded him more inventory, a greater opportunity for on-air promotions, and that required a smaller marketing budget.

He exceeded his cash flow goal. Then the station was sold.

QUICKREAD™


- **The key to effective decision making? Determine the objective. (Or define the problem.) Gather information. Evaluate. Decide.**
- **Indecisiveness comes from both lack of confidence and fear of failure.**
- **In its simplest form: To become more decisive, you must question.**
- **Greater decisiveness will result in greater respect; and the respect between you and your staff will be mutual.**
- **A more effective decision maker is a more effective leader.**

Questions and Leadership

New owners, of course, want to do it better. The scenario for the format decision was identical. However, this owner accepted what "everyone" told him. He didn't ask questions, so he couldn't evaluate. He switched to AC.

The audience share fell below their projection, they required even more marketing dollars than projected, the sales numbers were 100 percent cost-per-point with no added value, and the result was less cash flow.

Asking questions and gathering the information will take our decision making out of the realm of dart boards and into the realm of excellence and achievement. Not only for you, but for your staff as well. Greater decisiveness will result in greater respect; and the respect between you and your staff will be mutual.

Ask more questions. Minimize risk. Become a more effective decision maker and a more effective leader. 

Ellyn F. Ambrose is CEO of The Marketing Group Inc. in Washington, DC. She may be reached at 703-903-9500.



by Mark Ramsey

A New Year, A New Challenge

A Look Into the Crystal Ball

I'm passing my hands over the crystal ball. It lights bright and fills with smoke. Through the haze, shadows begin to appear. 1995 is here, friends. Here's a glimpse into what the new year might hold.

Formats & More Formats

Yes, '70s oldies has legs; it's not disappearing anytime soon. But now that the '80s are five years behind us, can '80s oldies be far behind? There's a formula out there waiting for the first adventurous broadcaster, and it will be a bandwagon as big as *The Arrow*.

Specialized formats like new/alternative rock, AAA or progressive, and NAC or "Smooth Jazz" will, of course, continue to grow, evolve and fragment. (Already there are markets with multiple alternative and AAA stations.)

Reaching Out with Marketing

All marketers in every industry are spending more on direct mail and data base programs not only to enhance relationships, but also because they are demanding accountability. They are being held responsible for the contribution of each marketing dollar to sales. As a consequence, marketing is becoming more

QUICKREAD™

- Specialized formats will continue to grow, evolve and fragment.
- Radio will continue to turn away from generalized mass marketing.
- 1995 will bring us technologies to better measure sounds and melodies regardless of listener familiarity with each individual title.
- One thing that's not changing: Listeners love having new choices.

targeted and customized, and the results are becoming more measurable.

In 1995, Radio will continue to turn away from generalized mass marketing such as television and outdoor and toward direct marketing, event marketing, and a better utilization of our own airwaves to reach out and touch listeners, particularly the influential PIs.

Research — The Measuring Stick

Research, too, is due to become more accountable. 1995 likely will bring research tools that help stations evaluate the effectiveness of each component in their marketing mix. For example, did listeners see your television campaign? Did they receive your telemarketing calls? Did they get your mailer? The research will tell you how, or if, your marketing worked.

Music research will become more sensitive. There is growing evidence that we're not doing a good enough job measuring listeners' music tastes, because we are relying on testing methodologies that are more than a decade old. How do we explain success in formats like AAA and NAC, where "familiar songs" seem to be less important? The answer is that listeners evaluate not only songs but sounds and melodies. There are sounds they like and sounds they dislike. For example, a listener may like many Pearl Jam tunes but will steer clear of the heavy Pearl Jam station because it's too "hard." 1995 will bring us technologies to better measure sounds and melodies regardless of listener familiarity with each individual title.

A Great Morning Show

As fragmentation continues relentlessly, the morning show continues to be


a key — perhaps the key — competitive advantage for many stations. The demand for top-notch morning talent will reach a new high in 1995.

Are you searching out the next big thing in morning shows but don't quite know what to look for? Ignore the competition and watch the late-night TV talk shows. You can learn more about what makes a great morning show by watching David Letterman, Greg Kinnear and Jon Stewart than by listening to all the airchecks in the world.

Listen to the Listeners

People are "edgy," the trend-watchers say. This anxiety is causing an explosion of spirituality in popular culture. Angels are hot. *Chant* is popular music. Marketers are responding not only with spiritual themes but also with messages of comfort and hope. Words like "genuine" and "trust" and "true" are occurring more frequently than ever in advertising (e.g., "Genuine Chevrolet," "AT&T True Voice"). Relationships and relationship marketing are becoming a crucial part of every marketing effort.

The fitness craze is over. The baby boom is turning away from aerobics and toward more leisurely activities like walking and gardening. Glamour is out, casual is in.

One thing that's not changing: Listeners love having new choices. That, more than anything else, will continue to make this business of ours a non-stop thrill ride of challenge and change.  Mark Ramsey is president of NOVA Marketing Group, a media research and marketing consulting firm based in San Diego. He may be reached at 619-291-9322. His E-mail address is: mramsey1@aol.com



by Dave Gifford

20 Answers

Hardball Comebacks To Cost-Per-Point Buying

1. Do you buy strictly by cost-per-point, or do you use your own brain as well?
2. How come your CPP targets are lower than the CPP targets of every agency in this market? I find that very puzzling. Would you explain that to me?
3. If cost-per-point is the way to buy Radio, then why don't we buy cars on the basis of cost-per-part? If cost-per-thousand is the answer, then why don't we buy cars on the basis of cost-per-thousand miles?
4. We don't set our rates based on agency CPPs. Our rates are based on supply and demand. Scarcity of any commodity — including our spots — increases its value, and value justifies price. All because of demand on our time. These spots will not go unsold, I promise you.
5. Look, how would you feel if tomorrow you bought a Radio station and discovered that you're not allowed to price your *own* Radio station because that's the agency's job?

A Bargain at Any Price

6. You need to understand something, Bertha: We don't set our rates. Our advertisers set our rates.
7. Oh, who are you kidding? If our CPP was too high, then we couldn't be the highest billing station in this market, could we?
8. Look, every time we're sold out it's because our rates are too cheap, and too often we're sold out!
9. I hope to tell you our CPP is the highest in this market. In fact, our rates are the envy of every Radio station in this market. For good reason: because we're the No. 1 station in this market for getting results! Our advertisers have come

to realize that we're a bargain at any price.

10. You're right, we're not No. 1 in cheap advertising. When you pay peanuts, you get monkeys. But we are No. 1 in cost-per-results, and that's all your client really cares about, isn't it?
11. I don't blame you for working me over for lower rates; it's your job to fish for the bottom, so nice try! And now that you know that nobody in this market can buy WXXW any cheaper than you can, let's get on with it ...!

A Done Deal or No Deal

12. What do you think your client is going to say if you tell him, "WXXW has more potential customers for what you sell, but their CPP is too high." He'll tell you, "Then get the best rate you can," and I just gave you my best rates.
13. You mean to tell me that a station with more adults — adults with multiple purchase needs — isn't worth more on a CPP basis than an audience of teens those adults buy for?
14. You mean to tell me that a station that offers desirable value-added services isn't worth more on a CPP basis than another station with value-less services?
15. Look, what good is a low cost-per-thousand if the station you buy doesn't have enough thousands?
16. Of course their CPP is lower than ours — nobody would buy them at our rates! I mean, how is it possible for cheap spots to attract listeners they don't have?
17. We anticipated you'd beat us up for a lower CPP, so — to save time and eliminate the haggling — we already cut our rates down as far as we can. Any lower and I'm prepared to walk; it's just not worth it.
18. Uh, hold on, Bertha! It's not a good

QUICKREAD™

- Salespeople go into agency negotiations with media buyers psychologically defeated despite the facts.
- Fact: The only reason media buyers buy your station is because they want your time more than the money it costs. Otherwise, why would they make that exchange on behalf of their clients?
- Fact: Media buyers wouldn't be negotiating with you if they didn't want to buy what you're selling. Think about it.
- Fact: This is what you have to resort to as a consequence of not selling against cost-per-point buying between the buys.

deal for either one of us unless it's a good deal for both of us. So, let's button this thing up now and get things moving ... fair enough?

19. Look, either we have listeners your client wants to sell or we don't. If we do, then the CPP at WXXW' is X-bucks. That's it! I've gone as far as I can possibly go ... and I think you know that, don't you?
20. OK, here's the deal. You're the buyer, and I'm the seller. And I cannot go any lower, so I'm done selling. Now it's your turn. Either it's no deal, or it's a done deal ... what's your call?

Dave Gifford is a sales turnaround specialist from Santa Fe, NM. He may be reached at 1-800-TALK-GIF.

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NEW BUSINESS DEVELOPMENT



by Kathryn
Maguire

Getting into the Habit

The Commitment to New Business

If station management has made the new business commitment, one of the hardest parts of it is not handling the investment, but changing the old sales habits.

Referencing Stephen R. Covey's *The 7 Habits of Highly Effective People*, in order to create a new habit, you need three things: knowledge, skill and desire. Management and salespeople need to *know* what to do and why they are doing it, to learn *how* to do it, and to have the *motivation* to pursue new business. Here are some tips on infiltrating new business into your sales routine to make it a new habit.

Vendor knowledge: The special sales staffs that have 100 percent participation in the new business program are armed with people who understand the station's commitment to new business development. All managers support and understand it. They will always send this commitment as a consistent message. Unfortunately, you lose a lot more than just sales when you allow your staff to de-prioritize new business. Often new salespeople don't pursue new business because they are unclear on what they are supposed to

do. Perhaps you have provided training and your station management is committed, but the sales staff doesn't know what they're supposed to do next. They need standards of performance.

Training & Motivation

Vendor skills cannot be learned easily. Going to a seminar is a great beginning, but it takes more than that. Training and brainstorming should be done every week. Even the most seasoned new business-savvy group needs to be constantly challenged with new information. Bring guest speakers in. Get the salespeople to train others on what they know. The best training is learning by going on sales calls.

Desire: often comes easily to the new salesperson who has few selling accounts to rely on. The more senior AEs often are the most uncomfortable about replacing old habits with new ones. This is the toughest element of the three because it cannot be forced on people; it is something that must be felt. It is also a personal experience, because what motivates one person may mean nothing to another. To change one's desire is to learn what motivates them. Most of us will change the way we do something if we know it will help us to get what we really want.

Change is difficult for everyone, but if the new business commitment is important to your station, put your Radio station under a microscope. Honestly ask yourself if you are paying close attention to the three important elements of establishing a new habit. ☐

Kathryn Maguire is president of Revenue Development Systems. She may be reached at 617-589-0695.

