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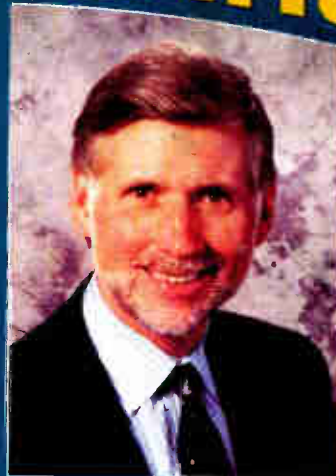
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Radio's Premier Management & Marketing Magazine

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Our Mission:

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

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**AMADOR BUSTOS, PRESIDENT/CEO
Z-SPANISH RADIO NETWORK, INC.**

You can respect a man like Amador Bustos. He is responsible for creating a niche for Hispanic Radio among the top formats today. Read about how he got started, what his company, Z-Spanish, does for its listeners and how he feels about consolidation's effect on his format.

Cover and interview photographs courtesy of Henry Khoo Photography Inc., Sacramento, Calif.

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THE UNEXPECTED SUCCESS: HISPANIC RADIO

Hispanic Radio may take you by surprise. This relatively new format is growing listeners and advertisers. Our Special Report introduces you to some of the top players in Hispanic Radio and lets you in on the growth statistics for this format. We tell you about some of the format's problems and its outlook for the future.

RADIO WAYNE NOMINEES47

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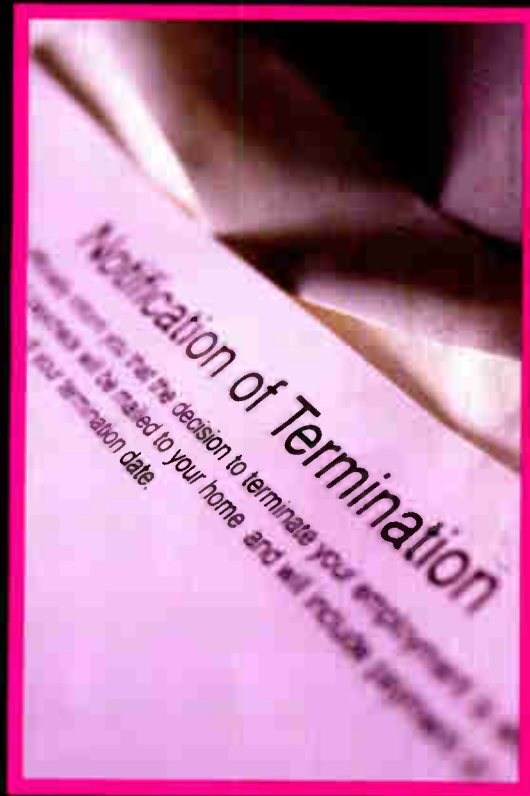
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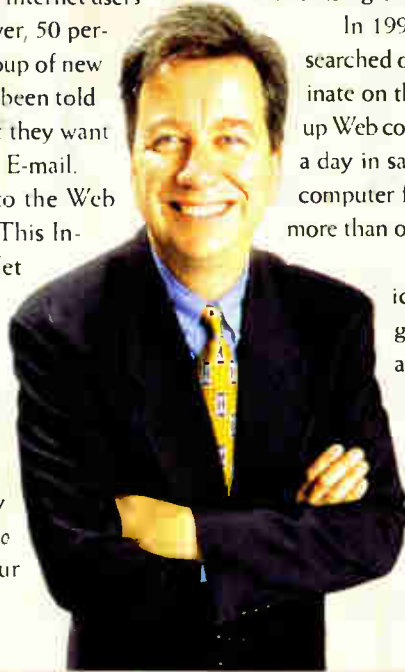


Are You Riding the Internet Train?

It took Radio 30 years to obtain a "critical mass" of 50 million listeners — the number required to gain the attention of national advertisers. TV reached critical mass in 20 years, and cable attained it in 10. The Internet blew past the 50-million mark in only four years and should hit 90 million within the next two. The Net is a runaway freight train.

Two short years ago, 70 percent of all Internet users were highly educated men. Today, however, 50 percent are women, and the largest single group of new users is made of people over 50 who have been told by their college kids and grandkids that, if they want to communicate, they had better do it by E-mail.

Ten million new users will sign onto the Web this Christmas. The message is simple. This Internet thing is here to stay. Though the Net will only do \$8 billion in advertising by 2002, it will generate \$38 billion in online commerce (people purchasing online). Proctor & Gamble says they are planning to shift two-thirds of their \$3-billion budget to advertising on the Internet because advertising costs are sharply reduced when using the Web. (See *Radio Ink*, 1/4/99, "E-Tailing: Retailing for Your Radio Station Website.")



In banking, for example, the cost to acquire a new customer is \$1.20. The cost to obtain an ATM user is 30 cents. But, the cost to sign up an Internet user is often less than one-tenth of one cent. This means that the cost of reaching 10 million customers drops from \$900 million when using traditional media to less than \$1 million when advertising on the Net.

In 1999, 20 percent of all new-car purchases will be researched on the Web, and 40 percent of all car loans will originate on the Web. A year and a half ago, Dell Computers set up Web commerce and got off to a slow start with only \$100,000 a day in sales. Today, they sell \$5.5 million a day, with each computer fully customized. The expense of customization is more than offset by the decreased cost of advertising.

Are you paying attention? I hope so. Why is America's greatest lover of Radio telling you about the glories of the Internet? I'm doing it because I care about you. Those of us who are in business today risk NOT being in business in five years unless we find a way to ride on the Internet freight train. Are you willing to take the ride, or will you stand in confusion by the tracks?

Eric

B. Eric Rhoads, Publisher

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How involved are your SMs and AEs in selling your station Website?



MAJOR MARKET

Leigh Ellis, GM
WLJE-FM/WAKE-AM
Chicago, Ill.



MEDIUM MARKET

Charles Travis, GM
WGSO-FM
New Orleans, La.



SMALL MARKET

Mark Bentley, GM
KRSN-AM
Santa Fe, N.M.

We use our Website to direct people to different areas of the Radio station and to educate them on programming. We also use it to give listeners all the inside information that we can't spend time explaining on the air.

For 1999, we are looking at starting to sell our Website. It has been intact for approximately 18 months and is now generating the number counts that make it a viable source to sell. The SM will oversee the sales. The Radio salespeople, however, will probably not sell the Website.

The whole idea behind any type of NTR is to keep the NTR away from the actual Radio sales. We want to create a separate entity. The person who is selling the NTR is going to be going after swapping dollars and getting brand new dollars. In some cases, this salesperson may even be competing for Radio dollars. We believe this is going to be a more aggressive way of selling our Website.

WGSO is a bit unique in that we are owned by New Orleans publishing group. This company also owns an Internet service called NewOrleans.com. Our Website is part of that service, which has its own sales force to sell our Website. We have no input in this process.

We use our Website almost exclusively for promoting our programming and giving our listeners an opportunity to respond to us via E-mail.

We are looking to the future and are planning to put local, current business news on our Website in order to draw in more readers. We also believe that this will help NewOrleans.com by increasing the response to that Web address. The more traffic they receive, the easier it is for them to sell it. That indirectly helps us.

We are in the process of putting our Website together. Our SM and AEs are the keys to making it successful. If they did not talk to potential advertisers about it, there would be very little point in having it. We will be using the site as a value-added point for sale. All of our advertisers will have either direct links or Web pages on the Website. In some cases, we will use the Website as a primary sales tool, as a couponing mechanism, and we will be able to charge additionally for it.

By February, we will be streaming our audio live to Los Alamos National Laboratory and to northern New Mexico, where the Website will gain most acceptance. The cost of putting the Website together, with audio, will be near \$5,000. We want it to break even, at least, or generate a profit. ☐



Predicting Web Purchases

When 700 decision-makers were asked if they have used or planned to use the Internet to make purchases for their companies, the answers were:

- Plan to use the Internet for purchases in the next five years.....**55.1%**
- Have no plans to use the Internet for purchases.....**31.2%**
- Made purchases using the Internet this year.....**13.7%**

Source: Sales and Marketing Management magazine

Who's (Not) Online?

In the course of a day, the percent of sales and marketing managers who log on to the Web:

- Never 27%
- Once 35%
- Twice or More 38%

Cyberbosses

The number of executives using the Web at least once per day is dramatically increasing:

- 1996 — 49%
- 1997 — 58%
- 1998 — 73%

Source: Sales and Marketing Management magazine

PEOPLE IN INK®

▼ The Museum of Television and Radio recently held its 4th annual Radio festival



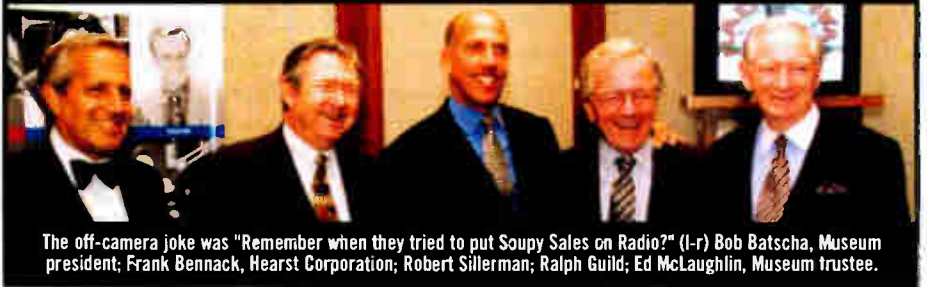
CBS' John Gehron was a newcomer to the *Radio Ink* 40 Most Powerful People list.



"You won't be No. 1 for long, Paco." (L) Dan Ingram, WCBS-FM with Paco, WSKG-FM

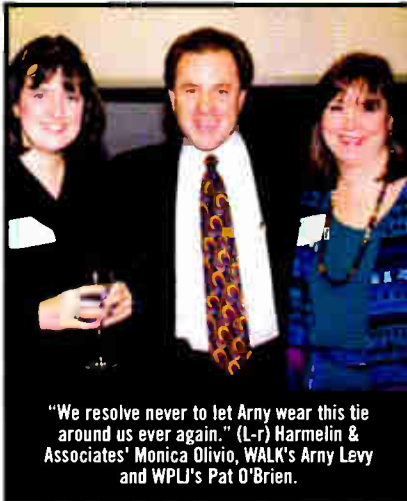


"Hey, Carol, those two next to you in leather must be on-air guys!" (L-r) Dennis Elsas; Pat St. John, CD Radio; Carol Miller, WNEW-FM; Jo Maeder, WHTZ-FM; Dave Herman.

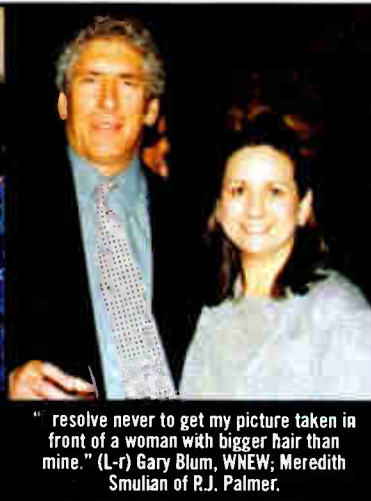


The off-camera joke was "Remember when they tried to put Soupy Sales on Radio?" (l-r) Bob Batscha, Museum president; Frank Bennack, Hearst Corporation; Robert Sillerman; Ralph Guild; Ed McLaughlin, Museum trustee.

▼ New York Market Radio recently held a gala Holiday Party. Many New Year's resolutions were bantered about.



"We resolve never to let Army wear this tie around us ever again." (L-r) Harmelin & Associates' Monica Olivio, WALK's Army Levy and WPL's Pat O'Brien.



"I resolve never to get my picture taken in front of a woman with bigger hair than mine." (L-r) Gary Blum, WNEW; Meredith Smulian of R.J. Palmer.



"No, really, we're not twins." (L-r) Phil Roberts, New Jersey Broadcasters; Marvin Strauzer, Jersey Radio Networks.



"We resolve to always be nice to each other in 1999." (L-r) Kathy Stinehour, WAXQ; Allison Shapiro of Zenith Media; and Rona Landy of WLTW.

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Live

Turning car time into sales



Watching Priorities

Loved what you had to say. ("Is 7 Percent All We Deserve?" *Radio Ink*, Nov. 23, 1998). It's so true. We spend big bucks on programming, sales departments, promotions etc. and forget that our product is supposed to be getting results for the clients. Scheduling is important, but the message is the most important.

We also seem to give in to the client far too often and put out silly ads that are really ineffective. But, we air them anyway because that's the way Mr. Client wants it, and salespeople are too afraid they'll lose the sale if they tell the client the truth — respectfully, of course.

So glad you have Roy Williams in *Radio Ink*. He's been a well-kept secret to non-Christian formats for too long.

I enjoy *Radio Ink*. Perhaps you could do some articles or features on Christian/Religious Radio some time?

Judy Lene, GM
KLTE-FM, Bott Radio Network, Kirksville, Mo.

Bad Ads Add Up

If 93 percent of all Radio ads suck, and 90 percent of all local advertising fails — according to Michael Corbett — is there a correlation? Probably so.

I've always been a big believer that great copy leads to satisfied clients and bigger orders. Unfortunately, many in this business just don't get it. I'm proud to say that my staff turns out some of the best production in the state. As a matter of fact, in the annual Mississippi Asso-

ciation of Broadcasters awards competition, we routinely win more awards than all other stations in northern Mississippi combined.

Yet, the other guys continue to crank out spots that say "for all your hardware needs." Several of our competitors even turn out spots with mispronounced words. I laugh every time I hear the spot advertising "the best Chinese cuisine (*pronounced cue-zeen*) in the Delta," and the spot for the shoe store sell-

ing Nike (*pronounced Nick-ee*) tennis shoes.

You'd think that having competitors like this would make our jobs easier, but it actually makes things tougher. We hear a disproportionate number of "We tried Radio before, and it didn't work" objections. No wonder.