QUICKREAD™

- Stations need knowledge, skill and desire to change old sales habits to new business-oriented ones.
- Often new salespeople are unclear on how to pursue new business.
- The more senior AEs often are the most uncomfortable about replacing old habits.
- Even the most seasoned new business-savvy group needs to be constantly challenged with new information.



by Cliff Berkowitz

Rescuing Small Market Radio

CPR for the Heartbeat of America

Most of what we read about in the trades revolves around major market Radio. Major market Radio is exciting, but the majority of Radio stations across the United States is in small markets. I never gave much thought to small market Radio until I moved to a small market last year. I've discovered this is the true heartbeat of Radio. Unfortunately I feel like a man who discovered the wondrous buffalo as the last of them was being herded over a cliff.

Operating at full potential, small market Radio is magic. Life in a small community can be wonderful. The daily, frenetic march and stress of city life give way to a more humane pace. Cool distance between strangers is replaced with open friendliness. And being somewhat isolated from the rest of the world, these communities develop their own distinct culture and activities. Smart operators in these markets reflect this on the air by becoming the voice of the local culture and intertwining with the very fabric of the community.

Driven to Extinction

This kind of Radio is rapidly disappearing from the American landscape. Much like the buffalo, these icons of American history are being driven to extinction, and we are to blame. Small markets have become addicted to 24-hour, satellite-delivered programming. They have replaced local voice and community involvement with factoids from *USA Today* and generic voices that don't even tell us the time. I realize that satellite Radio has saved the economic bacon of many a broadcaster, but we are leaning on this crutch far too much.

At this point you may be asking yourself, "What does this have to do with promotions?" In a word: everything. Promotions can demonstrate to your listeners what you stand for, what you're all about, and what you're up to. Becoming part of the fabric of your community and getting involved in its activities is the best promotion a Radio station from a small market (or any size market for that matter) can do.

Homogenized Culture

Once you make the commitment to being a real local Radio station, act like it. Too many small market Radio operators try to make their stations sound "major market." Truth be known, most of the best major market stations sound like good small market Radio by keying into the community as best they can. Generic liners that don't mean anything to anybody and big voice drop-ins rob your station of its local identity by homogenizing it to sound like Anywhere, U.S.A.

Remember, your market is special, and you've got something major market stations wish they had: the opportunity to connect with the audience. As a strong local station you can be in the center of everything of importance to the community. Know what's going on and talk about it. Get out and be with people whenever possible — not just at sales remotes. Put local figures on the air regularly — not just the local celebrities and public figures, but interesting, everyday folks, too. This is your community, and your station should be a mirror of it. Celebrate what makes your market different from the rest of the world and extol its virtues.

With so many good, small market

QUICKREAD™

- Most Radio stations across America are in small markets.
- Satellite Radio has gutted the soul and substance of small market Radio.
- Generic liners that don't mean anything to anybody and big voice drop-ins rob your station of its local identity.
- Promotions are more than contests. They can define not only a Radio station but a community by becoming the voice of the local culture and intertwining with its very fabric.
- Celebrate what makes your market different from the rest.

stations gone, the few remaining really stand out. And while the herds have thinned significantly over the years, I remain hopeful for the future of small market Radio. After all, the buffalo are making a comeback, too.

Cliff Berkowitz is president of Paradigm Radio, a Radio promotions and marketing consultancy. He may be reached at 707-443-9812.

Don't forget to
send in
your nominations
for the
Radio Wayne Awards.
See page 41.

**RADIO
INK**



by Corinne Baldassano

Red Flag Alert

Is Maximizing Your Core Minimizing Your Ratings?

Over the years during my career in Radio, I've watched different trends emerge in just about every part of the business, often after extensive debates over two ways to do things: the playlist vs. no playlist controversy in the early '70s, the tight playlist vs. the loose playlist, the liner card readers vs. the air talent as personalities discussions, and many others.

These controversies provide fuel for convention panel discussions and keep us all on our toes as we hope we've sided with the visionaries who turn out to be right. Although most of my experience has not been in program research, I can't help but notice some potential common sense red flags regarding the trend toward maximizing your core audience to raise ratings.

Beyond the Core

The general thinking goes that if you increase time-spent-listening with your core audience, you can improve your ratings, which you hope is easier to do because these are your loyal listeners, not people you have to lure away from other stations. While the concept sounds reasonable, the danger occurs when you focus on your core audience *only* and limit your research to that group.

QUICKREAD™

- Beware the trend toward maximizing your core audience to raise ratings.
- The real growth potential for your station lies in the non-core or casual listeners.
- Stations that focus their research on core listeners not only jeopardize the casual listener but the fringe group of core listeners as well.

Core listeners are extremely important to your station. They provide a solid foundation. If you lose them, you're usually in trouble (that's why program directors always talk about "not alienating the core audience"), but the real growth potential for your station lies in the non-core or casual listeners. By converting them to core listeners, you set the stage for solid growth.

Jeopardizing the Fringe

Core listenership consists of those who are dyed-in-the-wool listeners, and those who exist on the fringes — the ones who are really just starting to like your station enough that they'll stay with you if you remain consistent. Stations that focus their research on core listeners only, trying to get them to listen longer, not only jeopardize the casual listener, but the fringe group of core listeners as well. Your station supersedes its core audience, but that audience may be too small to support you.

Chances are, your core listeners are not going to significantly increase their TSL no matter what you do. Look at TSL among your PIs, using any of the research tools available, to find out what's happening at your station. Go back to last year's numbers to get a historical trend. Most likely, those numbers will be consistent from book to book. If you are researching core listeners only, it may be time to re-evaluate that strategy. You have to keep your core listeners happy,

but you must work toward converting casual listeners to core users to grow.

Stability and Growth

So what steps must you take to rectify any damage you may have done by focusing too narrowly on your core? First of all, realize that in terms of programming and research you have two audiences: the core, which provides stability, and the non-core audience, from which your growth will come.

These groups are not necessarily incompatible. For each decision you make, you must evaluate its impact on both your core and non-core listeners.

You have to keep your core listeners happy, but you must work toward converting casual listeners to core users to grow.

Work with your research director or your research firm on these issues, and you'll maximize your entire listening audience, and not just your core.

Corinne Baldassano is vice president of programming for SW Networks in New York. She may be reached at 212-833-5706.

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RADIO INK



by Eric Small

Brave New Predictions

Radio in the Year 2000

Making predictions is risky business. But with the turn of the century coming up, the temptation is irresistible.

I'm put in this mood by just having attended the Audio Engineering Society Conference. A walk around the exhibit area gives you a good idea what's new in audio and what may be happening in Radio over the next several years.

You Want a Revolution?

For a while, revolutionary audio processing happened every 10 years. The '80s seem to have been a miss; only a lot of incremental improvements with no revolution. Stand by for the late '90s. The promise of digital processing, up till now a disappointment, will deliver the long-awaited quantum leap in loud but high-quality audio.

RBDS

RBDS will take off by 2000. So far it's been slow because of the chicken-or-the-egg problem: The consumer Radio manufacturers won't add RBDS to Radios until a majority of stations are broadcasting RBDS; broadcasters are reluctant to invest in new technology until there are enough listeners with Radios to receive it.

Fortunately the EIA (Electronics Industry Association) has been providing a lot of good pressure on all the players — unlike NAB, which can't seem to make up its mind. In addition, the auto makers, who will really decide the fate of RBDS, seem to be committed to making RBDS happen. By the new century, the penetration of RBDS-equipped cars will make RBDS consumer-oriented transmission a competitive necessity for all FM stations. Your competitors will be running artist

and title information during music, and advertisers' phone numbers and addresses along with spots. Any station that can't or won't do that will be at a disadvantage in the market.

Audio Editing

This will have a greater impact than anything since the introduction of the tape cartridge machine. Many major market stations have acquired digital audio editing, but the effect on day-to-day operations will be greatest at smaller stations.

Digital audio editing means replacing the quarter-inch tape deck, editing block and razor blade with a personal computer and some neat software. It does *not* mean converting your station to digital or anything grandiose like that. A PC-based digital audio work station will probably double or triple the efficiency of routine audio production. Best of all, the computer, software and audio card will cost a lot less than even an inexpensive production-capable conventional tape deck.

Cart Machines

Cart machines will gradually disappear from Radio stations. However, this will be more evolutionary than revolutionary. Already, centralized computer disk-based spot and music storage systems are replacing cart machines in new studio construction. Over the next five years, such systems will continue to drop in cost, especially if the cost of a disk-based system is expressed in terms of how many cart machines it replaces.

Consoles

Twenty-five years ago, I was predicting the demise of the console, especially for on-air use. Now I'm not so sure.

QUICKREAD™

- The late '90s will deliver on the promise of digital processing with the quantum leap in loud but high-quality audio.
- RBDS will take off by 2000.
- Digital audio editing will have a greater impact than anything since the introduction of the tape cartridge machine.
- In general, costs will drop, efficiency will increase, and technology will continue to make a creative contribution to the art of making good Radio.


Sexy as virtual devices (things that exist only on the screen of a computer) can be, they tend to be physically unsatisfying. Put another way: When a jock wants to cook, he or she wants to grab something in their hand and move it, not run their finger across a CRT screen.

My bet is that consoles very much like what we have today will stay with us well into the next century.

DAB

Pontificating about DAB seems like a great way to get lots of people mad at me, so I won't say too much. However, I'll be surprised if by 2000 the issue is any more resolved than it is today.

Aside from all the technical issues, I fear that HDTV and DAB will both become real around the same time. The public may develop high-tech overload, and Radio will be the loser.

All in all, I think the future looks bright for Radio technology. It seems that costs will drop, efficiency will increase, and technology will continue to make a creative contribution to the art of making good Radio. 

Eric Small is president of Modulation Sciences Inc. He may be reached at 800-826-2603.



INTERVIEW

MAKING WAVES

ROSS PEROT

Anyone who doesn't know the story of Ross Perot wasn't paying very close attention to the 1992 presidential campaign. But Perot's credentials extend far beyond his stint as an Independent candidate and founder of United We Stand, although both roles turned a lot of voters' heads and continue to wield some influence in the world of politics today.

Born June 27, 1930 in Texarkana, TX, Perot points to his parents as the major influences in his life despite the modest circumstances under which they lived.

It was perhaps those circumstances that motivated Perot's work ethic and have been the secret of his success. Following his service in the U.S. Navy, in 1957, Perot went to work in Dallas for IBM's data processing division as a salesman. He went on to start his own one-man data processing company, Electronic Data Systems, which today is a multibillion dollar corporation. After selling EDS to General Motors in 1984, Perot started a new computer service company, Perot Systems, in 1988.

Perot has involved himself in several causes over the years. He earned the Medal for Distinguished Public Service in 1973 for his efforts on behalf of U.S. prisoners during the Vietnam War. His efforts to free EDS employees who were taken hostage in Iran in 1979 is the subject of Ken Follett's *On Wings of Eagles*. He led the Texans' War on Drugs committee that same year and in 1984 led education reform efforts in the state.

Among numerous awards, Perot has received The Winston Churchill Award (from Britain's Prince Charles in 1986), The Roul Wallenberg Award, The Jefferson Award for Public Service, The Patrick Henry Award and The Horatio Alger Award.