Larry G. Fuss, President/GM
Delta Radio, Inc.
Cleveland, Miss.

"Simon hears ... Simon does."

I read your editorial about the poor quality of Radio commercials prepared by the big advertising agencies ("Is 7 Percent All We Deserve?" *Radio Ink*, Nov. 23, 1998). The poor quality of today's Radio programming is what begets the same: Simon hears ... Simon does.

I go back to that September 1950 period when commercial TV hit the scene. Practically all Radio stations dumped their programming overnight and went to records that they received for free from the record companies. That began the DJ era which is still with us and is now broken down into formats and Talk programming. Ninety-five percent of the Talk hosts don't know what they're talking about.

The Radio station industry can take a tip from the vision-impaired. The audio of TV shows is now recorded, and there is a host who describes the video, for example, on the *Judge Judy* show and for other court programs.

In Houston, a special showing of the film *Titanic* was screened before a vision-impaired audience, and a host described the visual. There's certainly a lesson to be learned



here. If the vision-impaired can do it, so can the Radio stations.

Charles Michelson



Charles Michelson Incorporated
Beverly Hills, Calif.

Inspiration

Bless you and your spirit for Good Radio. I've got a copy of Publisher's Notes ("Is 7 Percent All We Deserve?" *Radio Ink*, Nov. 23, 1998), and I've used it in my first-ever feature article for *Radio and Production Magazine* in January or February. Thought you'd like to know that you've got soldiers battling for you.

Timothy J. Miles
Zimmer Radio Group, Carterville, Ill.



Taking a Second Look

The Bob Popyk article ("Here's Looking at You: How Do You Look to Clients?", *Radio Ink*, Nov. 9, 1998; photo above) reminded me of an exercise we did here at KSKY. The problem is that the station is not even an asterisk in the "book." Still, we are charged with being competitive, and we grow. So, basic questions are asked in a "bootstrap" situation.

Joe Tilton, SM, KSKY Radio, Dallas

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*KKRD, KRZZ, KNSS,
Wichita, KS*

Jackie Wise

KRZZ, Wichita, KS

Kent Cooper

KRYS, Corpus Christi, TX

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Megan Kelley

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Kevin Geller

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*WAMX, WFXN,
Huntington, WV*

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Karen A. Richards

*WNNK, WTCY,
Harrisburg, PA*

Gary Clifford

KRRR, Fresno, CA

Steven Bergman

WRDU, Raleigh, NC

Phil Catlett

*WTRV, WLHT, WNWZ,
WGRD, Grand Rapids, MI*

Dan Gloster

WTSG, Richmond, VA

Mary Quass

President, Ceo-Central Star

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KDWB, Minneapolis, MN

Scott Fransen

*KDWB, KTCZ,
Minneapolis, MN*

Michael Hernandez

KFBK, Sacramento, CA

Catherine Meloy

WBIG, Washington, DC

Lila Prezloslo

WDVE, WXDX, Pittsburgh, PA

Bob Root

WXDX, Pittsburgh, PA

Liz Cullen

WLIT, Chicago, IL

John Fullam

WKTU, WHIZ, New York, NY

Jack Cahill

WLTW, New York, NY

Rona A. Landy

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Kevin Watts

WDOK, Cleveland, OH

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Peel and Eat: Rewards

Benjamin Franklin Once Said ...



BY CHRIS LYTLE

Benjamin Franklin said a lot of things. But, a lot of Ben Franklins (\$100 bills) say, "We value making budgets."

Here's what happened in a major market: The GM called a mandatory meeting for 11:30 a.m. in the conference room.

What could it mean? The office grapevine was wild with speculation. Mandatory meetings, after all, usually mean that some bad news is about to be announced.

"We're being sold."

"Maybe the GM is resigning and introducing his replacement."

"It's something bad."

At 11:00 a.m., the doors of the meeting room opened, and employees filed in. On the wall in front of them were 130 \$100 bills — \$13,000 taped to the wall.

"Ladies and gentlemen," the GM announced, "We have just met our first quarter budget. I called corporate and asked them if we would have some bonus money to acknowledge the effort that all of you contributed."

One by one, the team members walked forward and peeled a \$100 bill from the wall. In the scheme of things, \$100 may not make or break a worker, especially not a highly paid salesperson. But, imagine the visual impact that \$13,000 in \$100 bills had on the people who walked into that conference room expecting disheartening news.

As the GM explained to me, "In order to blow away budgets, it takes more than just a sales effort. It takes a team effort. The traffic people have to get it right. The continuity people have to make sure that make-goods don't take inventory away from us. The front desk has to handle a higher volume of calls when there's a higher volume of business. Everyone has to be sharp."

There are five lessons that you can take from this example.

1) Celebrate your wins creatively. The memory of a wall full of \$100 bills will last long after everyone has spent the bonus.

2) Make the point that it's a team effort. The late Og Mandino was fond of saying, "Nobody makes it alone." Programming gives salespeople the numbers to sell, salespeople fight for higher rates, and the office backs up everything.

3) GMs may have to "sell up" to corporate to get funding for a recognition program.

4) If you want everyone to care about sales goals, reward everybody when you hit those goals.

5) Mandatory meetings can be used to pass out good news instead of bad news.

After every team member had peeled off a \$100 bill, pizza was served. Ben Franklin said, "A fool and his money are soon parted." But, the Ben Franklins that this GM pasted to the wall will pay dividends for months (maybe even an entire quarter) to come. Guess what every team member talked about, with his or her spouse, partner or significant other. The GM did more than throw a pizza party. He created a "corporate myth," a story that will be handed down far years to come — even after the GM announces his resignation or the station is sold to the highest bidder.

There's probably never been a better time in the history of Radio to show the people in the trenches that "corporate" cares. Want to get your team focused on hitting budgets? Consider adding "wallpaper" to the conference room. ☺



- ▲ Celebrate your wins creatively.
- ▲ Make the point that it's a team effort.
- ▲ GMs may have to "sell up" to corporate to get funding for a recognition program.
- ▲ If you want everyone to care about sales goals, reward everybody when you hit those goals.

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

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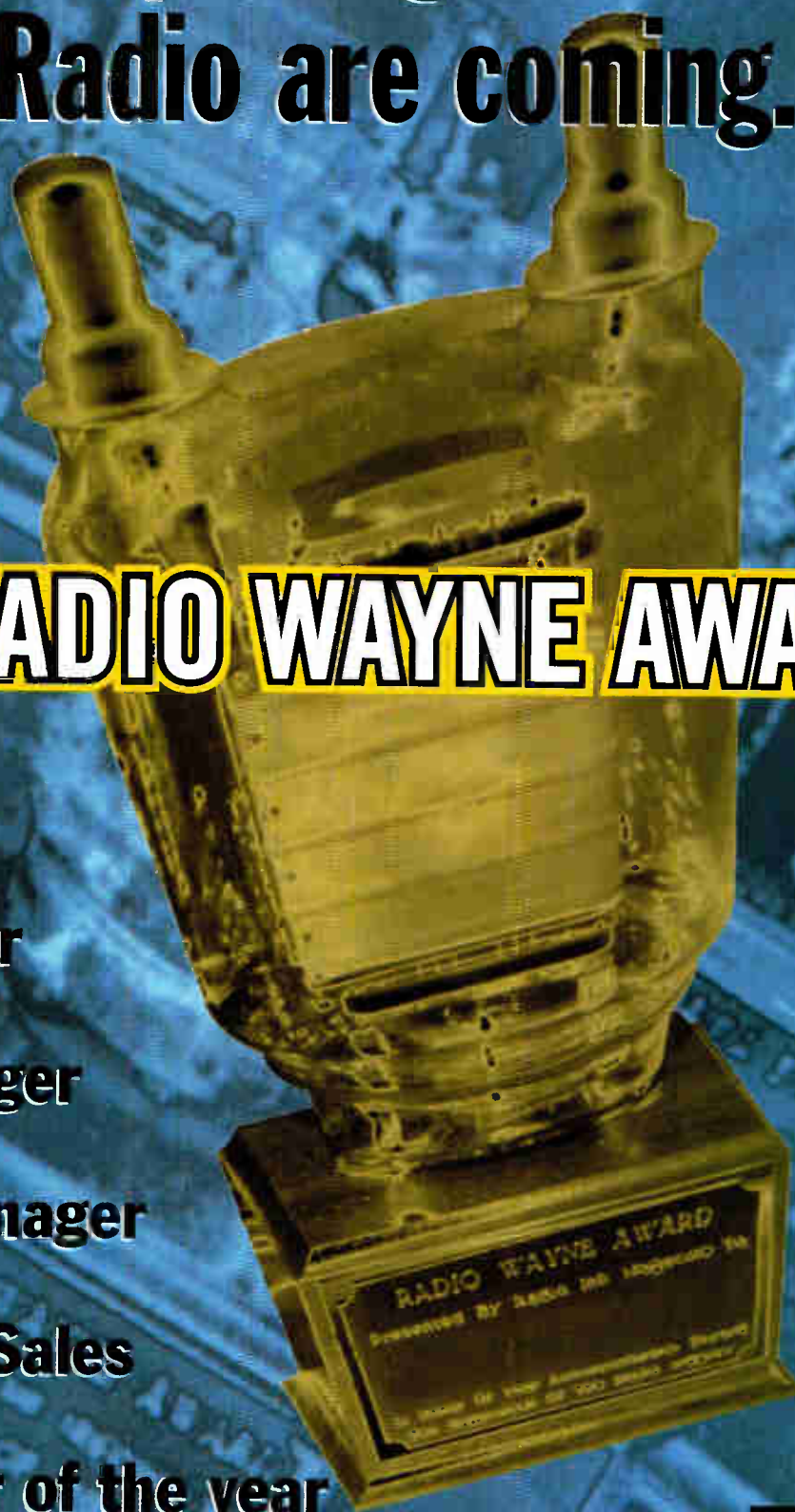
Streetfighter

Sales Manager

General Manager

Director of Sales

Broadcaster of the year



See the finalists in the February 2nd issue of Radio Ink magazine.
Winners to be announced during the R.A.B. conference in Atlanta next month.

**RADIO
INK**

Cost Per What? Selling the Right Schedule



ROY H. WILLIAMS

I'm discussing the future of Radio with three executives from one of America's most progressive broadcast groups when we are interrupted by my receptionist, who tells me I have a call. I ask Geoff, John and Dennis if they can excuse me for a moment as I need to increase my Radio presence in a major northern city.

"No problem," they say laughingly, "It will be interesting to watch a Radio buyer in action."

When my phone conversation is over, a gloom seems to have settled over my friends. John Cullen looks like he might be about to cry. His normally booming voice is almost a whisper: "Roy, what did we just see happen?"

Not understanding what he means, I stare at him blankly. Then Geoff Armstrong speaks: "It sounded to us like you were offering to increase your spending by 50 percent if the rep could show you a schedule that would give you 50 percent more weekly frequency."

Still staring blankly, I nod in the affirmative. Now John speaks again: "It sounded like he was trying to force you into a conversation about spot rates and cost per point."

Now I see what's troubling them.

"I was talking 'reach and frequency,' and the sales rep was insisting that we talk 'cost per point.' Is that what's got you bothered?" All three heads begin nodding slowly in unison.

After a thoughtful pause, Dennis Seely speaks: "How often does this happen?"

I tell the truth. "About 90 percent of the time."

"And you currently have annual contracts with more than 550 Radio stations in 38 states?" I nod yes again. For a moment, all three seem to forget that I am in the room as they look quietly at one another. The unspoken question seems to be, "How did Radio let this happen?"

Geoff, John and Dennis are troubled because they know that Radio schedules should be proposed and considered according to their reach and frequency. That's how Radio works. Advertisers who buy gross rating points will nearly always reach too many people with too



"Which is the better schedule, the one that reaches 100 percent of the people and convinces them 10 percent of the way, or the one that reaches 10 percent of the people and convinces them 100 percent of the way?"

little frequency. Radio then gets blamed for a failure that was the result of a media buyer's poor scheduling.

When a media buyer purchases 100 gross rating points, what has he done? Did he reach 100 percent of the city one time each? Fifty percent of the city twice? Twenty-five percent of the city four times? Ten percent ten times? Or a single percent 100 times? *Each of these schedules looks exactly the same when buying cost per point.*

Which is the better schedule, the one that reaches 100 percent of the people and convinces them 10 percent of the way, or the one that reaches 10 percent of the people and convinces them 100 percent of the way? Both schedules offer the same number of gross rating points and cost the same amount of money. The only difference is that the plan with frequency will work, and the other one won't. Success flows from copy and frequency.

Are you letting your advertisers buy too little frequency? Have you bought into the myth of "media mix"? Are you letting Radio take the blame for a media buyer's poor scheduling?

That rep in the major northern market hasn't gotten back to me yet. The word on the street is that he's frustrated with me because I don't know how to buy Radio. ☒



▲ Radio schedules should be proposed and considered according to their reach and frequency.

▲ Advertisers who buy gross rating points will nearly always reach too many people with too little frequency.

▲ Success flows from copy and frequency.

▲ Don't let Radio take the blame for a media buyer's poor scheduling.



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

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

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

Sure, you've got research...

NOW, WHAT'S YOUR STRATEGY?

You've done perceptual research and it's fine...but is there still a gap between where you are and where you want to be? Can we share something with you?

Over the past 20 years, we've been privy to the intimate details of hundreds of radio battles. In many cases, we've witnessed tremendous victories; in others, disappointing failures. In nearly every instance, both the winners *and the losers* had someone do perceptual research for them. So, what made the difference? The winners almost always had three things in common:

- They created a smart strategy that took advantage of an opportunity.
- They allocated the resources necessary to implement that strategy.
- They stayed with the strategy (updating and revising their tactics as battle conditions changed) until the goal was achieved.

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Stop Playing "Radio Rope-a-Dope" Sell to the Right Listeners



DAVE "GIFF" GIFFORD

Question: What's the difference between national advertising and local advertising? Answer: Whereas national advertising sells national products, local advertising sells local business. Or, in the words of former RAB marketing guru Ken Costa, "National advertising sells the 'what,' local advertising sells the 'where.'"