Perot brought his wit and wisdom to the air waves this fall when he joined the ranks of Radio talk shows. His Sunday night call-in show and daily commentaries is heard across the country through Tribune Radio Networks.

Perot and his wife Margot live in Dallas. They have five grown children, with four grandchildren ... and counting.

INK: Why did you decide to do a Radio show?

PEROT: We had been buying 30 minutes of television time periodically and updating the American people on the issues. Then the networks decided they would not sell us time, so we explored Radio. The closer we got to that, the better I liked the alternative. You have a dialogue in Radio, and you tend to have a monologue on television. We had the opportunity to put together this network of the big Clear Channel stations and a number of other major stations to get really good coverage across the country and shortwave to give us coverage around the world. The purpose of the show is defined in the name, *Listening to America*. The American people desperately want a voice. They are supposed to have a government that comes from them. Instead, we have a government that comes at us and tells us what to think and what to do. The American people would like to have a much more effective voice. So, this has been a great experience.

INK: Are you having fun doing it?

PEROT: Yes. This has been a lot of fun. We asked the listeners to write and tell us how to improve the show and give us future topics, as well as topics for our daily commentary that we do during drive time. They have great suggestions, and I love their letters. Of course, the best part is when they call in. A lot of my friends who wouldn't normally listen to Sunday night Radio listen just to see if I can do a Radio show. The consistent response from what you would call the elite group is, "These people are really very well-informed." And the primary reason that they are well-informed is that they listen to talk Radio a lot.

INK: That is really true, isn't it?

PEROT: It is. If you want to get a lot of detailed information, you have to go to talk Radio. There are subjects that other parts of the media will just black out and not discuss. These issues get discussed at great length on talk Radio. GATT and the World Trade Organization, the current subject, really just does not get into print or get on television in any depth. Yet it affects our economy and will affect millions of jobs in this country.

INK: The television industry does not seem to have learned that in-depth is what people want. They believe that people

want 10-second sound bites because of a short attention span. That seems to be one of the successes behind talk Radio.

PEROT: Absolutely. When I ran my first 30-minute show, all the experts told me that nobody would watch it, that the American people have an attention span of three to five minutes. Both shows had huge audiences, and that should have sent up a giant flare to people that are only concerned about selling one-minute ads on television. There is a huge audience for the facts. If they couldn't figure it out that way, they ought to go to talk Radio and realize that there are people who listen for two or three hours a day to get the facts.

INK: Oftentimes, they get misinformed as well.

PEROT: Well, that is true in all the media.

INK: What was your biggest eye-opener in dealing with the media during your campaign for president?

PEROT: It is the only event that I have ever been part of in my life where there are no rules. There are rules of normal ethical behavior in business. There are rules of war. There are rules in mud wrestling. When it comes to politics, just throw all the rules out. Forget anything you were ever taught as a Boy Scout and realize that it is strictly dog-eat-dog. The saddest truth is the unbelievable number of negative ads that were run in the 1994 campaign. It's just sad. It is propaganda and has nothing to do with governing our country and it just assumes, again, that we out here are all so stupid that we will buy that stuff. The American people are not buying those negative ads. They hate those negative ads. They wish the people would take a minute and explain what they are going to do if they are elected, instead of chewing on their opponents. ... It also assures that the people that you would most like in public office would not touch it.

INK: What do you say to the Radio broadcasters who might consider your show as just a platform for Ross Perot to further his political aspirations?

PEROT: At first, I would just laugh and say that I do not have any political aspirations. My aspirations are to see that the country has its best century in the 21st century, and we cannot pass on the American dream to our children unless we solve these problems that we talk about on the show. I do not want anything for myself.

SIDELINES

◆ Leisure activities: Horseback riding, speed boats, and all kinds of athletics

◆ Recommended reading: *Leadership Lessons of Attila the Hun* and *All I'll Ever Need To Know I Learned In Kindergarten*

◆ Mentor or role model: My father. He taught me everything I know about business. He was my best friend.

◆ Whom did you listen to on the Radio when you were growing up? I remember Gabriel Heater — "There's good news tonight," remember that one? Of course, Jack Benny, Bob Hope, Amos & Andy, and the children's serials in the afternoon.

◆ What has been your most elusive goal? My only goal in life now is to do whatever I can in the time left to me to try and get this country back on track so that boys and girls from nowhere in the 21st century can live the American dream, just like I did.

◆ Of what achievement are you most proud? My five children.

Nobody could have been luckier than I have been in every single part of my life. ... My dad never got to finish high school, but his son got to live the American dream. ... If anybody ought to be doing this, I should. If I just looked at it from my own selfish point of view, I wouldn't do any of it. I would just go and enjoy my family and take care of business. If anybody has an obligation to do it, someone as lucky as I am should do it. I do not have any goals for myself. I have a lot of goals for our country.

INDECENCY & THE FIRST AMENDMENT

INK: Broadcasters are mighty concerned about where the Federal Communications Commission is going. They are concerned about limits on ownership rules, government controls and the indecency issue. Indecency seems to be an area where everybody is really uptight, because there are not very specific guidelines. Yet, there are some people, like Howard Stern, for instance, who are getting away with things that are unconscionable. If you had control over the FCC and so on, what would you do?

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INTERVIEW

◀ 23

PEROT: I feel very strongly that only decent material should be presented on Radio, because children listen to it and there is no way to monitor or control the fact that children will listen to it. The last thing we should do is do anything that makes our society more violent than it already is. Since the airways belong to the people, I think that there is an enormous obligation to make sure we do not produce things that really adversely impact children. That would be a very important issue on my agenda.

INK: How then do we deal with the issue of the First Amendment in controlling that, or not controlling it, as the case may be?

PEROT: I would use the same process that we used for decades when you couldn't even say "hell" on Radio. Right? Whatever that process was, just put it back into effect. If you went to the American people and say that we have to change our rules of government to get the filth off of Radio, you would get an overwhelming endorsement of that. We are talking about a very narrow spectrum of things that children shouldn't see or hear.



Perot on the presidential campaign trail.

INK: Many believe that the role model for many children, and many young families, has become the television. As a result, the lack of consciousness in Hollywood, and

sometimes in the news departments in New York, is fueling the problem.

PEROT: I think that's true. It is all driven by money. You get a bigger audience if you play the O.J. Simpson story. So the American people are at fault, and that is true. Television is all driven by audience ratings, and that determines how much you can sell your ads for. This [Simpson trial] should not be played out on television. I'm a little bit surprised that Judge Ito didn't just take this thing off television and just run this as a regular court case. That would have done a great service to the people.

INK: It's getting to the point where it is going to be impossible for anybody to get a fair trial any longer because of the media.

PEROT: If they are famous. Right? If you are nobody, then they can put you away. If you are famous, have glamorous lawyers and if your case will attract an audience, then we're stuck. These are all problems that we have to deal with in the electronic age. We ought to deal with them head on. Just face them, have a big debate across the country, develop a consensus, and then do it.

INK: How do you feel about the concept of self-regulation for broadcasters?

PEROT: That is the best: the person who owns a Radio station who says, "I'm not going to put junk on my station." For example, a person who owns a grocery store — the most profitable thing you could sell would be illegal drugs, right? But a good citizen wouldn't think of that. Why are we willing to put pornographic material on the people's airways? The buck stops with the people who can make the decision there. In a free society, this should be a non-problem, because the people who own the stations, who were fortunate enough to get the frequencies, have an enormous moral obligation not to put anything out that would be damaging to children.



Perot in 1970 when EDS was listed on the NYSE.



Perot shaking President Eisenhower's hand during Eisenhower's visit to the United States Naval Academy in 1953.

INK: Some might say, "Well, if I put Howard Stern on the air, our Radio station is going to make five times as much money as it was making before."

PEROT: So will the grocery store owner if he sells drugs. What is the difference? You could say, well, it is not illegal to put Howard Stern on the air. However, is it right or wrong? That ought to be the test in a free society.

JUST DO IT

INK: The Radio industry only gets 7 percent of the advertising dollar in America. No matter what we seem to do, that's all we get. Now, Ross Perot, you're a man

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who has been able to work magic in business. What should we do to increase our percentage?

PEROT: I would ask myself what is my problem. My problem is television. Right?

INK: Television and newspapers, yes.

PEROT: With no television, you would be the market. So, your best competitor is television. The good news is that when you are listening to Radio, your brain has to create the picture. It is a lot more fun to listen to Radio than it is to watch television. I remember the serials that I listened to as a child — I had to visualize Superman and Captain Marvel. I had, in effect, color television in my head and my mind was working all through those programs. That is the reason that talk Radio is so effective. People really get involved. It is a challenge to the Radio station owner to present programming so interesting that it lures people off of television. That way, you'll get more market-sharing and more of the ads.

INK: It is obvious that you love doing business. What are the most important disciplines one needs to develop in business to become a success?

PEROT: If you are starting a business, the first thing you have to have is an idea that you *have* to do. The Wright brothers *had* to fly. Steve Jobs hadn't even gone to college and was playing with chips, night and day, in his father's garage. His dad said one day, "Steve, make something you can sell or go get a job." Sixty days later, the first Apple computer in a wooden box built by Steve's dad was sold in California and the rest is history.

The deciding factor in my decision to start my company is that I had the idea, and really wanted to do the idea. IBM had been kind enough to listen to me about this idea, all the way to the top of IBM, but they weren't interested. I was sitting at a barber shop one Saturday afternoon reading an old *Reader's Digest*. I read a passage from Thoreau — "The masses of men lead lives of quiet desperation." I said, "That's me." So, I decided that I had to do it. Everybody thought



Perot and his daughters in 1991.

my idea was so unorthodox that nobody would support it financially. I had to start by myself with no capital, but I had to do it. That's the bad news. The good news is that I had to build a company that generated cash. I bootstrapped that company with profits that it made. It became a worldwide multi-billion dollar company. The fun part of it is, since nobody would back the idea, I was



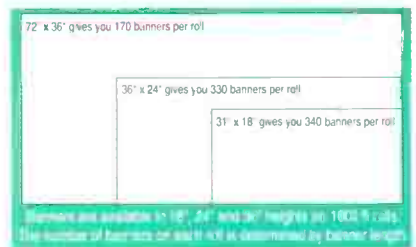
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The second thing: Most entrepreneurs are not smart enough to realize when they have failed. For example, the Wright brothers in their diary said, "Not within a thousand years will man fly." They basically said, we can't do it. Yet they wouldn't quit. And their success rests squarely on the rubble of all those other crashes. In other businesses, there is this solid list of failures where the successful businessman was probably just too dumb to recognize that he



was beaten, and he just kept on going. Beyond that, since they are not extraordinarily bright, they bring in people far more talented than themselves, and they get the multiplier effect. On the other hand, the genius entrepreneur has an inherent disadvantage in that he can do it better than everyone else and tends to want to try to do it all, winding up with a one-man business or a small business. But, if you surround yourself with very talented people, and create an environment where their goals, hopes and dreams can also materialize, you have planted the seeds that can grow into giant oak trees. Those are just some constant fundamentals that I have observed along the way.

WHAT MONEY CAN'T BUY

INK: You see a lot of these motivation gurus who talk about goal setting, imag-

ing, dreaming and all of that. Do you buy all that?

PEROT: Well, not a lot of that. They mostly now have got everybody holding hands in a circle around a candle and humming, which I can't relate to. My whole orientation is that we can figure out what to do and then go and do it. We built a company doing things in 90 days that all of our competitors want to do in 18 months. Our philosophy was, God created the heavens and the earth in six days, so it doesn't take forever to do something good. So, let's just go do it. The big competitors always had giant teams, and we used small high-talent teams and just zapped them.

INK: How do you motivate your people to do that?

PEROT: Just the thought of climbing the cliff. It was the challenge. Everybody would look at that cliff with ice all over it, and grin and scramble up it, while the others were sitting there bringing in consultants asking how do we get the ice off the cliff.

INK: Many entrepreneurs may say that money isn't their primary motivation.

PEROT: Well, that's another fundamental part that I preach at Harvard Business School, Stanford, Wharton, and when I'm speaking to young people who are

studying business: Money should not be your goal. If making money is your goal, you probably won't succeed. If building a great company is your goal, you may make a lot of money as a byproduct. I never cared about money, believe it or not. It was never a goal. It just kind of happened. I have a lot of thoughts about what is important in life, and money is way down the list. I've had the opportunity to know the richest people in the world and most of them are very bitter and unhappy people. Most of their children are a mess. If your children don't turn out well — and I don't care how many yachts or airplanes you have or how many girlfriends and wives you have — as an old person, you are going to be sitting there knowing — not feeling like — but knowing you are a failure. Margot

and I, when we came into Dallas in 1957, everything we owned was in the back of a '52 Plymouth and we were just as happy then as we are today. Happiness is a state of mind. It has nothing to do with money. Our greatest source of happiness has been, is, and always will be, our children. Money can't touch that.

TRUE VALUES

INK: You mentioned your father earlier. Obviously, you had great



admiration for both your parents.

PEROT: I have said it again and again that we lived under very modest circumstances during the Depression, but I was born rich because of my parents. My father




Perot's father, G.R. Perot, standing in front of his cotton office, circa 1940.

and I had a life together that few children could possibly have today in the corporate world. We were together for several hours a day and all weekend, every weekend. He was literally my best friend. The one thing I learned from him, if I had to single out one thing, is that he always treated his customers fairly. He made a very simple point. He said, "Son, if you do that and give them a fair price, they'll be back next year. If you cheat them, or take advantage of them, they will go somewhere else. Just treat them fair, they'll come back every year."

My mother — she was special. She was perfect. The most beautiful story that I could tell you is at her funeral, I had a little 7-year-old daughter with me. As we walked out of the church, she squeezed my hand and said, "Daddy, when I grow up, I want to be just like grandmother." She was just as kind and sweet as she could be. She never had to raise her voice. For my sister and I, our greatest concern was that we never disappoint our mother. She never said, "Now, you're going to disappoint me." That never came up. We loved her so much. She was so

good, kind and sweet that we always felt that the least we could do was try to be what she was teaching us to be. For example, during the Depression, the hoboes would come up from the railroad track, knock on the door and ask for food. This tiny little lady, my mother, would go to the back door and she would always feed them. And we didn't have much, but that is what she felt as a Christian she should do. One day this fellow said, "Lady, you've got a lot of people stopping here?" She said, "Yes, we do." He said, "Come out here and I'll show you why." She went out there and there was a mark on the curb. He said, "Lady, you're a mark. That's marked to tell everybody that you will feed the hoboes." After he left, I asked her if she wanted me to wash that off. She said, "No son. These are people just like us and they're down on their luck."

We had to memorize this poem as soon as we were old enough to memorize anything: "Help the man who is down today. Give him a lift in his sorrow. Life has a very strange way. No one knows what may happen tomorrow." 

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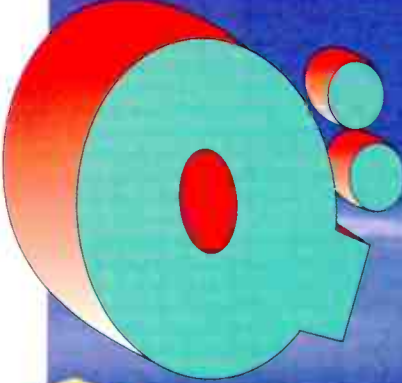
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YEAR IN REVIEW

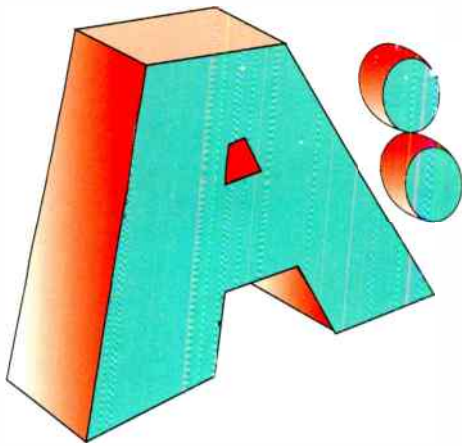
The States Speak Out

Instead of doing the typical run-of-the mill look back at the year's big events in the eyes of movers and shakers, we decided to do something different. We asked the state associations for their point of view, which is often neglected and hardly heard. We gave them an opportunity to say what they thought was important in 1994 as well as give their own forecast for 1995.

We asked associations from all states and Puerto Rico to participate. Some felt they had nothing worth reporting; others simply failed to respond. In the end, those who responded had a general consensus on the issues that affected them, mixed feelings about the new kings of Capitol Hill and a positive yet wary outlook for 1995. We asked the following questions:

- 
- 1. What was the most important issue your state association had to support or protest in 1994 and what was the outcome?**
 - 2. What do you anticipate will be your biggest challenge related to Radio in 1995?**





ALABAMA

In our opinion, the two major problems that broadcasters faced in the past 12 months were: (1) the spectrum royalty proposed by the Clinton administration to raise more than \$4 billion to offset tariffs from the new GATT agreement and (2) U.S. Sen. Strom Thurmond's (R-S.C.) bill, Senate Bill 674, regarding beer and wine advertising warnings.

In 1995, two of the major problems we will face will be (1) resurfacing of some version of campaign reform, with public financing of federal candidates and further reduction of lowest unit rates and (2) alcohol ad warnings in some type of new legislation similar to Thurmond's S.674. We are also greatly concerned about further reduction of ad tax deductibility and performance rights for sound recording.

— Ben K. McKinnon, executive director

ALASKA



ARIZONA



ARKANSAS



CALIFORNIA



COLORADO



CONNECTICUT

Our biggest issues this year were fighting off further spectrum fees, protesting alcoholic beverage warning labels and campaign reform proposals that would lower the lowest unit rate charge — 50 percent discount for political spots — all of which we succeeded in doing. As for 1995, we expect to deal with holding the line on spectrum fees, restructuring EEO rules to be more pragmatic and sensible for small market situations and reaching a realistic accommodation with FCC Chairman Reed Hundt's unclear signals about the content of programs.

— Paul Taff, president

FLORIDA



GEORGIA



HAWAII



IDAHO



ILLINOIS

Working closely with some key members of our Illinois congressional delegation, we made significant contributions in the fight against the alcohol labeling act and the 4 percent fee that would have been levied against broadcasters to fund GATT. For more than a decade, two bills have continually resurfaced in varied forms: one on some sort of beer and wine legislation, and the other a performer's royalty bill. These bills likely will come up again in the next Congress, and with the turnover it's hard to predict how these new, probably more conservative representatives will vote — especially on the beer and wine issue.

— Wally Gair, exec. VP

INDIANA



IOWA



KANSAS

Our government seems to cause the greatest challenges, year in and year out, through onerous regulation and legislation. In 1994, one of the issues with the greatest potential to cause harm to Radio stations in Kansas was the real threat to beer and wine advertising revenue inherent in the alcohol and warning legislation. We vigorously participated in the industry's grass roots effort opposing it. The greatest challenge: EEO and finding effective ways to help our members recruit minorities and comply with FCC policies.

Our response has been to sponsor EEO compliance workshops, compile a list of referral sources for minority job applicants, and provide minority scholarships to potential future broadcasters.

We anticipate more of the same for 1995: government intrusion — either actual or proposed. It's incumbent on all broadcasters to be vigilant and to participate in the process through grass roots lobbying and staying in touch with their elected officials. Our challenge is to make believers out of our members so that they can make a difference.

— Harriet Lange, president

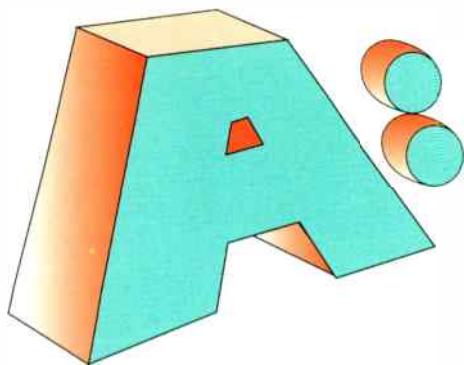


Harriet Lange



SPECIAL REPORT

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KENTUCKY

I would say the most important issue is GATT or the administration's proposal that broadcasters fund a large portion of the lost revenue from the implementation of GATT. Intensive grass roots lobbying by most broadcasters, led by state associations and the National Association of Broadcasters, beat the proposal down. With the change of leadership in both the Senate and the House, the new leadership has a very full plate. To fulfill campaign promises, money in large quantities is going to be needed badly and quickly. Spectrum fees, auctions, etc., are among the areas they will be looking over.

There is a misconception in Washington that all broadcasters are fat cats and that business is booming. In the case of some metro broadcasters and some networks, business is up, as are profits. But for the small and midsize broadcaster, this simply is not true. Many stations are dark. Congress has lost sight of the fact that the bulk of Radio stations are small and midmarket stations. Any additional fees of any type will darken many more of the smaller operations at the grass roots level. I know. I own two stations in a town of 6,000 people; my stations have been in red ink for the past three years. '94 will see a continuation of this picture.

— J.T. Whitlock, executive director

MAINE

NO RESPONSE

MARYLAND/D.C./ DELAWARE

NO RESPONSE

MASSACHUSETTS

The most challenging issue facing Massachusetts broadcasters in 1994 will most likely repeat in 1995. The Massachusetts Department of Revenue is charging broadcasters a sales tax on machinery and materials, a tax from which newspapers are exempt. We began an effort in '94 to secure an exemption for broadcasters and will continue that fight in the 1995 legislative session.

— B. Allan Sprague, executive director

MICHIGAN

NO RESPONSE

MINNESOTA

NO RESPONSE

MISSISSIPPI

NO RESPONSE

MISSOURI

The series of tax proposals coming from the Clinton administration all year — none of which was successful — was our most important issue.