But, how can such an obvious difference impact on how Radio is sold? Here's a homework assignment: Watch network television — not the show, just the national commercials. This is what you will discover.

Except for national advertisers, who advertise to people who make purchase decisions for the family and/or for their homes, the vast majority of those spots will be for national brands aimed exclusively at people who buy only for themselves. These are the single individuals most likely to buy each one of those advertised brands. No surprise there; it's simply a matter of "target marketing." That is what advertising the "what" — national brands — is all about.

But, except for co-op advertising, local advertisers don't sell brands. In advertising "where" to buy those brands, they are the brand. If most retailers, for example, depended on people who buy only for themselves, they'd be out of business overnight.

Nevertheless, most Radio salespeople, copycatting national brand strategies without regard to the differences between national and local advertising, continue to advise clients to aim their advertising only at the listeners most likely to buy what they sell.

Last Christmas, didn't you buy presents for people other

than yourself? In fact, every week, we buy for others. We spend money on all sorts of special occasions.

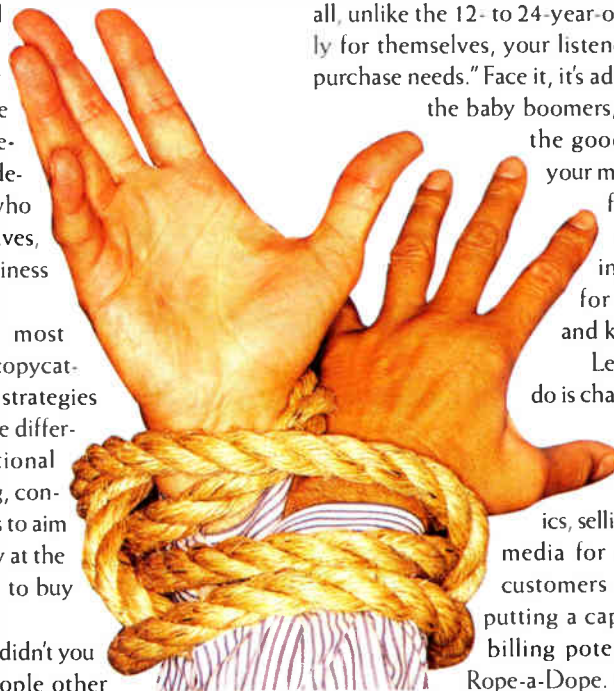
For local advertisers, there are two kinds of customers: 1) people who buy for themselves (primary customers) and 2) people who buy for other people (secondary customers). None of the purchases made for other people have anything whatsoever to do with the demographics of the purchasers. This presents more sales opportunities for Radio salespeople.

To illustrate: If you sell a station formatted to target teens and young adults 18-24, there are several times a year — Christmas, Hanukkah, Mother's Day, Father's Day, among others — when advertisers who normally sell to adults 25+ should use your station more than the stations they normally use. Christmas, for example, is not about buying presents for yourself. Christmas is about buying presents for other people, as in using your station to reach the 12- to 24-year-olds who buy Christmas presents for their primary customers — your listeners' 25+ parents.

Conversely, if you sell a station formatted to target adults 35+, maybe you should be going after every last penny in your marketplace. After all, unlike the 12- to 24-year-olds who buy mostly for themselves, your listeners have "multiple purchase needs." Face it, it's adults 35+ and older,

the baby boomers, who buy most of the goods and services in your market — purchases for every want and need in the family, including purchases for teenage children and kids in college.

Lesson: When all you do is chase the business that is format-driven according to target demographics, selling Radio as a target media for reaching primary customers only, thereby putting a cap on your station's billing potential, that's Radio Rope-a-Dope. ☹



▲ National advertising sells national products, local advertising sells local business.

▲ Except for co-op advertising, local advertisers don't sell brands.

▲ There are two kinds of local customers, those who buy for themselves (primary customers) and those who buy for others.

▲ None of the purchases made for other people have anything to do with the demographics of the purchasers.

▲ When all you do is chase the business that is format-driven according to target demographics, selling Radio as a target media for reaching primary customers only, that's Radio Rope-a-Dope.

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

Post-Holiday Blues

What do PDs Really Think of Their Consultants?

by Larry London



Hi, Santa. I'm your new consultant. The home office hired me to fly in and give you my thoughts on how you can boost some of those sagging ratings. You've maintained a pretty good rating with the 12 and under demo, but it's not like you've had a lot of competition. Not many other old guys are running around dropping dolls down chimneys. You're winning the share you have by default. If someone comes along and challenges you, it could mean trouble.

I've done a little call-out research, and your share of 18+ adults is just pathetic. Our focus groups all show that your credibility suffers with men and women, especially 18-49, and 54+ is just a joke. I've drawn up a few suggestions.

First, how many times do you think it's necessary to say, "Ho, ho, ho?" One "ho" is more than enough. According to my research, we're losing adults after that second "ho." We want to offer less "ho" and more music.

When the kids are sitting on your knee, do your "Santa relate" in 10 seconds or less. Don't talk between every kid. A quick "Merry Christmas" is all you need. Don't risk boring them with

a lot of superfluous chitchat. The last thing we want is kids going over to the competition, if we ever have any.

When you're at the mall, I want you to have those part-time helpers crank up the carols a little louder. Have them go for "10 Carols in a Row." Consider speeding up each carol by 10 percent so we can fit another one into each hour and claim to play the most Christmas carols.

We can't play just any Christmas carols and songs, because some of them seem to test quite poorly. They love that "Grandma got run over by a Reindeer" song. We'll put that into a high rotation and hit it every 90 minutes or so.

I'm thinking about a universe of music comprised of, say, 42 records. I know there are hundreds of songs, but I'd rather play only the stuff that tested well. What do you mean, you know there are other songs they like? This is no time for unscientific gut reactions. If we're going to shore up your standing, we've got to go with what we know.

Next, let's get one of the elves to write up some nice signs with slogans like "Less Ho, More Carols," "Ten in a Row or Your Christ-

mas Back" and "More Music, Less Jingles." And the Jingle Bells have to go. How do I know? I got five people together in a quiet room and conducted a focus group. Do you have any idea how valid five people's thoughts are, compared with the whole population? You get the right folks into a closed environment for five hours, and what they tell you is almost gospel.

What do you mean the last consultant told you to increase the Jingle Bells? He cited what research? I never heard of that research. We'll just have to agree to disagree.

I'll be back in three months to check up on you and see how well you've integrated these suggestions. I'd like to stay longer, but I've got a little furry guy in Punxsutawney who's absolutely blowing his credibility when it comes to spring predictions. ☹

Larry London is PD for KRBB Wichita, KS. He may be reached at 316-685-2121.

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Book Review

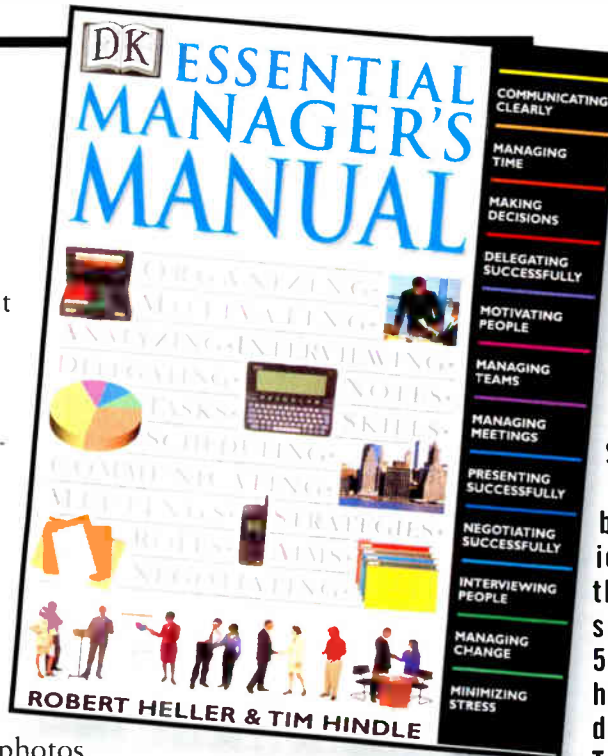
Essential Manager's Manual

By Robert Heller and Tim Hindle

This 900-page hard-cover manual covers everything, from the best way to interview for a job, to motivating people, to managing time. Need to negotiate a contract, organize a project or conduct a seminar? It's all there.

Read about making informed decisions, communicating effectively and developing strategies. The book is complete with full-color photos, flowcharts and graphs.

\$29.95, DK Publishing, 1-800-DIALDKP



RADIO MERCURY AWARDS

The eighth annual Radio Mercury Awards, to be held later this year, will present \$210,000 for the best Radio commercials. A total of 12 prizes will be given to creators of the best spots of 1998. A grand prize of \$100,000 will be awarded, along with nine \$10,000 runner-up honors.

A \$10,000 prize will also be given for the best Hispanic commercial as well as for the best station-produced spot. Entry deadline is March 5, 1999. Commercials must have aired for the first time during the 1998 calendar year. To request an entry form, call the Mercury Awards office at 212-681-7207 or E-mail to mercury@rab.com

People Make the Difference

News/Talk 1530 **KFBK** Sacramento would like to salute Michael Hernandez, our Radio Wayne nominee for SM of the year.

We would also like to congratulate Ken Kohl for being chosen as one of *Radio Ink's* PDs of the year.

Congratulations from Chancellor Media and your teammates at **KFBK**.

NAB Honored by National Commission Against Drunk Driving

The NAB and the broadcast industry were recently honored by the National Commission against Drunk Driving for their exemplary work in the fight against drunk driving. The NAB received the Media Awareness Award for its STAR campaign, which educates the public about a variety of alcohol abuse topics. NAB President and CEO Eddie Fritts accepted the award for the NAB, along with Senator Strom Thurmond of South Carolina, one of the campaign's original supporters.

Supercenters are Super Business

Take a look at the top U.S. discount stores with supercenter operations. How much advertising does your station direct at that volume?



	Supercenter Units	Sales of Parent Co	Supercenter Volume	Avg. Sales Per Unit
Wal-Mart Supercenters	550	\$136.6 bill.	\$32 bill.	\$60 mill.
Super K-Mart	100	\$33.8 bill.	\$4.3 bill	\$43 mill..
Super Target	18	\$23.5 bill.	\$800 mill.	\$44 mill.

Source: Supermarket News

Book Review

The Eight Secrets of Powerful Advertising

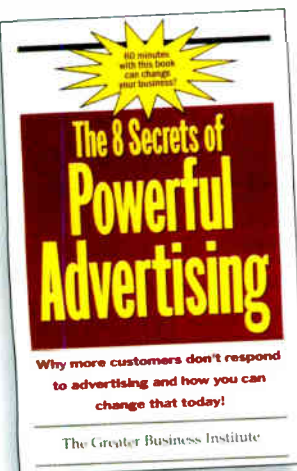
Why More Customers Don't Respond to Advertising and How You Can Change That Today

by The Greater Business Institute

This book is an essential purchase for your clients. Eight Secrets is a 70-page easy read that lays out the do's and don'ts of advertising and explains how to buy advertising. It also discusses how advertising vehicles work and do not work.

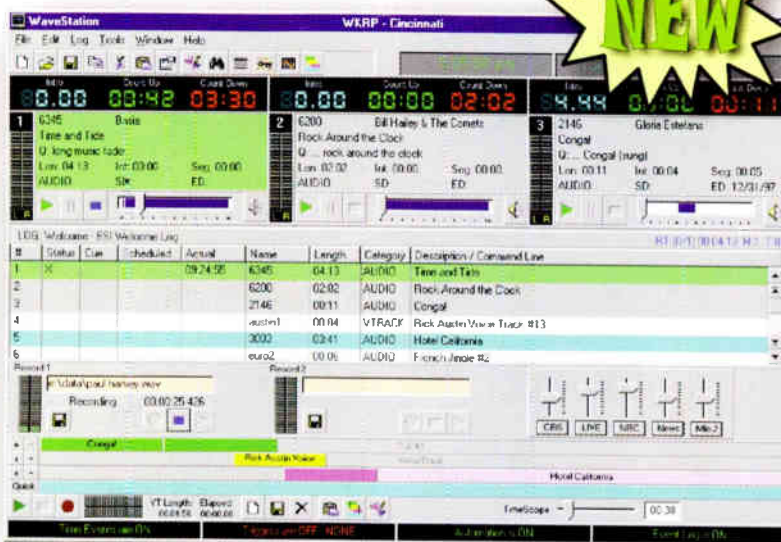
Most importantly, *Eight Secrets* emphasizes the need for businesses to advertise with frequency. Sound familiar? In the book, Radio is the only medium that receives a 100-percent rating on all eight judging criteria. *Eight Secrets* is an ideal prospecting tool. Get a dozen copies, highlight the vital Radio points, and mail one to prospects.

\$12.95, Franklin House Communications, 615-599-0137, or E-mail franklin@hotcom.net



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THE
SUPERHERO
OF SPANISH RADIO

Amador Bustos of Z-Spanish — As the Hispanic population booms and the number of Spanish-formatted Radio stations increases, Amador Bustos is at the forefront of this success. With an extensive background in Hispanic Television and an experienced team behind him, Bustos has established himself and Z-Spanish Media as a major player in the Spanish Radio arena. In less than six years, Z-Spanish has grown to more than 31 stations, with more planned for the network. Bustos explains how it all began and where it's all headed for Z-Spanish.

20 ►

I N T E R V I E W

HOW HE GOT FROM A TO Z

INK: How did you get started in Radio?

Bustos: I got started in Radio in the '70s. After graduate school at the University of Berkley, I was doing public relations for nonprofit organizations. I was trying to get access to the public service announcements and public service shows for the Bay Area Bilingual Education League. We were trying to fight a constitutional amendment which would make English the only official language.