Donald Hicks

The challenge for 1995 is a new federal telecommunications bill, which gives broadcasters the right to use their allocated spectrum for non-broadcast profit centers with the advent of digital technology. This must be achieved without spectrum fees.

— Donald Hicks, exec. VP

NEBRASKA

The most important issue for our association in the state was a potential tax on syndicated programming. For the first time in history, our association sponsored and got passed our own legislation, a tax exemption on copyrighted material in the form of satellite transmission, films, tapes, records, discs, etc.



Richard Palmquist

The biggest challenge for Radio in 1995 will range from keeping new legislation and regulation from hurting our industry's ability, to making a profit so that stations can continue to serve their communities.

— Richard Palmquist, executive director

NEVADA

The legalization of gaming advertising in the state of Nevada was the most important issue our association had to face in 1994. The outcome was a victory for the broadcasting industry in the U.S. District Court in Nevada.

We do not know what our biggest challenge will be in 1995. However, the rebuilding of our association has created a growing cohesion of all our stations, so that we will be in a better position to fight any battle. Of concern right now is the consolidation of Radio stations.

— Robert Fisher, CEO/president

NEW HAMPSHIRE

In a slowly recovering economy, many New Hampshire stations are still struggling for survival. Therefore, the association has spent a lot of energy trying to thwart the federal government's attempts to saddle broadcasters with additional taxes and fees and to effectively eliminate beer and wine advertising from broadcast. It's highly probable that these

LOUISIANA

NO RESPONSE

MONTANA

NO RESPONSE

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issues will continue to require our attention in 1995.

— *B. Allan Sprague, president*

NEW JERSEY

This year it was tower registration fees. The New Jersey Department of Environmental Protection and Energy (DEPE) decided to register towers at \$510 per tower. The association in both public hearings and private testimony convinced the department to forgo its plan.

Looking ahead, we foresee the challenge of turning the ad disclosures for leasing on Radio from a federal regulation into a conforming state regulation.

— *Phil Roberts, president*

NEW MEXICO

This year our biggest challenge was an advertising tax in the state Legislature. We defeated it.

For 1995, we will confront adverse legislation — both state and federal. Legislation like taxes on advertising or the ban of beer advertising on the air are expected to be problematic.

— *Dee Schelling, executive director*

NEW YORK

For 1994 we dealt with gaining compliance with the New York State Attorney General's office so that the state Radio stations could accept auto lease advertising (following passage of the auto lease advertising legislation in Congress).

Next year we expect one challenge to be maintaining the level of Radio dues as duopolies continue to shrink our universe as far as a dues base.

And a potential challenge will be the new administration both on a state and federal level. After 12 years of Gov. Mario Cuomo, we now have to deal with a whole new group. That will be a tremendous learning process.

On the federal level there's still this

perception of us as being "fat cats" ready for the plucking. They may look to our industry as a place to go for revenue, and that's not a comforting feeling. We could be very vulnerable.

— *Joe Reilly, executive director*

OHIO

The most important issue the Ohio Association of Broadcasters protested in 1994 was a state tax commissioner's ruling that ratings services were subject to Ohio sales tax. The OAB successfully challenged that tax at the lower court level and had



Dale V. Bring

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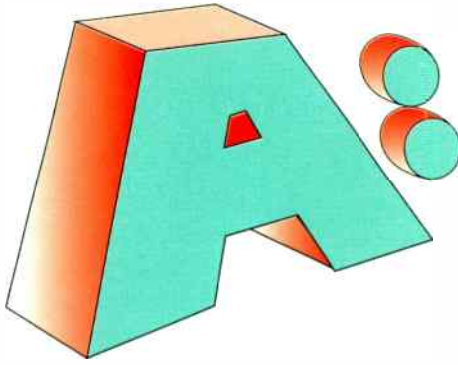
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OHIO CONTINUED

the tax thrown out. However, the state is appealing to the Ohio Supreme Court, where the battle continues.

Anticipate Radio's biggest challenge in 1995 to be continuing its bottom-line growth. A big part of Radio's 1995-96 economic well-being will be tied to the regulatory schemes developed by Republican-dominated state and federal legislatures looking to make up additional revenue to fund their programs.

— Dale V. Bring, exec. VP

OKLAHOMA

Our greatest concerns lie in Washington. This past year, the administration's proposed fees to fund GATT and to pay for a program to incarcerate criminal aliens would have been devastating to many broadcasters.



Carl Smith

With the new Congress, the same old issues will face us but with a new tapestry. Campaign reform, ad tax deductions, alcohol ad warnings and performance rights will again surface but in a new form. Our challenges will be to make sure that the new members on the Hill know our story and protect and preserve the nation's free broadcasting system.

— Carl Smith, executive director

OREGON
NO RESPONSE

PENNSYLVANIA

We are in an extended dispute with our state high school athletic association over rights, fees and anti-broadcast activities.

Pennsylvania will have a new governor and senator in 1995. The State House also changed hands, which will bring new committee heads and changes in leadership of state agencies and departments. Building relationships will be a key activity for us in 1995. Working with the NAB on such issues as performers royalty, campaign reform and other broadcast issues will also, undoubtedly, require our attention.

— Richard E. Wyckoff, president

PUERTO RICO
NO RESPONSE

RHODE ISLAND

The Rhode Island Broadcasters' Association is a state-based group that monitors bills introduced into the Rhode Island Legislature.

At this point in its 30-year history, the membership prefers to maintain an active lobbying pressure on both state leaders and the federal elected officials. The association continues to watch efforts to tax broadcast revenues and impose legislative mandates that may be costly to broadcasters in Rhode Island.

— Roger E. Bouchard, executive director

SOUTH CAROLINA
NO RESPONSE

SOUTH DAKOTA

The biggest issue to face South Dakota broadcasters in 1994 was Senate Bill 674, the "Sensible Advertising and Family Education Act," introduced in 1993 by Sen. Strom Thurmond. South Dakota broadcasters lobbied our senator, Larry Pressler, but were unable to get a firm commitment opposing it. However, the

bill was withdrawn just four days prior to a scheduled committee vote.

With the November elections has come added clout for both South Dakota senators. And the challenge of state broadcasters will be to gain their support on critical communications issues. Sen. Pressler will chair the Senate Commerce, Science and Transportation Committee. It appears likely Sen. Tom Daschle will become the Senate minority leader, and his strong influence among his colleagues on specific issues will be crucial.

— Joe Cooper, president

TENNESSEE
NO RESPONSE

TEXAS

This year our biggest challenges were: EEO, the retroactive rules applied by the FCC; pursuing state tax exemptions; fighting proposals for various spectrum/user fees in Washington; and opposing whatever other crazy revenue-raising proposal Washington tries to impose on broadcasters.

The next most important thing will be protecting broadcasters' advertising business in telecommunication deregulation.

— Ann Arnold, executive VP

UTAH
NO RESPONSE

VERMONT

In Vermont, most concerns existed at the national level and included legislation to require warnings on beer and wine advertising, to reduce tax deductibility of advertising, performance rights royalties, reintroduction of the fairness doctrine and the FCC's establishment of unfairly high fines for rules violations.

We avoided most of this legislation this year, but most will be reintroduced in the coming session. Hopefully, members of the Republican-controlled Congress will live up to their campaign rhetoric and will continue to defeat such negative proposals.

— Alan Noyes, executive director

VIRGINIA



WASHINGTON

The latest roadblock was a proposal to impose a fee of 4 percent of broadcasters' gross receipts for broadcasters' use of the spectrum to fund GATT. We worked successfully with several members of Congress in the nationwide effort to fight the administration's proposed spectrum fee. Washington Radio stations saved more than \$6.5 million in spectrum fees annually as a result.

Maintaining an adequate funding platform for core programs such as legislative lobbying (Washington law must be changed to accommodate the recent change in federal law on auto leasing ads) and information services (as Washington stations prepare for license renewal) will be fundamental challenges next year. Radio duopoly acquisitions eroded our membership base and therefore funding for the services we provide to Radio stations. The association will need support from stations in new ways to meet this challenge.

— Mark Allen, executive director and legal counsel

WEST VIRGINIA



WISCONSIN

The issue for this year and next year in Wisconsin is the possibility of the state sales tax extending to currently untaxed services — including advertising. The Legislature passed new K-12 educational funding last spring, increasing state funding from about 45 percent to 66 percent, beginning in 1996, and they did this without funding the increase — about \$1.2 billion per year. Raising those funds will be the issue facing the Legislature and the communications industry when the Legislature convenes in January.

Extending the sales tax to advertis-

ing would be devastating to Wisconsin's healthy economy, costing us thousands of jobs and hundreds of millions of dollars in lost economic activity. The failed Florida experiment with an ad sales tax in the late 1980s should provide the laboratory-tested answer for whether this kind of business taxation is a good idea. For the time being, however, we in Wisconsin can be assured that an ad sales tax will be part of our legislative agenda throughout the Legislature's six-month budget session beginning in January.

— John Laabs, president

WYOMING

While the state Legislature proposed repealing sales tax exemptions on services, Wyoming broadcasters worked with legislators to see that the exemption for Radio and television advertising was left alone. As of this writing, it is still exempt. We still have the specter of the sales tax hanging over our heads, and we will continue to work on this project. We will also continue to monitor any legislative attempts to put broadcasters into a different property classification, which would raise our taxes.

— Ray Lansing, executive secretary/treasurer

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Circle Reader Service #115

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Each
Issue!

COPY CLIPS

Below are nine different Radio Spot copy ideas which have been used on the air successfully in various markets. Just copy this page, cut out the cards, put them in a filing box and use them as a reference for tried-and-true copy ideas. Send your great Radio spot copy by fax to 407-995-8498, or mail to: Radio Ink, Attn.: Copy Clips, 8000 N. Federal Highway, Boca Raton, FL 33487. Please remember to include your address, the copy category, client's name, your name, title, station and whether the spot is :30 or :60.

AUTO REPAIR

:60 BROTHERS FOREIGN CAR

If your car comes from Germany (music clip and nonsense German syllables), from Japan (music clip and nonsense syllables), from Italy (music clip and nonsense syllables), from Sweden (music clip and nonsense syllables), or somewhere else ... When your car needs service, there's only one phrase you need to know. Brothers Foreign Car Service. For 11 years, Brothers Foreign Car Service has specialized in import car repair and body work with honest service in a clean atmosphere ... at very competitive prices. And Brothers Foreign Car Service keeps Mercedes, BMW and Volvo parts in stock so your repairs can be done quickly and accurately. So, don't worry about learning a foreign tongue. Brothers Foreign Car Service speaks your language. Rental car service, insurance claims welcome and free estimates. Brothers Foreign Car Service is open Monday through Friday 7:30 till 6, on East Independence, 3 miles east of the Highway 51 intersection. Most major credit cards honored.
Ron Harper, WWMG-FM Charlotte, NC

RADIO
INK

FURNITURE

:60 EAGLE OAK

Anncr: We've sealed off the 200 block of North York Street, Mechanicsburg. ... In an attempt to show you just how much furniture you'll find inside the Eagle Oak Furniture Outlet — see, enough furniture to fill an entire city block! Vc. 1: Excuse me, your curios are blocking my cab. Anncr: And aren't they lovely. Vc. 1: Well, sure, but I have a fare and ... Anncr: And, Eagle Oak Furniture Outlet has nothing but top-quality, affordable furniture for every room in your house all at factory direct prices! Vc. 1: No retail? Anncr: You don't get out much do you? Vc. 1: Well, I just thought with this kind of quality ... Anncr: Just forget about retail. Vc. 1: It's out of mind! Anncr: No, Eagle Oak Furniture Outlet is out of this world! Vc. 1: Nice tie-in. ... Anncr: And now, Eagle Oak Furniture Outlet has all American-made, solid oak bookcases, just \$79 each! Vc. 1: No particle board? Anncr: EEEEEEOO Vc. 1: Sorry. ... (tag)
Stephanie Pedrick, WHP-AM/WRV-FM Harrisburg, PA

RADIO
INK

PHOTOGRAPHY

:60 EDWARD'S PHOTO

(sfx: cars, traffic, honking, people talking, then fade) (deliver slowly) Anncr: Everyone's in a hurry. We want it now, with no waiting. What would we do without drive-thrus, fast cars or, better yet, instant coffee! Instant isn't bad, but in today's crazy fast-paced world, sometimes when we rush, quality suffers!! But not at Edward's Photo. Sure Edward's Photo does one-hour film processing for those times when you do need it right away. But actually they'd like to take some time. Time to look over each one of your pictures before they give them to you. That way they can make sure each picture looks the way it should, with the proper contrast and color. And if Edward notices something wrong, or they think they could do a better job, they'll do it!! Guaranteed quality photos every time, only at Edward's Photo. Edward's Photo, across from Boz Hot Dogs in Bourbonnais.
Julie Lambert, WKAN-AM/WLRT-FM Kankakee, IL

RADIO
INK

RETAIL

:60 DOUBLE M. WESTERN

(sfx: crowd noises throughout) Anncr: (cheesy reporter type) It's Harry Sugarmaker here, to find out what all the hoopla is about here at Double M. Western Store's George Washington Sale. Sir! Man: (paranoid) Uh ... what?!! Anncr: What brings you and thousands of others here? Man: I'm sorry, I can't say. Are you recording? Anncr: Is it the fact that you can get 20 percent off all boots? Man: No. Anncr: How about how men's Western shirts are on sale for 20 percent off, or men's flannel shirts now 40 percent off? Man: That's not it ... go away. ... Anncr: Then, why else would you be here? Man: I followed my wife ... I thought she was having an affair. Anncr: No, she just wants to take part in all the savings at Double M. Western Store's George Washington Sale like H. Bar C and Wrangler ladies shirts now for \$19.95. Man: Oh ... well, I'd better go and check it out. Anncr: Well, there you have it. ... (tag)

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

RADIO
INK

MAGIC SHOP

:30 MAGIC TRICKS

(This is meant to be read quickly and with a slight tongue-in-cheek attitude.) Move over David Copperfield! In the true spirit of hocus pocus, abracadabra, now you see it now you don't ... (sfx: a big poof) Magic Tricks! (sfx: a big tah da!) Open 24 hours (but not in a row)! Magic Tricks — specializing in oddities and curiosities from around the world! Stun your family and stun your friends with tricks, books and novelties from Magic Tricks! Magic Tricks has gifts and gadgets for the beginner to the advanced magician. And although she'll probably know you're coming — appointments can be made for psychic readings as well! Magic Tricks — off University Avenue on 14th Street.
Kathy Zaleta, WINA-AM/WKAV-AM/WQMZ-FM Charlottesville, VA

RADIO
INK

BAR & GRILL

:30 WET WILLIE'S BAR & GRILL

Deep in the heart of Tūmōn ... Lies Wet Willie's Grill and Bar ... It's turning 1 ... Let's all have big fun ... Everyone jump in the car ... Hit Radio 100 and Bud Light ... that wonderful drink ... are playing host ... to the party that most ... people will want to be at ... don't you think ... to make the party better ... they set a fee that was nifty — ice-cold Bud Light ... priced for a budget that's tight ... at a most thrifty buck-fifty ... Rub Pre-Sun on your body ... from Bristol-Myers/Squibb ... Join Games and win stuff ... Nothing too rough ... We promise and we wouldn't fib ... We're telling the truth ... Your chain we're not a yanking ... Sunday the 26th from noon to 6 ... Come give Wet Willie's a spanking ...
Deborah Rosario, KOKU-FM Agana, Guam

RADIO
INK

GARDEN TRACTORS

:30 CHAMBERSBURG FARM SERVICE

(sfx: stadium crowd) Popcorn Guy: Get your peanuts ... get your popcorn ... get your Cub Cadet Garden Tractors at Chambersburg Farm Service, priced as low as \$4,199 with no interest and no payments until October! (slowly start to fade out crowd noise) ... Get your Cub Cadet Series-2000 tractors, priced as low as \$2099 ... and get your home maintenance products, too — both with 90 days same-as-cash! (silence) Stadium Anncr: Now batting, number 34 — Hey, where did everybody go? Is the popcorn guy talking about Chambersburg Farm Service again? Regular Anncr: Chambersburg Farm Service, 975 South Main St., Chambersburg. Offer ends soon!

Jeff Wine, WCHA-AM/WIKZ-FM Chambersburg, PA

RADIO
INK

MINIATURE GOLF

:30 LITTLE LINKS

(sfx: jazzy music starts) Anncr: The top five reasons to play Little Links Miniature Golf at Kegler's! Reason #5: It's the largest miniature golf course in Central Virginia. #4: Cooling off in water hazards. #3: Building sand castles in sand traps. #2: Three words — great snack bar! And the number 1 reason to play Little Links ... (sfx: music stops and drum roll begins) Anncr: One club, one ball, no need to tip a caddie! Little Links, in front of Kegler's, Route 29N.
Kathy Zaleta, WINA-AM/WKAV-AM/WQMZ-FM Charlottesville, VA

RADIO
INK

NIGHT CLUB

:30 SAMBUCCA SAM'S

Anncr: (cold) Ladies ... this Thursday night, you could enjoy an evening of poetry at Cappuccino Corner ... Rearrange your sock drawer ... clean your oven ... paint your dog's toenails or ... you could party all night long at Sambucca Sam's! (Stinger: Your choice. BGM Up: Your choice.) Anncr: Thursday night is ladies' night at Sambucca Sam's! Be there at 8 p.m. and get ready to party with some fantastic male exotic dancers! These muscle-bound hunks are ready and rarin' to go! Guys are welcome after 10:30. What else are Thursday nights for? Ladies night — 8 p.m. Thursday at Sambucca Sam's — downtown!

Kelly-Sue Thompson, CKGY-AM/CIZZ-FM Red Deer, Alberta CN

RADIO
INK

MOVERS & SHAKERS



Larry Julius

★**Larry Julius** has been appointed exec. VP and regional exec./Midwest of the marketing division of the Interop Radio Store. He was previously VP senior account manager for Interop's BBDO Account Management Team (AMT).

★**Marc Leunissen** has been voted chairman of the advisory board of Interop's Major Market Radio. He is VP/GM of WEZB-FM New Orleans.

★**Cathy Biegel** has been elected co-chairperson of the Radio Advertising Bureau's GOALS Committee. Biegel has been a member of the GOALS Committee for the past 15 years, serving on several subcommittees.

★**James E. Flaherty** will assume the office of chief financial officer (CFO) and secretary of Racotek following the resignation of William D. Baker.

★**Annell Kirkland** has been appointed GM of WORD-AM Spartanburg and WIBC-AM/FM Greenville, SC, and will also be overseeing WSPA-AM/FM Spartanburg. She was previously GM for WDCR-FM Richmond, VA.

★**Mark Lawrence** has been named European SM for Orban. Lawrence has been a recording engineer and has an extensive background in pro-audio sales.

★**Virginia Lee Williams** has joined International Datacasting as the director of sales and marketing. She had been an account manager at Scientific-Atlanta's Network Systems Group.

★**Charles W. Gerding** has been named SM of CBS Radio Representatives' St. Louis office. Gerding has been an AE at CBS-owned WCCO-AM Minneapolis.

★**Dave Rizzo** has been named AP



Marc Leunissen



Mark Lawrence



Virginia Lee Williams

Express SM for the broadcast division of the Associated Press. He has been an AP regional Radio exec. in Kansas City.

★**KRWM-FM** Seattle has added several new members to its sales team including: Michigan State University graduate Kendra Sharp as sales assistant; Washington State University graduate Shane McArthur as AE; former KMTT-AM/FM and KRPM-FM Tacoma employee Kelley Clary as an AE; and Washington Transit Advertising's Lenee Ault as an AE.

★**Erik Sorenson** has been named producer of *Day & Date*, a daily, live hour of news and topical information being developed by Group W and CBS. Sorenson is formerly executive producer of *The CBS Evening News*.

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Circle Reader Service #116

SALES PROMOTION PLANNER

ideas you should start planning now

MARCH

Lawn & Garden
Paint & Hardware

TARGET PRODUCTS
Frozen Food Vendors
Restaurants/Clubs
Air Conditioning

Tan Products
Tuxedos/Prom Dresses

1 Ash Wednesday
13 Chocolate Week

DATES TO REMEMBER
17 St. Patrick's Day
Spring Break

21 1st Day of Spring
Prom Season

NATIONAL

Nutrition, Frozen Food, Peanut and American Red Cross Month

SPRING FASHIONS

March is the time of year consumers are in the market for the latest in spring fashions and swimsuits. Beach gear, patio furniture, pool supplies, air conditioners and fans are also jumping off the shelves. In the United States, \$110.8 billion was spent on women's and children's apparel in 1992 and \$62.6 billion was spent on men's and boys' clothing. The typical woman spends 27 percent of her annual clothing budget on career clothes, and 27 percent on leisure wear. Eighty-one percent buy clothes from department stores, 70 percent frequent discount stores, and 68 percent shop in local specialty stores and boutiques. (source: *The Complete Retail Planner* by Barbara Wold)

SPRING FLING

- "Frozen Food Frenzy" To celebrate National Frozen Food Month, have sampling around a grocery store, and show different ways to cook frozen food products, give away a microwave or freezer.
- "Green for Green" Retailers, Car Dealers, and restaurants offer discounts and specials on green merchandise for St. Patrick's Day.
- "The Secret Sale" Provide a client with special invitations to pass out to customers for a two-week period before the big sale day. Open the store early, serve breakfast, have fashion shows, decorate and do it up right for the special customers.
- "Prom Preview" Work with a formal wear and tuxedo store and have a fashion show. Tie-in shoe stores, florist, accessory stores and restaurants.