It was then that I decided on a career change, from education to broadcasting. I went back to the people with whom I had established very good relationships in the Bay Area and asked someone who worked at KNBR San Francisco to give me an opportunity in public affairs. I started working as an intern and was there for three months before I ended up getting a full-time position with KCBS in San Francisco as the coordinator of public affairs. I did editorial writing for the station. When the FCC began to deregulate public affairs, I thought that there would no longer be a future in this aspect of broadcasting, so I decided to go into sales.

What happened after you decided to go into sales?

I couldn't find an opportunity at KCBS because it was a major market station, and I had no sales experience. Instead, I ended up going to a Spanish Radio station, KOFY San Mateo, Calif. I worked there for about a year then I went to what was then called SIN (The Spanish International Network), which is now Univision, the Spanish TV Network.

Where did you go from there?

When I was in Radio handling public affairs programming, I saw that there was some need for improvement in broadcasting, not only on air and with talent, but also in terms of ownership rules. I recognized the possibilities of securing some frequencies. In the early

never got a full license from them.

Originally, I had planned on building, but ended up abandoning the project. Instead, back in 1992, I decided to buy some stations and put a business plan together for a three-station network in Northern California — Sacramento, Fresno and Walnut Creek. After



▲ AMADOR BUSTOS stands in front of KZSA, the first station in the Z-Spanish network.

'80s, when the FCC dropped the Docket 8090, I was interested in Radio and sent out almost a dozen applications to different markets around the country, but I concentrated on California. At this point, I was thinking about creating a regional Radio network. I saw that these frequencies were becoming available and thought I should apply.

So, what events led up to the start up of Z-Spanish?

Many of the frequencies I applied for in the '80s now resemble what Z-Spanish looks like today. I went through the FCC process, trying to fight a lot of people who had a lot more money than I did. I ended up getting little chunks of Radio stations through the FCC, but I

this group was in place, I established a connection that enabled us to program them simultaneously via satellite in order to produce a superstation with three small Class As.

This was the genesis, or the birth, of **Z-Spanish**. By putting the satellite programming on these three stations simultaneously, I realized I could also expand and sell our programming to other people and connect up to many other stations. After this had been productive for about eight months, we created an expanded business plan in order to buy more stations.

Syndicated Communications, venture partners in Maryland, funded our first \$3 million to buy the three-station group, then in 1994, they expanded our credit line to

Z-Spanish

The company programs three music formats. They are fed to 31 stations, including 26 syndicated through Jones Satellite Network.

Spanish Stars

Most stations owned

- 1) Heftel35
- 2) Z-Spanish24
- 3) Excel Communications15
- 4) Spanish Broadcasting12
- 5) Paulino Bernal7

Source: BIA

\$12 million so we could buy another group of five stations. This expansion continued to the point where we now have a total of 31 stations in the company with about 28 affiliates nationwide.

THE COMPANY

Why has your company been so successful?

We started at the right time. In part, we were able to come in during the 1991-92 recession. Therefore, we were able to secure properties at a very good price. Not only did we buy properties correctly at lower costs in mid-size to larger markets, but we were also able to operate them in a very efficient manner by delivering the program via satellite to all of the stations.

Are all 31 stations running the same format off a satellite system?

Yes. However, not all of them are running the same program. Even though we own 31, a few are stand-alone programs, while others are multi-ethnic broker stations. Out of the 31, approximately 23 run under the Spanish Radio Network.

Where are your stations?

They are spread out. Most of them are in California. We have stations in Arizona, Texas and Illinois. We also have stations in small markets like Arkansas, Idaho and Oklahoma.

How is Z-Spanish different from Heftel or Radio Unica?

Radio Unica's format is predominantly News, Sports and Talk. They don't really play music, which is one difference. As far as Heftel goes, they are obviously the single largest Spanish-language provider. They are publicly traded and very successful. Heftel is predominantly a group owner and not necessarily a network operator. They don't broadcast the same format or the same programming across the country. We have a lot of economies of scale by doing this.

Second, we are innovative because we are an "open" network. People can send greetings from one place in the country to another, from across the street to across the country, from a family member or a loved one. People realize they can call from different places

"When most people think of the Spanish market, they think of New York and Los Angeles. Yet, there is enormous growth taking place in markets like Minnesota, Atlanta, North Carolina and many other places you would not necessarily expect to find an audience."

and be connected throughout the country. This creates a sense of unity and community spirit, especially in the smaller markets.

THE FORMATS

What can listeners expect to hear on Z-Spanish?

Our main format is called Z-Hot Hits. It is a regional Mexican format, which means it is music from the provinces of Mexico where most of the immigrant population in the United States originates. This population comes from a total of about six states, either in the border region or the central part of Mexico.

The music of **Z-Spanish Radio Network** is the music these people grew up with in Mexico. All aspects of the format are broadcast in Spanish, and it is music and personality-intensive. We broadcast out of Sacramento, our headquarters, and the listening population is spread out through the Southwest, in the Chicago area and in the Midwest. We are syndicated through a license with Jones Radio Network.

This was our original and lead network. In 1998, we launched two additional formats to offer a little bit more variety to our lineup. One of them is called La Buena, which is a little bit younger-skewing, regional Mexican format. It's like the difference between

Real Country and Young Country, or Classic Country and Hot Country. Another format we have, called La Bonita, is more of a Contemporary International Hits format. It serves a larger cross-section of the Hispanic population. We have a total of three formats in national syndication. Z-Spanish has the largest number of stations.

What is happening now to the Hispanic market?

Not only is the Mexican/Hispanic market growing very rapidly, it is expanding very widely across the country. When most people think of the Spanish market, they think of New York and Los Angeles.

Yet, there is enormous growth taking place in markets like Minnesota, Atlanta, North Carolina and many other places you would not necessarily expect to find an audience. These will be the markets of the future for us, because the mobility is becoming greater and greater.

THE LISTENER

Who is your target listener?

Our format is targeted to the first-generation Mexican. I say Mexican in the sense that it is really geared toward people of Mexican ancestry, not necessarily Caribbean. Central 24 ►

Z - Spanish Radio Network

The network is overseen by Salvador Homero, who has 25 years of Hispanic programming experience.

◀ 23 **Amador Bustos**

American or South American. This is really the majority of the market for us. Seventy-five percent of all Hispanics in the United States are of Mexican ancestry, so we focus on this group within the Z-Spanish format.

Besides broadcasting in Spanish, what do you offer your listeners that they can't find on other stations?

We want to let listeners know we care about them. We bring them together. We foster unity, and no matter

music for them. There is quite a similarity in the music taste of the market we are trying to serve.

We provide a catalyst for unity around the country. When Hurricane Pauline hit Awahaka, we did a Radiothon there and raised over \$250,000 for relief. When hurricane Mitch hit Honduras, we did a national Radiothon and were able to raise about \$150,000 in a single day.

These types of events show that our network is not only a great commercial

to run up to 16 commercials. Locally, we give our affiliates 12 commercial minutes per hour and reserve four minutes for network operations. We're getting just over \$1,000 per spot on the network side.

Some of our advertisers include Ford, Toyota and McDonalds. These are very key advertisers. McDonalds is one of our biggest. Calvairo Spanish Media is part of one of the Interep family companies.

“With the exception of the large markets, Miami, New York and Los Spanish-language broadcasting stations. We are certainly not well

where they are, Hispanics are more alike than they are different, particularly those of Mexican ancestry. Their culture is very similar, so it is easier to program

vehicle, but it is also a great instrument for humanitarian good. When you can reach this many people in a single stroke, it offers a fabulous benefit. If Heftel wanted to do a national Radiothon, they would have to coordinate it with 10 or 12 GMs in order to launch it.

THE ADVERTISERS

Is it tough to get a fair shake as far as Arbitron is concerned?

With the exception of the large markets, Miami, New York and Los Angeles, it is very tough to get a fair shake or consistent ratings for Spanish-language broadcasting stations. We are certainly not well represented by Arbitron as far as audience and listening levels.

How do you get to the buyers?

We do appear in Arbitron, so they look at the numbers, but they realize the stations are under-represented. Buyers choose us based on results. They buy after hearing references from local distributors. If it is a beer company, or its local outlet, such as Target, they look at the promotions and the presentations.

Is the network experiencing advertising success?

All of our stations have the ability

Why has the Hispanic market become so popular with the advertising community?

I think it is due to awareness of the growth and wealth in the market.

People have underestimated the Hispanic market. They thought it was made up of farm workers, urban and blue-collar workers who did not have sufficient economic means.

Now, people are coming around to the realization that the Hispanic market has a large number of per-capita household family members and is a very affluent, hardworking market in which people pull their resources together and buy a lot. Therefore, the



▲ **AMADOR BUSTOS**
— Accepting an award back in 1969.

Estimated Revenues of Top Spanish-Language Format Companies (in \$000s)

Heftel Broadcasting Corporation	163,900
Spanish Broadcasting System	76,900
Z-Spanish Media Corporation	18,680
Paulino Bernal Evangelism	.N/A

Source: BIA's MEDIA Access Pro
<http://www.bia.com>

companies are after the buying power of this growing market.

CONSOLIDATION'S EFFECT What do you think about consolidation and its impact on the Hispanic Radio?

Consolidation has many benefits, but it also has some drawbacks. The bottom line is that it is irreversible. In terms of the benefits, it allows Radio and broadcast operators to be more efficient and to do more things, which makes this industry a good investment.

We would like to have approximately 100 stations combined, both affiliate and owned/operated stations, by the year 2000. We are looking at and preparing for the possibility of an IPO in late 1999 or early 2000. We are working very diligently to try and take this company from zero to a public offering in less than seven years. We will have been the first Hispanic owned/operated broadcasting company to be publicly traded. For us, this is an important historical experience

in terms of representing our market and our people in the industry.
Do you have any plans to sell Z-Spanish?

We have had a few offers, but I think it is very important for the vitality of the market that there not be a single, monolithic broadcasting company serving the Spanish community. It is important that some of us who are in the Spanish community be the providers, not just the recipients, of the media. ☎

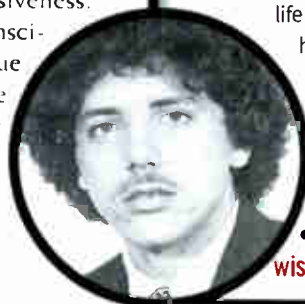
Angeles, it is very tough to get a fair shake or consistent ratings for represented by Arbitron as far as audience and listening levels."

Some of the drawbacks would be that, right now, a guy like me, perhaps, would not be able to get into the business as I did in 1992. The bar has been raised so much higher that the entry level is no longer fertile. The problem is that consolidation is significantly foreclosing the possibility of newcomers in the industry, which I think is going to be a problem.

We are seeing that diversity is not going to be easy to achieve. Even though it was low before, diversity is going to remain in a decline, and I just don't know how low it will go. I'm glad I'm here and that I represent this community, but it is not pleasant to know that I could end up being one of the few who stay in this business.

People are also going to become less responsive to the smaller core communities, who were the ones that gave us life. I'm talking about this in terms of small, local group responsiveness. We will have to be very conscientious in order to continue to service the public as we did when there was greater multiple ownership.

THE FUTURE What are your goals for acquiring stations?



- **What leisure activities do you enjoy?** Swimming in the warm waters of the Pacific Ocean in Puerto Vallart.
- **What book do you recommend for our readers?** Reginald Lewis' biographical book, *Why Should White Guys Have all the Fun?* with Blair S. Walker — if people are interested in a book portraying great personal achievement despite the odds.
- **What book is on your nightstand now?** *Just Because I'm Latin Doesn't Mean I can Mambo: A Success Guide for Hispanic Americans* by Juan Roberto Job.
- **Who is your mentor or role model?** Ted Turner, for the company he built, for the sponsorship of the Goodwill Games and for his contribution of \$1 billion to the United Nations.
- **If you had 30 minutes to sit and talk with one person, whom would you choose?** Nelson Mandela — His life is an incredible story of human fortitude, personal conviction and political wisdom.
- **Whose phone calls do you always return?** My bankers and investors.
- **If you were granted one wish, what would it be?**

Equality and justice.

- **If you could go back in time, where would you go?** The great Mayan civilization in the Yucatan peninsula.
- **To whom did you listen on the Radio when you were growing up?** Dr. Don Rose (in English) and Enrique Flores (in Spanish).
- **What is your pet peeve with Radio?** The growing lack of diversity in broadcast ownership.
- **As a listener, what is your favorite format?** Spanish (traditional Mexican music, often not played on the Radio).
- **What stations are set on your car Radio?** KZSA, KSQR, KQBR, KBMB, KSFM and KYMX.
- **What is your E-mail address? What is your Website url?** Zcorp@Zspanish.com and www.zspanish@calweb.com
- **What has been your most unattainable goal?** Trying to get a Radio license granted through the comparative hearing process — I applied for almost a dozen frequencies and spent 14 prosecuting applications.
- **Of what achievement are you most proud?** The building of Z-Spanish Radio Network from zero to 31 stations in five years (1993-1998). ☎

SIDELINES

Arbitron surveys your listeners all over your metro... does your music testing do that?

If you use "auditorium" music tests, the answer is no.

How could they? For example, our Phoenix clients, Country giant KNIX and AC leader KESZ each have 27 Hot Zips (out of 111 total zips in the metro) that deliver about 70% of all their average quarter hour ratings. They need to reach the listeners in all these zip codes effectively. Because people aren't willing to drive a great distance at night, "auditorium" tests tend to draw people only from the few zip codes around the hotel test site. And, after all, you couldn't conduct an auditorium test in 27 different hotels, could you? But Music-Tec's Interactive tests reach all 27 Hot Zips just the way Arbitron reaches them: with completely random sample distribution.

The result? After moving up to Music-Tec's Interactive tests, Country KNIX is back on top #1 25-54 Persons and 12+ Persons. KESZ has risen to #2 25-54 Persons (Arbitron Mon-Sun 6AM-Mid Summer 1998 share rank in both cases). They're rather pleased.

Is it difficult to move up to Interactive testing? No...you pick the test hooks just as you always did and it comes back to you in both paper and Microsoft Excel® forms for easy sorting. There's really nothing new to learn, except what kind of ratings performance you're truly capable of.



I n t e r a c t i v e

Music-Tec™ (Music Technologies, LLC) is now America's Number One Music Testing Company.
Telephone 719.579.9555 or eMail VP/GM Mike Maloney at mike_maloney@musictec.com.

Sales INK™

PRACTICAL HANDS-ON SELLING TIPS AND IDEAS



Power Words to Make Your Ad Copy Sizzle

- **SALE** — This word always demands attention, regardless of how much it is overused.
- **FREE** — The idea of getting something for nothing is a major motivator.
- **NEW** — Everybody is interested in something new and exciting.
- **BREAKTHROUGH** — This word is used to describe a major new idea or adaptation of a new approach.
- **MIRACLE** — People want to believe in miracles.
- **CLOSEOUT** — This word provides you with a strong way of getting across a bargain opportunity.
- **BARGAIN** — People love bargains.

Source: Success Magazine

Tips For Coaching Your AEs

- **Don't wait for a crisis.** Waiting yields only short-term rewards. You've got to provide coaching on a regular basis. Reflect on observed behaviors and offer constructive feedback.
- **Get AE's perspective.** Ask for opinions before you give yours. Asking puts reps at ease by letting them know you value their input.
- **Manage improvements.** Hold AEs accountable only for those behaviors that, in previous coaching sessions, you both agreed they would perform.
- **Be positive.** The message should be "Remember to call Jones," not "Don't forget to call Jones." People remember the positive observation.

Source: Sales and Marketing Management Magazine

Survey Says

How do your AEs want you to help them? Justsell.com interviewed salespeople and asked them, "In what part of the sales process could you use the most improvement?"

Prospecting	38%
The Initial Call	21%
Closing	17%
Presentation Delivery	9%
Relationship Building	9%
After the Sale	6%

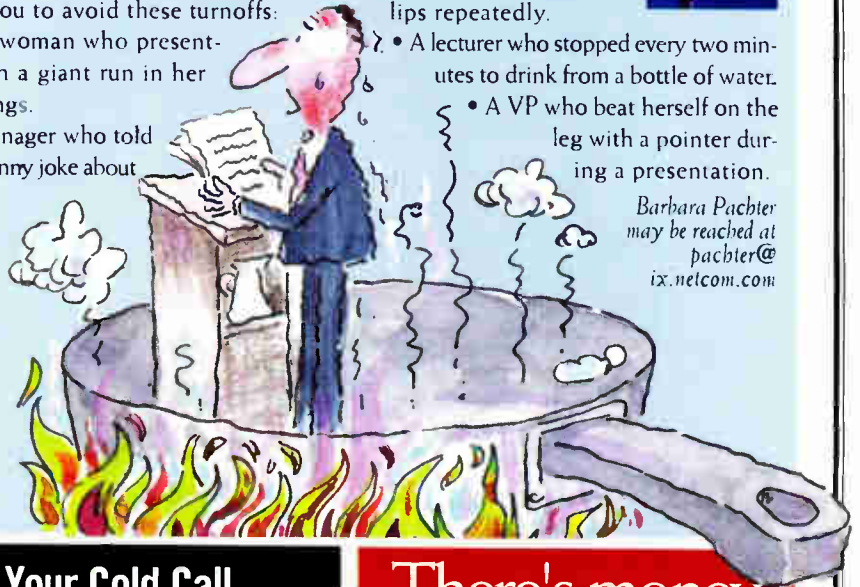
Presentation Pitfalls

Are you making a presentation? Barbara Pachter has seen it all. She advises you to avoid these turnoffs:

- The woman who presented with a giant run in her stockings.
- A manager who told an unfunny joke about a nun.
- The successful venture capitalist who licked his lips repeatedly.
- A lecturer who stopped every two minutes to drink from a bottle of water.
- A VP who beat herself on the leg with a pointer during a presentation.



Barbara Pachter may be reached at pachter@ix.netcom.com



Turn Your Cold Call into a Cool Call

A Smart Four-step Approach:

- State clearly and concisely who you are. It shows confidence.
- Tell them directly where you work. It shows that you're proud to be employed there.
- Let them know what you do. "I'm an AE" doesn't provide enough information.
- Talk about benefits immediately. How are you going to help their business grow?

Source: Debbie Whitaker-Platt. She may be reached at 517-521-4456.

Fascinating Furniture Fact

According to a *Furniture Today* survey, the No. 1 motivating factor behind the purchase of furniture is: "When I see something I really like." No. 2 is: "Old furniture wears out." And No. 3 is: "I'm redecorating."

There's money in that Market ... and we don't mean Stock!!

Top Supermarket chains

SupermarketSales
1) Kroger\$12.8 Billion
2) Safeway\$11.0 Billion
3) American Stores Co.\$9.8 Billion
4) Ahold USA\$8.0 Billion
5) Albertson's\$7.8 Billion

Figures are for first half of 1998.
Source: Supermarket News

HOT TIP ILLUSTRATION BY DAVID WANDER.



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Marketing Your Station

Don't Let Employees Shoot Holes in the Plan

by Harry Beckwith



A Twin Cities business-to-business company has excellent service, strong salespeople, award-winning sales collateral and a problem. The company believes that sales and marketing are for the sales and marketing people.

As a result, that company is carrying an enormous marketing liability. Their CFO is negligent, unresponsive and rude. People who deal with the CFO have a tainted view of the company, even though the CFO is the only bad apple they've tasted there.

The CFO cost his company more than \$50,000 in business last year just from one source of referrals: me.

The president of Seasonal Concepts, Albert Schneider, stresses how fragile a service business is: "We can have great talent, products, prices and advertising. But, if that sales clerk at the end of the line fails, everything fails. The

buyer doesn't return. And, if the buyer suffers a very bad experience, he tells all of his friends not to come either."

Everyone in your company is responsible for marketing your company. Every failure is likely to be costly. More than half of all Japanese companies do not even bother to have marketing departments because they believe that everyone in the company is part of the marketing. Marketing is not a department. It is your business. ☐

Harry Beckwith is the author of the international bestseller, *Selling the Invisible*. He may be reached at 612-305-4420 or by E-mail at invisible@bitstream.net



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new revenue over a three-day period. Another station added nearly \$200,000 in annual business — also in three days. In fact, most of our clients enjoy similar, rapid revenue increases.

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Blood Money in the Bank and Listeners Who Feel Good

by Big Mike McDaniel

You can make some significant inroads into community relations, take extra trips to the bank and get a warm, fuzzy feeling with a Radio station blood drive. Blood is in short supply nationwide. Hospitals can't supply enough blood, and the Red Cross is not always able to keep up with the demand.

Working with a local hospital, pick a date (a weekday) for a blood drive. Find a location other than the hospital (people

hours to give everyone a chance to donate.

Offer donors something special for their efforts. Most donation centers give donors only orange juice. Plan on serving a buffet of food and drink from several suppliers. Give gift certificates. Invite a car dealer to park a new vehicle outside (for a fee, of course). Give a goodie bag stuffed with coupons and samples to those who donate.

Sell the entire event to two major sponsors who are mentioned in every promo and on all printed pieces and signs at the event. For weeks before the event, push the event with features about blood and about giving (what, when and why). Use recorded staff interviews about how to give blood (i.e., what to eat before, which drugs are bad for givers, how long to stay off alcohol etc.). Be sure to invite newspaper and television personalities to be among the first to offer their arms. Send news releases to all media, civic clubs and churches. You are news on this one.

On donor day, broadcast from the location with teasers about set up and preparations. As the day progresses, interview sponsors and personalities as they give blood. Stress how painless the process is. Talk to staff about how well it is going. Get Red Cross officials to discuss how many lives might be saved. Interview the food suppliers. Pitch the free goodies for donors.

Follow your event with stories in your news and detail the number of donors and the blood (gallons) that will save lives. When the event is over, you will have money in the bank, a happy hospital and a bunch of listeners who feel pretty good about life. ☺

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



don't like hospitals, even when doing good deeds). Pick a spot that is highly visible with lots of passerby traffic and plenty of parking. Be sure there is room for your remote vehicle. Car dealership showrooms or big bank lobbies are excellent possibilities.

You will have to create a waiting area and a drawing room. Furniture and fixtures will be a main planning consideration. Blood giving is usually done on tables or cots. Try to avoid using medical looking equipment but clear your choices with the hospital. The waiting area could be furnished by a local retailer. You should be open before and after normal working

Get Giff...

- "You have to be the Michael Jordan of Radio sales and management consultants!"

— Bill Wells, Director of Sales (a six-station megaopoly in Des Moines, IA)

Or Get

- "For two days we heard the most astounding presentation. It was incredible! And we highly recommend it. But beware! If you're used to doing things like you have always done them and feel that's the best you can do, you may be in for a rude awakening."

— Bill Sims, Owner/Manager, KIOT-FM Santa Fe, NM (a former competitor of Giff's)

Left Behind!

- "I now have an *explosive* system! By far the meatiest, most influential, most value-packed, most real-world, have-you-got-the-guts, put-it-to-work seminar I have ever attended."

— Bill Guertin, Sales Manager, WKAN/WLRT Kankakee, IL



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MARTY MCFLY

Jones Radio Network and Capstar Broadcasting have announced that Marty McFly will join Dallas Turner as the co-host of *Nashville Nights*, a nighttime syndicated program. ☎

DCN SPRAGG

Harris Corporation has chosen Don Spragg, a broadcast engineer, manager and product designer, to be the AM Radio product manager for its Broadcast Systems Division. Spragg will be based in Quincy, Ill. ☎



PAUL MAJOR

Metro Networks has appointed Paul Major, a 29-year broadcasting veteran, to be the GM for Cincinnati and Dayton. Major will be in charge of marketing and operations. ☎



LARRY WILSON

The NAB has a new board member: the Chairman and CEO of Citadel Communications, Larry Wilson. Wilson will represent District 16, Colorado and Nebraska, in which Citadel owns and operates stations. ☎

MICHAEL CASTELLO

Former Managing Director for United Stations Talk Radio, Michael Castello, has joined MediaAmerica Inc. as Director of Hispanic Radio Services. ☎



VERNON WRIGHT JR. & BOB BIERNACKI

Vernon Wright Jr. (at left) has been named the VP/GSM for SFX Radio Network. Prior to this appointment, Wright had been VP for SFX's



Urban Sales and Marketing. SFX has also named Bob Biernacki (at left) as its new VP/Regional SM, New York Region. ☎

CARL GARDNER

Carl Gardner has been promoted from executive VP for Radio to president of Journal Broadcast Group — Radio, a division of Journal Communications Inc. ☎



CHRIS OSTRANDER



In addition to his responsibilities as PD for WWSW-AM/FM (3-W-S Radio/Oldies) Pittsburgh, Chris Ostrander has become Operations Manager for 3-W-S and WJZZ-FM (Smooth Jazz). Both stations are owned by Chancellor Media. ☎

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THE REVOLUTION IS UNDER WAY.

PROMOTION PLANNER

MARCH

PITCH NOW

"Get Your Green on St. Patty's Day" — A big party all day at nightclubs and restaurants can mean big cash and visibility! Your day may look like this: the morning show live from a bagel or breakfast restaurant featuring green eggs & ham, green bagels and green drinks; lunchtime live from a busy restaurant with specials on Irish cooking; afternoon drive live from the hottest happy-hour place in town; dance the night away at one or several night clubs. Make money by having a major sponsor for the day to cover the cost of specialty items (T-shirts, hats, can coolers etc.) to be printed and passed out the entire day. The sponsor should also be included on banner promos. Have a special club pass that listeners can win on the air and that will admit them free to all the hottest night spots on St. Patrick's Day. The station should provide a limo, taxi service or a designated driver for the evening. The station can tie in a multiple-location advertiser to distribute designated-driver armbands that will give drivers free club admission and free soda for the evening.

DATES TO REMEMBER

- 1-7 National Procrastination Week
- 5 World Day of Prayer
- 8-14 Girl Scouts Week
- 8 Most Boring Film Awards
- 17 St. Patrick's Day
- 20 First Day of Spring
- 21 Academy Awards
- 28 Palm Sunday
- 31 End Winter Arbitron

APRIL

A BIG PLAN

Win a Facelift for Your Home — This is a major dream prize that most people would love to win. There are several ways to conduct this contest; you will have to make adjustments according to your budget. The station will gather five to 10 clients to contribute to the grand prize home make-over. Each client should contribute the same amount of services or products — for example, \$2,000 worth of appliances, furniture, carpeting and flooring, closet designers, electronics, window treatments etc. Listeners will register over a period of time at the client's location, and then the station will draw one qualifier from each location during a remote. All qualifiers will win a smaller prize and show up at the station for a big drawing on the air. The station should have a breakfast and make the qualifiers feel very special. Combine with direct mail for a sure winner!

DATES TO REMEMBER

- 1 April Fool's Day
Passover
Begin Spring Arbitron
- 2 Good Friday
- 4 Easter
Daylight Savings Time Begins
- 7 World Health Day
- 11-17 National Volunteer Week
- 15 Tax Deadline Day
- 21 Professional Secretaries Day
- 22 Earth Day
National Take Your Daughter to Work Day
- 23 Arbor Day



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

CONGRATULATIONS, JODEE WOODWORTH, ON YOUR NOMINATION FOR THE

"STREET FIGHTER OF THE YEAR"



FROM YOUR
FRIENDS AT



KUBE FM KJR AM KJR FM
SEATTLE, WASHINGTON

COUNTRY 93.3 WBTV FORT WAYNE

CONGRATULATES

Deb
Farmer
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Bob
Swinehart
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Radio Wayne Nominees for

"Streetfighter of the Year"

STRAUS MEDIA



Congratulates

Linda Bradley
Director of Sales

For her nomination to receive the prestigious
Radio Wayne Award for *Director of Sales of the Year*



Have a few good spots
you'd like to share?
E-mail them to
edryan@radioink.com

**COPY
CLIPS**

CAR STEREOS

:60 Ball Auto Tech

Reporter: (voice sounds

"live" in windy weather) Ball Auto Tech has flown its entire technical crew to the cold, vast wilderness of this frozen Alaskan lake, just to prove a point. These two automobiles are identical in every way with one exception. Car "A" has a stereo, and car "B" has a stereo system that has been professionally installed by the Ball Auto Tech Service Group. For the purposes of this test, we must ask for complete silence. **Race Track**

Caller: Gentlemen! Start your stereos. (sfx: rock music on) (sfx: rock music off) (sfx: ice breaking, car sliding off ice, large splash) **Reporter:**

Yes. As they predicted, Ball Auto Tech's car "B" has thumped its way through the ice and is now resting on the bottom of the lake, while car "A" — with its inferior audio capabilities — drives away in shame. Only two very important questions remain unanswered at this point: One, why aren't you on your way to Ball Auto Tech? And, two, how in the hell are we going to get home?