JANUARY QUICK FIX*

- "Fitness for Free" Cross promote with a health club and a sporting goods store. Offer memberships with the purchase of merchandise and merchandise for memberships.
- "Super Bowl of Savings" A vendor program to give away party products and a party or gift packs.
- "Ski Reports" Offer this as an option for sponsorships. You can dedicate a phone line with several sponsors as well.

DATES TO REMEMBER

1 New Year's Day
4 Trivia Day
8 Elvis' Birthday
13 The First Radio Broadcast
16 Martin L. King Birthday
24 Spouse's Day

NATIONAL

Pizza, Ski, and Bowling Week; Soup, and Eye Care Month

FEBRUARY QUICK FIX*

- "Cupid's Corner" Retailers set up a specials display with make your own Valentines, gift wrapping, and specials on Valentine products.
- "Win at Love" Listeners call in when they hear songs with the word "love" in the title to win a prize.
- "Kid's Day Out" Work with a movie theater and have special screening of kids movies on Saturdays. Have discounts on prices with snack food wrappers. Have posters for the theater and P.O.P. for the store displays.

DATES TO REMEMBER

2 Groundhog Day
14 Valentine's Day
20 President's Day
Grammy Awards

NATIONAL

Black History, Crime Prevention, Meat, Snack Food and Wedding Month, Mardi Gras

APRIL

TARGET PRODUCTS

Easter Fashions; Florist; Bicycles; Lawn & Garden; Outdoor Furnishings; Children's & Infant Apparel; Restaurants

DATES TO REMEMBER

1 April Fool's Day
2 Begin Daylight Savings
14 Good Friday
16 Easter
15 Tax Deadline Day
26 Professional Secretaries Day

NATIONAL

Home Improvement, Lawn & Garden Month

MAY

TARGET PRODUCTS

Sporting Goods; Bridal Market; Vacations; Boating Supplies; Pools; Hot Tubs; Lawn & Garden

DATES TO REMEMBER

5 Cinco de Mayo
6 Kentucky Derby
14 Mother's Day
20 Armed Forces Day
28 Indianapolis 500
29 Memorial Day

NATIONAL

Mental Health, Barbecue, and Photo Month

* Radio Ink assumes no responsibility for the viability of the promotions mentioned. Stations are advised to check with legal council regarding legality and possible lottery.

Sales Promotion Planner is compiled by Kim Stiles, creator of The Stiles System Radio Day Planner. She may be reached at 919-846-6449.

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- user-friendly Windows interface

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- live assist
- news and audio editing

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2. User-friendly software: Thanks to Windows' superior graphics, even absolute beginners will learn quickly.

3. An extensive choice of applications: With its wide range of products and unlimited expandability, Dalet can bring solutions to all your needs — today's and tomorrow's.

4. High-tech support: Dalet's unique hotline software takes you step by step through a trouble-shooting routine which helps identify potential problem sources. Support phone calls are as a result quicker and more efficient.



Archives Infographic - Pam

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- non destructive audio editing
- text and audio editing for news
- other:

visit one of your installations

receive a phone call

PRODUCT NEWS

Getting down to business Jan. 2 will be ABC Radio Networks and Business Week magazine with The Business Week Radio Network for affiliate stations. Expanding its coverage, ABC Radio will begin broadcasting the new 60-second *Business Week Business Reports* from 5:24 a.m.-8:24 p.m (ET). Delivering the business from Wall Street to the Tokyo NK will be ABC news correspondent Gary Nunn and Business Week broadcaster Ray Hoffman. Call Frank Raphael at 212-456-5131



Gary Nunn



Ray Hoffman

•**Jampro Antennas Inc.** has created a new division of its company called Jampro RF Systems Inc., which specializes in the design and manufacture of passive RF components. The product line will include things like harmonic filters, directional couplers, patch panels and much more. And the new division will be headed by former Micro Communications Inc. electrical engineer James T. Stenberg. 916-383-1117

Just launched by London-based HHB Communications is the DH-1 from CE-



DAR Audio. It's a rack-mount device ca-

capable of removing broadband noise in real-time without using signal destructive filters and without the need for encoding/decoding. The DH-1 is said to accurately differentiate between hiss and the genuine signal, removing hiss and restoring the signal almost instantaneously. (Don't drop any pins around this thing.) 207-773-2424

What's in a name? Everything if you have a label maker ... like the P-Touch



XL30 (PT30) from Brother's P-Touch Line of electronic labeling systems. A label maker and then some, the PT30 offers up to five lines of type on a label, five sizes of tapes from quarter-inch to 1-inch and a 2,000-character text memory. Warning: Label ma-



nia may sweep your station. 212-532-5151.

•**Book out** — A syndicated Radio show exclusively about books hits the airwaves soon with popular humorist Mort Sahl as host. *Between the Covers with Mort Sahl*, produced by *Publishers Weekly*, will feature Sahl interviewing a plethora of authors and take an inside look at book publishing. It's a bookworm's dream come true. The show will be offered on a barter basis for live clearance on Sunday evenings. 203-264-2186

From the American Association for the Advancement of Science (AAAS) and Radio AAHS™

comes the *Kinetic City Super Crew* about six kids and a friendly computer traipsing around the world on an imaginary high-speed train, solving real-life, science-based mysteries. The show began airing on 25 U.S. stations in November and is broadcast three times a week. Pictured (l-r): Emerson (Alvin Perry, 17); Fernando (Joaquin Andres, 17); Curtis (Reggie Harris, 15); Tia (Chantel Fitzgerald, 17); P.J. (Jennifer Roberts, 11); and Megan (Melody Johnson, 14). 202-326-6431



•**WXRT-FM Chicago's On XRT: Live from the Archives: Volume 1** did so well last year (raised \$120,000 for homeless children) they made a second volume this year to benefit the XRT Family Support Program at Chicago House, and the Chicago Abused Women's Coalition. No fluff here, this disc contains previously unavailable live concert and in-studio performances broadcast on the station from folks like Lou Reed, Talking Heads, Bob Marley and Robert Cray. 312-777-1700

•**Just for news/talk stations** comes *Headline Songs* from United Stations Radio Networks. *Headline Songs* uses the top stories of the day to create song parodies from a classic library of music. It's available on a market exclusive, barter basis. 212-767-1111

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LAST CHANCE!

Who Are America's Best? You Decide.



Being the best is worth recognition. Each year *Radio Ink* magazine honors the top people in the radio industry by presenting the coveted Radio Wayne Award in each of several categories. If you know someone who epitomizes professionalism and has raised the overall level of excellence in Radio, this is an excellent opportunity to honor them. To nominate someone for The *Radio Ink* 4th Annual Radio Wayne awards, simply fill out the form below giving reasons you believe this person deserves the recognition, and mail or fax it to us by Dec. 15, 1994. Finalists will be announced by Jan. 3, 1995. Awards will be presented Feb. 18, 1995 at the Saturday luncheon in Dallas during the RAB Managing Sales Conference. You may nominate as many people as you please – for more than one nomination please photocopy the form below.

... And the Categories are:

- Broadcaster of the Year
- General Manager of the Year
- Sales Manager of the Year
- Street Fighter of the Year (Account Executive)



ENTRY FORM

Nominee _____

Nominee Station _____

Nominee Phone _____

Nominating This Person For: (one only please)

- Best Overall Broadcaster (The Radio Wayne Award)
- General Manager of the Year
- Sales Manager of the Year
- Street Fighter of the Year (Account Executive)

Nominated by _____

Your Phone _____ Your Station _____

In 100 words or less, describe in detail why this person should be the recipient of this year's award. (Attach separate sheet)

Deadline: Entries must be postmarked by Dec. 15 1994

Mail to 8000 N. Federal Highway, Boca Raton, FL 33487 or Fax to 407-995-8498.

The Radio Wayne Awards are named in honor of Radio Wayne Cornils who has devoted his entire career to the betterment of training, professionalism and quality in the Radio industry. The award is not affiliated with the Radio Advertising Bureau.

GRAPEVINE

• In D.C., the more than a quarter-century-old NAB building is getting a make-over early next year ... so offices will temporarily be moved down the street to 2001 Pennsylvania Ave. During the estimated 12-month renovation, asbestos will be removed and space will be added, but not to worry — phone numbers will be the same.

• The “Master of Motivation,” Westwood One’s David Essel, is now on Saturdays from 4-7 p.m. (ET). The move to a more prominent weekend air time is an attempt to get more folks to hear him and be motivated. In addition, Essel’s *David Essel-Alive!* will continue to be re-fed at its original time from 10 p.m. to 1 a.m. (ET).



◀ “Bear-Zilla” doesn’t breathe fire, but it does give away stuff. Introducing the new WGRL-FM Indianapolis remote ... ah ... thing. Touted as a “one of a kind” state-of-the-art remote vehicle “Bear-Zilla” is roaming the roads of Central Indiana playing “New Hit Country” and heading for Tokyo.

Wolfman Jack is back — thanks to Liberty Broadcasting and the Hard Rock Cafe in Washington, D.C. After a howling debut the day after Thanksgiving, the show has kicked into gear spinning the oldies live from the cafe every Friday from 7-11 p.m. (ET). Digi-Net is handling the syndication, so call 813-253-4500. Said the wolfster, “Baby, it’s great returning to the national scene just down the street from the White House. The party’s so loud, Bill and Hillary can’t even get any ... sleep.” Howl on. ▶



◀ An all-news station playing rock music? Here’s the story ... KCBS-AM San Francisco decided to welcome the Rolling Stones to the Bay Area recently with a promotion that had some lucky listeners join veteran newsman (of 26 years) Al Hart for opening night of the Stones’ show. How did it go? They say Mick and Al reminisced about the good ol’ days — before electricity. Pictured (l-r) are: winner Brad Anderson; KCBS promotions manager Kimberly Olsen; winners Danya Darrington and Chris Husband; newsman Al Hart; winners Paul Astrup, Barbara Floyd and Leonard Floyd; and Sally Hart.

WE CELEBRATE THE SEASON IN A BIG WAY —
BY CLOSING OUR OFFICES THE ENTIRE WEEK
BETWEEN CHRISTMAS & NEW YEAR’S!
WE’LL BE CLOSED DECEMBER 24 THROUGH JANUARY 2.
HAVE A GREAT HOLIDAY!

RADIO INK

Put your party hats on because January not only marks the 75th anniversary of Radio, but it’s National Radio Month. And the NAB wants you to know — in a big way. By now, stations nationwide should have a kit including a CD of 30- and 60-second jingles tailored for five different formats, logos and oodles of information on promotions, facts, speeches. The only thing they didn’t send was a cake. For information, contact 202-429-5444. ▲

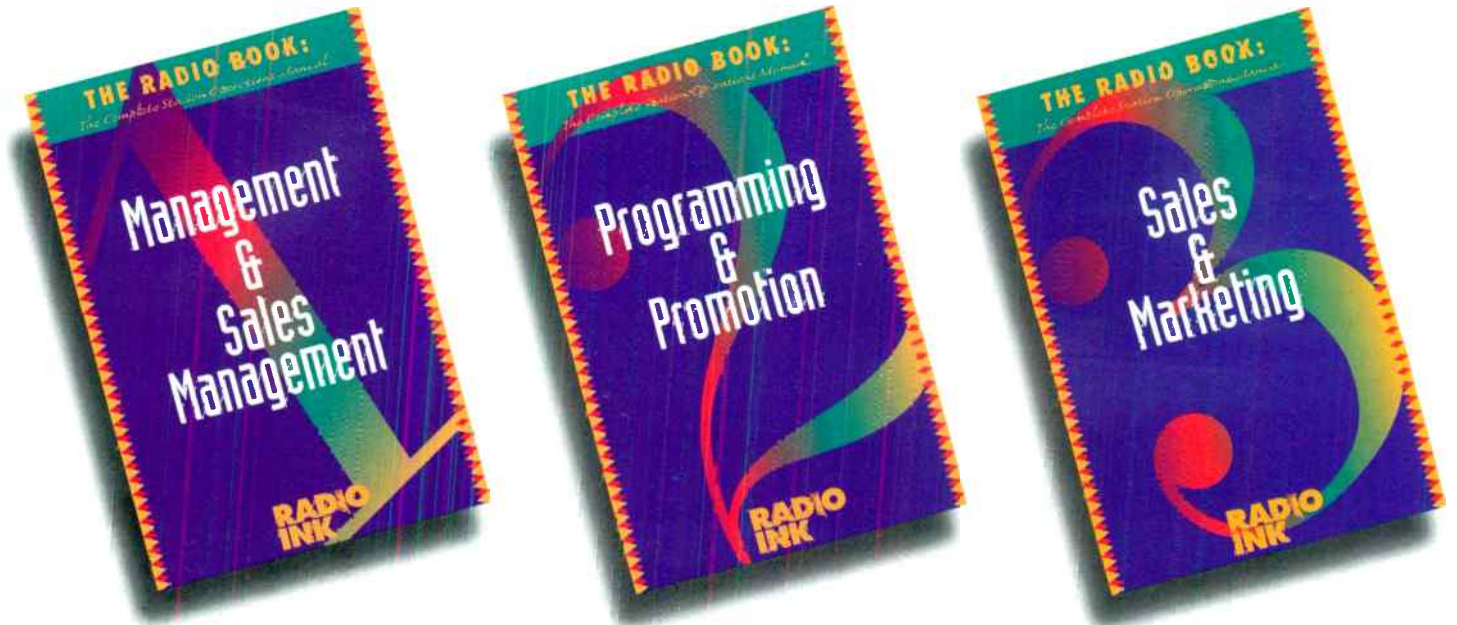


• CRN International has been chosen to design the official network for the Special Olympics 1995 World Summer Games in New Haven, CT., July 1-9. Games president Tim Shriver says, “This Radio network to be launched by CRN International will promote the message of the Special Olympics World Summer Games while providing a mechanism for local chapters to enhance their communications goals and fund-raising efforts.” 212-682-6565.

SEND PHOTOS OF YOUR ORGANIZATION’S major events to: Grapevine to Shawn Deena, 8000 N. Federal Highway, Boca Raton, FL 33487.

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EVENTS CALENDAR

1995

Jan. 5-7—NAB/Maxagrid Marketing and Revenue Management Conference, Dallas. 800-738-7231
Jan. 19—International Radio & Television Society Foundation Newsmaker Luncheon, New York. 212-867-6650
Jan. 19—Virginia Association of Broadcasters Winter Convention, Richmond, VA. 804-977-3716
Jan. 24—Radio License Renewal Seminar, Jackson, MS. 202-775-3511
Feb. 5-6—NAB Radio Group Head Fly-In, Washington, DC. 202-775-3527
Feb. 9—Oklahoma Assoc. of Broadcasters Student Day, Tulsa, OK. 405-848-0771
Feb. 9-11—Louisiana Assoc. of Broadcasters Convention, Lafayette, LA. 504-922-9150
Feb. 10—International Radio & Television Society Foundation Newsmaker Luncheon, New York. 212-867-6650
Feb. 10-11—Oklahoma Assoc. of Broadcasters Convention, Tulsa, OK. 405-848-0771
Feb. 11-14—National Religious Broadcasters, Nashville, TN. 703-330-7000
Feb. 15-17—Broadcast Cable Financial Management Assoc./Broadcast Cable Credit Assoc. Board Meeting & Seminars, Scottsdale, AZ. 708-296-0200
Feb. 16-19—RAB Marketing Leadership Conference and Executive Symposium, Dallas. 212-387-2100
Feb. 20-22—Great Lakes Broadcasting Conference and Expo. 517-484-7444
Feb. 24-27—Nat'l Federation of Community Broadcasters Meeting, Albuquerque. 202-393-2355
Feb. 25-26—Dan O'Day's PD Grad School, Dallas. 310-476-8111
Feb. 25-27—NAB State Leadership Conference, Washington, DC. 202-775-3527
March 1—AWRT Nat'l Commendation Awards Gala, New York. 703-506-3290
March 1—Country Radio Broadcasters Country Radio Seminar, Nashville, TN. 615-327-4487
March 14—Radio License Renewal Seminar, Louisville, KY. 202-775-3511
March 16—Internat'l Radio & Television Society Foundation Newsmaker Luncheon, New York. 212-867-6650
March 23—NABOB Comm. Awards Dinner, Washington D.C. 202-463-8970
March 25—Nat'l Assoc. of Radio Talk Show Hosts Regional Forum and Spring Board Meeting, Vienna, VA. 617-437-9757
March 26-27—West Va. Broadcasters Association Spring Conference, Huntington, WV. 304-744-2143
March 30-April 2—Associated Press Broadcasters Spring Board Meeting, Asheville, NC. 202-736-1100

April 5—Internat'l Radio & Television Society Foundation Gold Medal Award Dinner, New York. 212-867-6650
April 7-10—Broadcast Ed. Assoc. Convention, Las Vegas. 202-429-5354
April 10-13—NAB Convention, Las Vegas. 202-429-5335
April 21-22—Upper Midwest Communications Conclave PD retreat and TalenTrak, Minneapolis, MN. 612-927-4487
April 29-May 5—RAB Board of Directors, New York. 212-387-2100
May 8—The Peabody Awards Banquet, New York. 706-542-3787
May 9—Internat'l Radio & Television Society Foundation Awards Luncheon, New York. 212-867-6650
May 16—Radio License Renewal Seminar, Toledo, OH. 202-775-3511
May 21-24—Broadcast Cable Financial Management Assoc./Broadcast Cable Credit Assoc. 35th Annual Conference, Las Vegas. 708-296-0200
May 24-27—Native American Journalists Association Annual Conference, Bismarck, ND. 612-874-8833
June 1-4—Am. Adv. Federation Nat'l Adv. Conference, Tampa. 202-898-0089
June 6-11—National Association of Hispanic Journalists Annual Convention, El Paso, TX. 202-662-7145
June 7-10—PROMAX & BDA Conference & Expo, Washington, DC. 213-465-3777
June 12-14—New Jersey, Maryland, DC and Delaware Broadcaster assoc. joint convention, Atlantic City, NJ. 609-860-0111
June 14—Radio Mercury Awards, New York, NY. 212-387-2156
June 22-24—Virginia Association of Broadcasters Summer Convention, Virginia Beach, VA. 804-977-3716
June 22-25—Nat'l Assoc. of Radio Talk Show Hosts Talk Radio '95, Houston. 617-437-9757
July 13-16—Upper Midwest Communications Conclave 20th anniversary/The Great Reunion, Minneapolis, MN. 612-927-4487
July 18—Radio License Renewal Seminar, Chicago. 202-775-3511
July 21-23—North Carolina Assoc. of Broadcasters Annual Convention, Asheville, NC. 919-821-7300

1995 Arbitron Survey Dates

- Winter Jan. 5-March 29
- Spring March 30-June 21
- Summer June 22-Sept. 13
- Fall Sept. 21-Dec. 13

FAX YOUR ORGANIZATION'S EVENTS TO:
Events Calendar, c/o Shawn Deena 407-995-8498



Radio's Premier Management
& Marketing Magazine

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

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CLASSIFIEDS

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Attn.: Human Resources EOE

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Vice president of sales for key market of northeast Pennsylvania 98.5 KRZ (#1 Heritage station for 15 years), WGGY/top country station WILK 910/980 / #1 news-talk stations and, WISH 102.3 (J.S.M. agreement) / #1 soft contemporary station. This is a newly formed position. This person will be responsible for the local and national sales management of five radio stations. Must show proof of a successful track record in regard to sales goals, training, recruitment, planning and creativity. All candidates must have a minimum of 5 years radio sales management experience. All inquiries held in strict confidence. Send cover letter and resume to Gerald A. Getz, Vice President/General Manager, 305 Highway 315, Pittston, Pennsylvania, 18640. E.O.E.

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3"	2,691	4,830
3-1/2"	3,071	5,512
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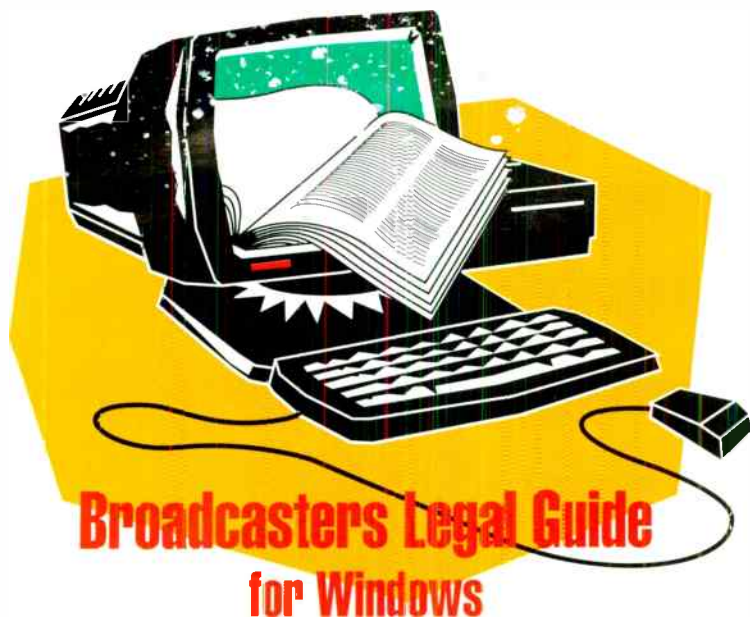
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Hardware requirements: Any computer which can run Microsoft Windows 3.1. Mouse recommended.

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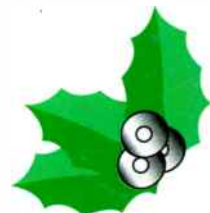


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