Ann-cr: Do you need a new car stereo? Ball Auto Tech has it on sale: Alpine, Infinity, Kenwood, Polka, Beta, and the Kenwood Excellence Series.

These are just a few names you will find for less at Ball Auto Tech — 2298 Young Ave. Ball Auto Tech ... the best sound around.

Mars Award Winner, WMFS-FM Memphis, Tenn.

Eatery

:30 Rio Grande Mexican Restaurant

(sfx: Mexican music) **News Reporter:** Today, we're interviewing Helen Hopper on day one of her hunger strike. I don't see how she can pass up the delicious food and fantastic specials from Rio Grande Mexican Grill! With Early Bird Specials from Rio Grande Mexican Grill! With Early Bird Specials between three and six, and Daily Specials for just two-99. Monday nite, all you can eat Babyback Ribs and live Mariachi entertainment! Wednesday nite, All-You-Can-Eat Beef and Chicken Fajitas! The festive 18th century Mexican atmosphere! Ma'am, how can you possibly pass up the great food at Rio Grande Grill?! Ma'am? Hey, where'd she go? **Ann-cr:** Rio Grande Mexican Grill, 167 Cusick Road and 387 Hannum Street in Alcoa.

Samm Konrad, WGAP-AM/FM Maryville, Tenn.

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THE RADIO PEOPLE



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CONGRATULATE

TOM NEBEL

on his Radio Wayne nomination for
General Manager of the Year!



Program INK™


Ideas About Radio Programming

Tips to Add P1s to Your Station

- Send handwritten thank-you notes with every prize that leaves the building. On Mondays, have the morning team call contest winners from the weekend to congratulate them and invite them to listen all week.

- Imagine if every new car — those in for service as well as rental cars — never left the lot without a tag hanging from the car Radio and displaying the station's logo. Put a deal together with these contacts to make an impression on drivers.

- If you run television commercials for your station, get a copy of the spot on film to run at station-sponsored movie premieres. Work up a package with the local theaters.

- The next time tickets for a major concert go on sale, send an intern to the ticket office to hand out free morning newspapers to people in line. Place a custom-printed insert from the Radio station in each paper and make sure there is a sticker on the front page that says, "Good Morning from WXXX." 

Source: Don Hallet, *The Positioning Works*
He may be reached at 614-451-9589.



Positive Programming Point

FACE IT: Radio is an appliance. So, tell listeners how to use it in their cars. Let them know that they will receive a benefit if they set their car Radio button for your station.

I live within earshot of a Soft AC that positions its afternoon drive show as a "Stress-Free Ride Home." Information-intensive AM stations might tout a key service element that's a station hallmark such as, "Set a Traffic Button on Your Car Radio." 

Source: Holland Cooke
He may be reached at CookeH@aol.com



Low on Listeners? Take Time to Study Your Product

Dedicated Radio people can find themselves working long hours and weeks without a break. Taking a breath to examine your station's focus is important. Go to a local restaurant with non-Radio people, or by yourself, and answer these questions to help you retool.

- FOCUS — What is the station's statement of purpose?
- LISTENER RESPONSE — What do we do in order to get listeners to respond?
- IMAGE — If we asked listeners, "What kind of station is WXYZ?" what would they say?
- SLOGAN — Are we really the station the listener grew up with?
- IDENTITY — Do listeners know where we are on the dial from a source other than our signal?
- PERSON-TO-PERSON — What personality would prompt a "quote at the office"?
- POSITION — What does WXYZ stand for?
- BUSINESS — What does the business community think of us?
- ATTENTION — What does WXYZ do that gets the attention of the community, good or bad?
- MOTIVATION — What do we do that would cause somebody to say, "You can't miss listening to WXYZ"?

Source: Joe Tilton, SM, KSKY Radio, Dallas



Listening to Listeners How to Observe Your Focus Group

- Know in advance how the people in the group were screened.
- Understand that you are there to learn what listeners think. What they say isn't necessarily right or wrong.
- Be prepared to accept criticism as well as praise.
- Listen carefully to the respondent.
- When the respondent doesn't know about a topic you thought he should have, that topic is just as important as the topics they did know about.
- Take note of the topics that come up spontaneously.
- Avoid focusing on isolated comments.
- Keep your jokes in the observation room to a minimum.


Source: Valla-Richards Newsletter

PD To-Do List

Attention, winter book markets! The winter book is on through March 31. For those stations that have winter books, all formatics should be up to speed, and all marketing should be in place

The spring book is less than 12 weeks away. Since most markets have spring sweeps, now is the ideal time to prepare for music testing, strategic research and marketing. The more time that goes into these projects, the better they will turn out.

Valentine's Day is just around the corner. Is your promotion ready?

January is a great time to sit down with each of your on-air talents. Listen to their airchecks, and listen to *them*. They are on the front line daily and can give you valuable input. 

Source: Gary Berkowitz, of Berkowitz Broadcast Consulting, may be reached at 248-737-3727 or by E-mail at gary@garyberk.com



CONGRATULATIONS

ANASTASIA KAVALIS

ON YOUR NOMINATION FOR THE
1998 RADIO WAYNE AWARD
"STREETFIGHTER OF THE YEAR"

FROM YOUR FRIENDS AT
BIG CITY RADIO & NEW COUNTRY Y-107



CONGRATULATIONS

PAUL KRESS

ON YOUR NOMINATION FOR
STREETFIGHTER OF THE YEAR!

THE ENTIRE
STAFF AT
WORD-FM 101.5
IS HONORED.

WE ARE BETTER
PEOPLE BECAUSE
YOU ARE PART OF
OUR FAMILY
HERE.



WORD
FM 101.5 PITTSBURGH

GOD BLESS!

STAFF MEETING

Three Bright Ideas

by Jay Stevens

• I called a special meeting. When everyone was in the room, I told them to follow me to the parking lot. Outside, they found four limos. We all jumped in and went to the Capitol Center to see the Washington Bullets play basketball.

The Bullets' organization had set up a spread of food in a private room for us and for Susan O'Malley, the president of the team. Wes Unseld, the team's coach at the time, came in and gave the staff a pep talk on teamwork and what it takes to be No. 1. It was hot, and to this day, people talk about it.

• Try hiding envelopes under a few chairs, then ask people to check under their seats at the end of the meeting. If they find an envelope, they have to open it, read it aloud and follow the instructions in order to win a prize, such as concert tickets or local NFL football tickets.

The instructions are all fun, like: "Break dance on the conference room table"; "Name five players on the Washington Capitals hockey team"; or "Sing the national anthem while gargling." This is a great way to end the meeting and leave on a light note.

• One time, I asked a consultant, who works with politicians on public speaking, meeting voters and appearing in public, to talk to the staff on how the skills she teaches are comparable to what DJs and promotions people do every day. Much like these politicians, we are out "collecting votes." Her lecture was very interesting. She introduced the staff to such topics as how to greet your audience, proper dress and maintaining the correct voice posture. ☺

Jay Stevens is PD for WPGC-FM Greenbelt, Md. He may be reached at 301-441-3500 or by E-mail at TENSHARE@aol.com

Help Your GM Manage You

An Eight-Step Plan for a Loving Relationship

By Michael Luczak

PDs are busy. Many receive directives from a corporate honcho or consultant living in another city. Because most GMs arrive at their position through sales, they may not be schooled in what happens on the product side of the building. How does a GM motivate and inspire those charged with "directing" a Radio station? He can start by learning about the PD's world.

Here are eight tips you may share with your GM.

1) Talk to Your PDs Daily.

Don't use E-mail. Talk face-to-face. Programmers should make a conscious effort to see the GM daily. The GM needs to make the same effort.

Ask, "Is there anything you need?"

Ask, "Why?" Even if you cannot grant the wish, just asking shows concern.

2) Listen to the Station.

Of course you do this, but are you only listening to stop sets and thinking about collectibles? Or, are you listening to absorb the total "feel" of the station?

How often do you listen when you are not in the car? At night? On weekends? Listen like a listener. Compliment the good and offer suggestions to correct the bad. PDs don't want to hear about the bad, but a good PD appreciates suggestions and positive ideas.

3) Delegate Complaint Calls.

Whenever possible, allow your programmers to field the complaint calls and write the apology letters. This encourages PD accountability. If both the GM and PD respond, the listener is receiving extra attention.

4) Provide Monthly Variance Reports.

When the PD sees the dollars and cents from your perspective, he won't be so stunned the next time you say no to a fiscal request.

5) Meddle Selectively.

Every GM is a closet programmer. Unless the license is about to be lost, let your PD do the job. If you feel inclined to start programming, pick your spot. Make it collaborative.

6) Demand a Thorough Ratings Analysis.

A good PD does a ratings analysis every book, which forces more accountability. Share the analysis with all department heads. This job requirement helps build teamwork and mutual respect between programming and sales.

7) Provide the Proper Tools.

Providing programmers with solid tools pays off. Trade up for the fastest computers, foolproof printers, a programming fax machine, Maximizer, and monitoring services. Get Internet access throughout the product side of the building.

8) Avoid Personal Agendas.

Never put your personal agenda demands on a programmer under the guise of "programming." Feather your nest all you like; just don't ruffle the PD's feathers. Besides losing the respect of the programmer, your reputation as a boss drastically diminishes. ☹

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



February is Black History Month

Observe it in a special way with **PROFILE AMERICA**

Authoritative...Entertaining...and Free!



PROFILE AMERICA...THE RADIO SERVICE OF THE U.S. CENSUS BUREAU

Every weekday, Profile America celebrates the wonderful spectrum of the American experience. For February, there's a special edition of these 60-second daily features on CD to honor the history and contributions of the nation's African American population. Your listeners will hear interesting and entertaining facts about African Americans in science, literature, business, sports, and entertainment. Celebrate Black History Month in a special way with Profile America—the radio service of the U.S. Census Bureau.

For a copy, contact
 Maury Cagle
 phone: 301-457-2808
 e-mail: mauryc@census.gov
 fax: 301-457-3670.

Sell More Spots? Climb Out of that Trap

by Walter Sabo

You are under pressure to raise the spot load. It might be helpful to have new arguments to keep spotloads strategic.

Increase Revenue, Cut the Spot Load

You know about supply and demand. The less the supply, the greater the demand, the more valuable the product. Never once have I told a client to try a "commercial-free" anything. Giving sales departments more spots to sell in a period of high demand will not increase revenues 15-20 percent a year for the next decade. Increasing the value of existing inventory will.

Three-Step Action Plan

Improving the perceived value of Radio commercial time is achieved with three basic actions:

- *Offer an always-improving product.* Do whatever is necessary to prove that Radio spots move product. Invest in tracking studies that prove Radio moves product.

Several station groups are investing in creating more effective spots by hiring superior commercial-only production people and copywriters. Effective spots will do more to in-



crease repeat business.

- *NTR? Sell nights.* Be leery of the impact of "nontraditional" revenue ideas on the perceived value of your primary product. Your daily come beats any Website's banner hits.

- *Don't apologize.* Harness the power a Talk Radio host has, and stop apologizing for it. In New York City, Howard Stern has more 18-34 listeners than Jay Leno has viewers. When compared with your real competition for dollars, newspaper and cable, not other Radio stations, your audience numbers are bigger. Prices should be, too.

Oh, but controversy! "Advertisers won't buy Talk because we're so controversial," screams the hysterical Talk sales novice. Use that, too. WISN Milwaukee has a "controversial" host, Mark Belling in PM drive. Their sales literature handles "controversy" by positioning it as a premium service to the consumer.

"Mark's strength lies in his ability to uncover governmental abuses," says GSM Gary Jensen. "He leans on weak police chiefs. He deplores unreasonable taxation. He's intolerant of ineffective school boards ... He's the voice of record against a monolithic newspaper."

"If Belling is controversial, he's controversial to those who abuse the system, those who are indifferent to public needs and concerns. To listeners, he's standing up for Milwaukee, a champion of the little guy."

Capitalism is based on the premise that price is a component of value. We believe that the Cadillac is worth more than the Chevy because it is priced higher, even though we know it is made by the same workman on the same assembly line. Start by announcing you've got the Caddy, because you do — a Talk show host reading a live spot. Nothing moves product like that. ☛

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



CONGRATULATIONS

Ann Surface McManus

*We think you are the
"VP Sales of the Decade."*

*- Vince Cremona
Marty Pompadur*

WEBE 108 FM

wicc 600

iYo Quiero el formato en español!



by Ed Ryan

Imagine advertisers spending more money on Radio than they do on newspaper. In the race to score the wallets of the rapidly increasing Hispanic demographic, that's exactly what's happening in the top 10 Hispanic markets. In Los Angeles, Radio receives \$30 million more in advertising than does print. In New York, Radio gets \$14 million more, and in Chicago, \$12 million more. Radio is a close second to television as the medium of choice to reach the young (average age 26) Hispanic consumer.

40 ►

◀ 39 Special Report

The Surprising Statistics

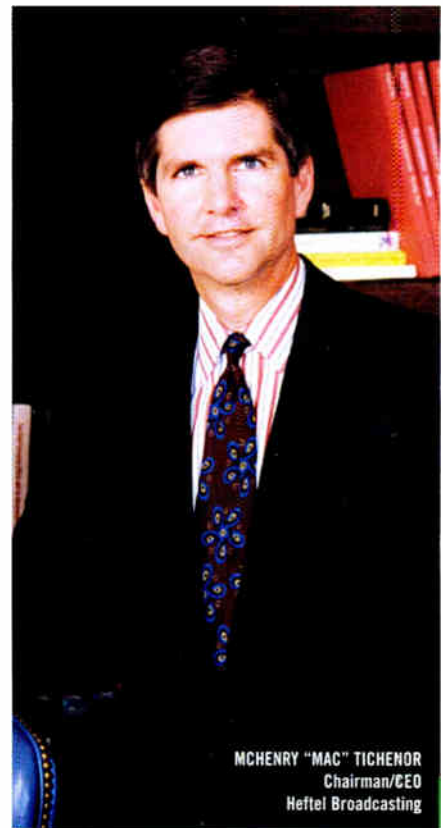
The Hispanic population in the United States numbers 30.3 million, 20 percent higher than in 1993. *Hispanic Business* predicted that Hispanics would make up \$273.4 billion in spending power in 1998, 33 percent higher than five years ago. In 1997, marketers spent \$1.4 billion in Spanish language advertising.

The Hispanic demographic has not gone unnoticed. Advertisers such as McDonald's, Proctor & Gamble, AT&T, Honda and American Airlines are aggressively targeting the Hispanic population. Many advertising agencies, such as Young & Rubicam, Grey Advertising, and Omnicom Group, have added Hispanic marketing divisions. Arbitron now measures Puerto Rico, making it the eleventh-biggest market and second-largest Hispanic market. The number of Radio stations carrying a format aimed at the

stations. "The Hispanic market and Hispanic Radio, in particular, have proven time and again what their power and influence in the community really is." There are advertiser-sponsored Hispanic events which, promoted on Radio, attract more than 100,000 people. Some of the highest attended events in the country are Hispanic market events, such as the Puerto Rican Day Parade in New York and Fiesta Broadway in Los Angeles.

In New York, MEGA-97.9 (WSKQ), broadcasting a combination of Salsa and Merengue, topped all other New York Radio stations in the ratings. WSKQ is owned by SBC (Spanish Broadcasting Corporation). SBC owns 12 Hispanic-formatted stations and bills \$77 million annually.

Carey Davis, the station's VP/GM, warns, "This says a lot for the Hispanic community and for Hispanic media. The community is an emerging giant and an emerging middle class which is



MCHENRY "MAC" TICHENOR
Chairman/CEO
Heftel Broadcasting

The number of Radio stations carrying a format aimed at the Hispanic population has grown from 50 to more than 500 during the past 10 years.

Hispanic population has grown from 50 to more than 500 during the past 10 years.

According to Katz Hispanic Media President Felix Perez, in most instances, advertisers can quickly quantify the results of their ad campaigns on Hispanic Radio

hot in all kinds of areas. The price of not paying attention to this consumer group is going up."

THE PLAYERS

Three top Hispanic-focused companies

in the Radio industry are Heftel Broadcasting Corporation, 38 stations, Z-Spanish Media Corporation, 31 stations, and newcomer Radio Unica, with 13 stations in the top U.S./Hispanic markets (Source: BIA). Each company has a unique approach for reaching the Hispanic demographic. Heftel programs each station separately. Z-Spanish operates more like a syndicated network. And, Z-Spanish airs a News/Talk format with daily worldwide information.

HEFTEL

To these three companies, this important demographic, the increasing population and the lucrative Hispanic format are nothing new. Mac Tichenor and his family have been involved in this format since the late '40s when his grandfather programmed a station in Hardin, Texas. Half of the day's broadcast would be in English, and half would be in Spanish.

Tichenor's father and grandfather grew the company with Radio and television. In the early '80s, they decided to focus on Spanish Radio. By February 1997, Tichenor had merged with Heftel

TOP HISPANIC MARKETS BY RADIO SPENDING
(1997 Gross Expenditures in 000s)

In all 10 markets, more money is spent on Radio than in print to reach the Hispanic market.

Rank	City	Spending
1	Los Angeles	\$94.75
2	Miami/Ft. Lauderdale	\$53.37
3	New York	\$42.67
4	Chicago	\$22.47
5	San Antonio	\$19.19
6	Houston	\$18.40
7	San Francisco	\$18.34
8	Dallas	\$10.23
9	San Diego	\$5.80
10	Sacramento	\$8.67

Source: Advertising Age Magazine

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Formats into *your* Market...



SPANISH RADIO NETWORK, INC.

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LA BONITA

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Director of Affiliate Sales 303-784-8700



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World Radio History

◀ 40 Special Report

Broadcasting, now part of Clear Channel Communications. Hefel's goal is to have three FMs and at least one AM in a market, or 60 to 70 Radio stations in the top 15 markets within three years.

Since he's been involved, Tichenor has seen an ever-increasing awareness by advertisers of this market: "Number one, it is fast-growing. Number two, it is a market that is literally coming of age. It is six to seven years younger than the general market on average. Hispanics are moving into a higher and steeper part of the curve in terms of their earning power. Third, advertising agencies have gotten a lot more accomplished in addressing the Hispanic audience."

Z-SPANISH

Al Grosby is responsible for eight California (Sacramento, Stockton and Modesto) Hispanic-formatted stations for Z-Spanish Radio. Z-Spanish's estimated annual revenue is \$19 million (Source: BIA. See page 24 for details on Z-Spanish).

Grosby believes that one reason for the surge in the success of Spanish-format-

**TOP ADVERTISERS
WOONG THE
HISPANIC MARKET**

Media Expenditures (in 000s)

Rank	Company	1997
1	Proctor & Gamble	\$48.00
2	AT&T Corp.	\$18.00
3	Sears, Roebuck	\$15.00
4	General Motors	\$15.00
5	MCI Communications	\$14.00
6	McDonald's	\$13.90
7	Anheuser-Busch	\$12.50
8	Philip Morris	\$12.50
9	Colgate-Palmolive	\$12.00
10	Ford Motor	\$12.00
11	J.C. Penney	\$10.00
12	Quaker Oats	\$9.00
13	PepsiCo	\$8.50
14	Burger King	\$8.50
15	Western Union	\$8.50
16	MoneyGram	\$8.00

Source: Hispanic Business Inc.

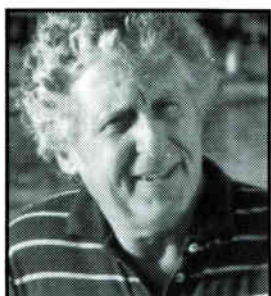
ted stations is the fantastic growth of the Hispanic population in California: "The business community has developed in the Hispanic market. And, the expendable income of Hispanics who live in this area is continually growing. In Sacramento alone, there are at least 15,000 Hispanics working for the state."

RADIO UNICA

In Miami, Radio Unica exploded onto the scene on Jan. 5, 1998, with live Radio coverage of World Cup Soccer. One year later, the company owns or operates 13 stations and affiliates and is heard in the top U.S./Hispanic markets.

Radio Unica's Talk line-up includes internationally known personalities Pedro Sevcec, Maria Elena Salinas and Fulvia Peimbert. The network broadcasts News four times an hour, 24-hours a day and has more than 150 worldwide correspondents. CEO and Chairman Joaquin Blaya explains that the Radio Unica morning show may include an interview with the President of Mexico, a conversation with a singer in Buenos Aires, a few words from a 99-year-old man who won the 44 ▶

"TRN Live w/Lowell Ponte" The Alan Keyes Show: America's Wake Up Call "The Roger Fredinberg Show"



Combine Conan the Barbarian, Ben "Obi-Wan" Kenobi, and Albert Einstein: Meet Roy Masters.

"Conquering Negative Emotions" with Roy Masters 9-11am M-F Pacific

When the history book of talk radio is written, Roy Masters will appear in the first column on Page 1. Roy is recognized as a "founding father" of talk radio, and regarded for his unique and effective approach to helping callers understand the causative emotional mechanisms behind their pain, providing insights that enable listeners to achieve their personal best. Through the years Roy has remained ever loyal to his high personal standards, refusing to compromise his "tough love" approach to helping his callers.

To some, Roy feels brash and abrupt. But the truth is, he's not impatient or uncaring at all. In fact, he cares so much that he refuses to waste air time pampering those who aren't ready to hear "the truth." The unique thing about Roy is that he not only sees the problems, but he offers real solutions. For nearly 40 years loyal listeners all across America from Los Angeles and San Francisco, to Boston and

Philadelphia, have tuned in daily to hear Roy "call em' as he sees em'." He's not afraid to take on anyone or anything, and he does just that every day. Born in London, England, Roy is proud to be an American citizen in the tradition of his favorite hero, John Wayne.

He is the author of 15 books, covering everything from sex and marital problems, to "Finding God in Physics," to overcoming everyday stress. He's been a regular featured guest on numerous national TV shows, including *Crossfire*, *Sally Jesse Raphael*, and *Larry King Live*. In today's stressful world everyone recognizes the need to overcome and relieve daily stress and experience their full potential and lead a happier life. Roy Masters has played an integral part in helping thousands achieve these goals, and he stands ready to do the same for many thousands more on his daily, and Sunday morning show, "Conquering Negative Emotions."



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"Cruisin' America" w/Alan & David "Seeing Beyond" with Bonnie Coleen

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Presenting the most-wanted information in Radio from
Sean Luce, award-winning manager, trainer and motivator

• *Luce's Laws - 10 Steps to Sales Success*
&

• *Luce's Leadership Laws - 10 Steps To Managing Sales Success*

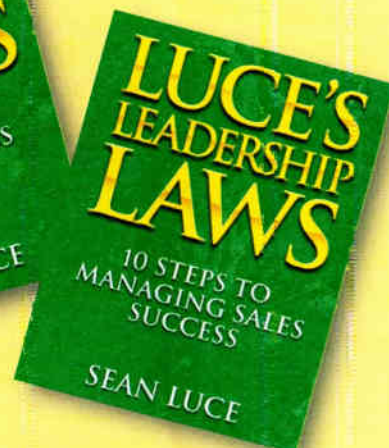
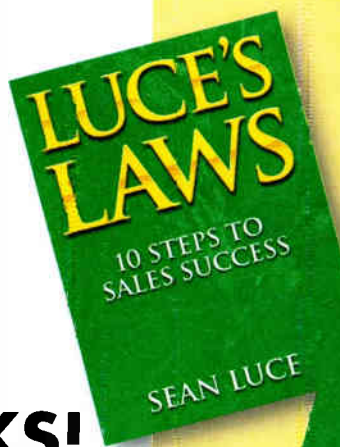
These 2 books give you the tools you need - in simple, understandable and easy-to-implement steps - to meet and surpass your personal and professional income goals.

Stop dreaming about success! If you're really ready, now is the time to learn from the Master of Radio Sales, Sean Luce, and take your career to the highest level.

Luce's Laws - 10 Steps to Sales Success is for Account Executives.

Luce's Leadership Laws - 10 Steps To Managing Sales Success is for Managers.

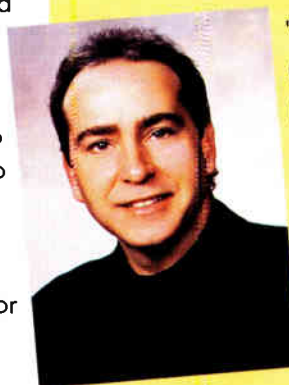
Both books are complete and comprehensive. If you've ever seen or heard Sean Luce speak, this is what you've been waiting for! **Order today.**



Advance Praise for Luce's Laws and Luce's Leadership Laws

"In place of generic sales tips, Luce's Laws gives broadcast sellers very specific, real-life advice on how to get the order. Sean really does share the secrets of his success."

-John Hiatt, VP/General Manager, CBS Radio



▲ Sean Luce

"Today's media landscape demands leadership. Sean Luce provides current and prospective Radio managers with the kind of leadership template that can have an immediate impact on your personal and professional life."

-Milt McConnell, VP/GM
Trumper Communications

- YES! Please send ___ copies of *Luce's Laws - 10 Steps to Sales Success* for \$39
- YES! Please send ___ copies of *Luce's Leadership Laws - 10 Steps to Managing Sales Success* for \$79
- YES! Please send both books for only \$99
- YES! Please send ___ additional copies of *Luce's Laws - 10 Steps to Sales Success* for only \$29 each with my purchase of both books for \$99

Name _____ Title _____
 Company _____
 Address _____
 City _____ State _____ ZIP _____
 Charge my Visa MasterCard Amex
 Card Number _____ Exp. Date _____
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◀ 42 Special Report

lottery in Spain, and political talk — Washington style — on Clinton-Lewinsky.

The network receives about \$1,200 per spot. "We are targeting the males and females, 25-49," Blaya says. "We are heavy in News and Sports, and we control the rights to every major soccer event. We have the most important soccer events in the world for Hispanics, two America Cups and the Gold Cup."

Sports has become a huge draw for marketers. Baseball, America's pastime, has become a hotbed of activity for highly visible Hispanic athletes. Major League Baseball has on its rosters more than 150 players born in Spanish-speaking countries.

THE MISCONCEPTIONS

Despite the successes, misconceptions about the Hispanic community prevent these stations from billing as much money as an English-language station might. Grosby explains that the misconceptions are the

No-Hispanic Dictates
 Definition:
"No-Hispanic Dictates" is when Spanish-formatted Radio stations are excluded from an advertising buy.

same ones that faced Country music 20 years ago. "We knew the people were out there, but the question was: 'Do they have the money, and are they able to spend it?' It's up to the salespeople, through marketing, promotion and the effort they put in, to convince the advertising community that it is only a misconception."

Tichenor thinks that it is fairly easy to tell that story: "When we and others have gotten in front of advertisers, we've been able to convince them to try the market. Yet, the market does have lower earning power than the general market. Some people see this as a problem. Others see it as an opportunity."

Carey Davis states that the problems run the spectrum from exploitation and racism, to simply not being aware of the size and vibrancy of the market: "As marketers, we have to be able to address each of these issues, whether it be ignorance, misunderstanding or educating businesses or ad agencies that still walk around with No-Hispanic dictates."

1998 U.S. HISPANIC POPULATION BY AGE AND GENDER

Age	Total Population	% Male	% Female
0-11	7,299,800	12.2	11.8
12-17	3,174,600	5.4	5.1
18-20	1,771,700	3.1	2.7
21-24	2,464,300	4.3	3.7
25-34	6,159,400	10.5	9.7
35-49	5,398,100	8.7	9.0
50-54	1,069,400	1.6	1.9
55-64	1,645,000	2.5	2.9
65+	1,498,500	2.0	2.9

Source: U.S. Census Bureau Strategy Research Corp.

SIX YEARS OF EXPLOSIVE GROWTH!

Bringing the Hispanic communities together throughout the United States with a potential audience of over 7 million listeners.



Z Spanish Radio Network

The 1st and most recognized Hispanic Music Network in the US!

One phone call to John Bustos at 916-648-6059 will be your most effective call in 1999 to help you market to the fastest growing population in America. e-mail at jbustos@zspanish.com



JOAQUIN BLAYA
Chairman/CEO
Radio Unica

form of research. Obviously, something has to be done. Books filled with three months of recollection tend to favor the established operation. One could make a case that there is no relationship between people listening and people reporting."

According to Tichenor, it's a constant battle: "Arbitron does a much better job than they did a few years ago. I have found Arbitron to be very sensitive and concerned with the issue of how to measure a market of listeners who might not be comfortable with English."

Grosby is less enthusiastic about Arbitron's efforts: "I don't believe Arbitron has successfully measured the Hispanic community. I'm not sure if there are bilingual people working for Arbitron in all of the markets they survey. If they are not bilingual, then there is clearly a need to change this in order to measure this audience effectively. I

released. I guarantee the headline will be Hispanic, and that will confirm the millions of undocumented consumers (illegal aliens). When those numbers are confirmed, you will have higher sampling levels in Arbitron, in congressional districts and for product sampling. The shift toward Hispanics will continue, and with that increased power, you will see more stations, newspapers, cable and TV stations. It will continue to grow the pie."

Tichenor predicts that "you will see the kind of format specialization that we've seen in the general market. Ten years ago, there might have only been one Hispanic station in town. Now, there might be four or more. Format niches are being carved out, which will also continue."

Katz' Perez says the growth of Hispanic Radio will continue at a pace

"I don't believe Arbitron has successfully measured the Hispanic community. I'm not sure if there are bilingual people working for Arbitron in all of the markets they survey." Al Grosby

THE RATINGS

There hasn't been a lot of praise for Arbitron in accurately tracking the Hispanic audience. Blaya argues, "When you compare the measurement of television with Radio, you can't help thinking that the measurement of Radio is very outdated. Recollection is not the best

don't think Arbitron truly believes they are sampling the Hispanic community efficiently. Hispanic Radio does get shortchanged in terms of measurement."

THE FUTURE

"Mark 2001 on your calendar," says Davis. "That is when the census is

double and triple the general market: "If you were to plot the Hispanic market on a product life cycle curve, the Hispanic market and Hispanic Radio would be in the beginning of the growth stage. Advertisers cannot ignore a good quality product that delivers results." ☐

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Nominées



AWARDS RADIO WAYNE 1999



During the 1999 Radio Advertising Bureau conference in Atlanta, *Radio Ink* magazine will name the industry leaders in sales and management. Those leaders will receive the Radio Wayne Awards for calendar year 1998. Finalists in each category will be listed in *Radio Ink's* February 1 issue, which will also detail nomination criteria and the extensive process used to identify finalists.

**NOMINEES FOR
BROADCASTER OF THE YEAR**

- Lyn Andrews, ABC Radio Networks, Dallas, TX
- Cathy Hughes/Alfred Liggins, Radio One, Lanham, MD
- Jerry Lee, WBEB, Bala, PA
- Mike Lynch/Mike Oatman, Great Empire Bdcstg., Wichita, KS
- Scott Peters, Kudzu Communications, Ripley, MS
- Mary Quass, Central Star Communications, Cedar Rapids, IA
- Dean Sorenson, Sorenson Bdcstg., Sioux Falls, SD
- Duke Wright, Midwest Communications, Green Bay, WI
- John Zimmer, Zimmer Radio Group, Cape Girardeau, MO

**NOMINEES FOR
GENERAL MANAGER OF THE YEAR**

- David Aamodt, Tom Ingstad Stations, Yakima, WA
- Lawrence Amature, Amature Bdcstg., Santa Rosa, CA
- Dave Armstrong, Salem Communications Corp., Camarillo, CA
- Dusty Black, KASE/KVET, Austin, TX
- Curt Brown, KTTS 1260 AM, Springfield, MO
- Dan Brown, Radio Chattanooga, Chattanooga, TN
- John Caracciolo, Jarad Bdcstg. Co., Garden City, NY
- Mitch Carroll, WIOV, Ephrata, PA
- Phil Catlett, Capstar Bdcstg., Grand Rapids, MI
- Jim Coloff, Sturgis Falls Bdcstg., Cedar Falls, IA
- Kent Cooper, KRYS, Corpus Christi, TX
- Rick Davison, WVEI, Peachtree City, GA
- Monika Demuth, Helen Broadcasters, Inc., Atlanta, GA
- Brad Dubow, New Wave Bdcstg., El Paso, TX
- Christine Foate, Journal Broadcast Grp., Milwaukee, WI
- John Fullam, WKTU/WHTZ, Jersey City, NJ
- Monte Gerard, Susquehanna Radio Corp., Indianapolis, IN
- Bob Gold, Portland Radio Group, Portland, ME
- Scott Herman, WINS/WNEW, New York, NY
- Drew Horowitz, Bonneville Chicago Radio Grp., Chicago, IL
- Mike Hulvey, WIDAN/WDNL, Danville, IL

48 ►

*Terry Ramos, Senior Marketing Consultant
KKDD-AM, K99.1-FM, Riverside, CA*

Terry is the ultimate marketing executive for her Radio station and for her clients. She strives for their successes with her passion for Radio. Terry's experience has enabled her to excel in all aspects as a true Radio sales representative. She looks beyond "numbers" and presents creative programs that result in winning solutions. Her performance and accomplishments can be summed up in two words, "Winning Professional."



**KGGI/KKDD congratulates our
Streetfighter of the Year
Terry Ramos!**

SUSQUEHANNA RADIO CORP.

proudly salutes our **1998 Radio Wayne Awards** nominees:

General Manager of the Year

- Nancy Vaeth**, VP/General Manager, **KRBE, Houston**
- Monte Gerard**, VP/Market Manager,
WFMS/WGRL/WGLD, Indianapolis

Director of Sales/Sales Manager of the Year

- Julie Kahn**, VP/Director of Sales,
KNBR/KFOG/KSAN/KTCT, San Francisco
- Julie Reyburn**, Director of Sales,
WFMS/WGRL/WGLD, Indianapolis
- Tim Burns**, General Sales Manager,
WGLD, Indianapolis

Streetfighter of the Year

- David Danzig**, Account Executive, **WNNX, Atlanta**

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Congratulations



Dave Armstrong

Our Radio Wayne Nominee

From Salem Communications Corporation
and The KKLA Communications Group.



47 Radio Wayne Nominees

- Judy Jennings-Riffe, WAMX/WFXN, Huntington, WV
- Julie Koehn, Lenawee Bdstg. Co., Adrian, MI
- Judy Lakin, Clear Channel Radio, Austin, TX
- Rona Landy, WLTW, New York, NY
- Dan Latham, W/BEX/WKKJ Radio, Chillicothe, OH
- Rick Lemmo, Amataro Group of LA, Ltd., Thousand Oaks, CA
- Tim Link, Gulf Star Communications, Wichita, KS
- David Macejko, Clear Channel Communications, Dayton, OH
- Catherine Meloy, WBIG-FM, Washington, DC
- Gary Michiels, WUMI, Biloxi, MS
- Dale B. Miller, West Virginia Radio Corp., Morgantown, WV
- Tom Nebel, W/DJR/WBCD/WESP, Dothan, AL
- Lloyd Parker, K-Love Radio Network, Sacramento, CA
- Don Raines, Tri-Cities Radio Group, Gray, TN
- Georgina Riddle, New Wave Broadcasters, El Paso, TX
- Bob Roof, Chancellor Media Corporation, Pittsburgh, PA
- Barb Salz, Cumulus Bdstg., Mason City, IA
- Bill Saurer, Mercury Radio Communications, Buffalo, NY
- George Scantland, Scantland Bdstg./Dublin, Columbus, OH
- Jim Scarrow, Central Broadcast Co., Prince Albert, Canada
- Don Schwartz, Gulf Star, Odessa, TX
- James Senst, Central Montana Radio Network, Great Falls, MT
- Jamie Slone, Slone Bdstg., Tucson, AZ
- Bill Stamps, KPOD, Crescent City, CA
- George Stokes, KRIS, Houston, TX
- Lee Strasser, CBS Radio, West Palm Beach, FL
- Reta Thorn, Capstar, Charlotte, NC
- Chuck Tweedle, KOIT Radio, San Francisco, CA
- Nancy Vaeth-Dubroff, Susquehanna, Houston, TX
- Randy Warwick, Buckley Bdstg., Bakersfield, CA
- Phil Weiner, Weiner Bdstg., Pittsfield, MA
- Carole Williams, Carephil Communications, Paris, TX
- Christine Woodward-Duncan, Emmis Communications, Indianapolis, IN
- Gary Wright, WKAN/WIRT, Kankakee, IL
- Thomas Yourchak, Forever Bdstg., Watertown, NY

The Neuhoff Broadcasting Family at

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wishes to congratulate

MIKE HULVEY

on his Radio Wayne award nomination.

WE THINK
YOU'RE THE
GREATEST!



NOMINEES FOR DIRECTOR OF SALES (DOS) OF THE YEAR

- Linda Bradley, Straus Media Grp., Ellenville, NY
- Timothy Durkin, Shamrock Communications, Scranton, PA
- Scott Fransen KDWB/KTCZ, Minneapolis, MN
- Mebi Haddox, Results Radio, Parkersburg, WV
- Gary Mertins, West Virginia Radio Corp., Morgantown, WV

Cynthia Morgan, Delmarva Bdcstg. Co.,
Wilmington, DE
 Donna Palowitz, The Radio Center, Canton/
Youngstown, OH
 Rick Parrish, Triathlon Bdcstg. Co., Wichita, KS
 Donna Pitz, Emmis Bdcstg., Indianapolis, IN
 Andrew Powaski, Capitol Radio Group,
Springfield, IL
 Lila Prezioso, WDVE/WXDX, Pittsburgh, PA
 Julie Reyburn, Susquehanna Radio, Indianapolis, IN
 Tim Riggan, KCDQ, Odessa, TX
 Vickie Schnyder, U.S. Broadcasting, Macon, GA
 Jim Thompson, Gulf Star Communications, Baton
Rouge, LA
 Simon Ward, GWR group plc, Westlea, Wiltshire, UK
 Jackie Wise, Gulf Star Communications, Wichita, KS

NOMINEES FOR SALES MANAGER OF THE YEAR

Steve Aga, Sunbrook Communications, Billings, MT
 JoAnna Alexander, KDCD/KMDX,
San Angelo, TX
 Robert Bongiardino, Westchester Radio, Hartsdale, NY
 Tim Burns, WGLD, Indianapolis, IN
 Jack Cahill, WLTW, New York, NY
 George DeMarco, KTTS/KLTQ, Springfield, MO
 Easy Ezell, KWRD, Dallas, TX
 Roy Faubion, KMOO, Mineola, TX
 Jeanne Griswold, Root Communications, Fort
Walton Beach, FL
 Mike Hadley, KPDQ, Portland, OR
 Michael Hernandez, KFBK, Sacramento, CA
 Randy Hershoff, WBRU, Providence, RI
 Julie Kahn, Susquehanna Radio, San Francisco, CA
 Barry Kaye, KTPI/KOSS, Palmdale, CA
 Mark Krieger, WPBZ/WMBX, West Palm Beach, FL
 Marsha Landess, WRVQ/WRXL, Richmond, VA
 Margaret Larson, Yellow Dog Bdcstg.,
Fond du Lac, WI
 Sandy Lonz, WLKR/WVAC, Norwalk, OH
 Frank Malambri, KMDL, Lafayette, LA
 Dennis Martin, Fairfield Bdcstg., Kalamazoo, MI
 Jean Massey, WTVR Radio, Richmond, VA
 Kelley McGrath, The Radio Center, Youngstown, OH
 Ann McManus, WICC/WEBE, Bridgeport, CT
 Mickey Moore, KDWB, Minneapolis, MN
 Tom Moyer, WAVA, Washington, DC
 Kit Osborne, KRSE, Yakima, WA
 Char Pachniak, WHBL/WJR/WBFM,
Sheboygan, WI
 Ike Phillips, WDST, Woodstock, NY
 George Plauche, KKHT, Houston, TX
 Dave Pridemore, Entercom, Seattle, WA
 Karen Richards, WNNK/WTCY,
Harrisburg, PA
 Sam Rogers, WPGC, Washington, DC
 Camille Rose, Jersey Radio Network, Newton, NJ
 Jacqueline Schillereff, WNOR, Norfolk, VA
 Andrea Schmidt, WRBZ, Raleigh, NC

Jim Spangenberg, WHNN, Saginaw, MI
 Michael Stone, W/WCD, Columbus, OH
 Linda Taber, KCFM, Tulsa, OK
 Don Tomasulo, Mercury Radio Communications,
Buffalo, NY
 Cheryl Varga, M&M Bdcstg., Merrillville, IN
 Paul Vidmar, WPKR/WPCK, Green Bay, WI
 Kevin Watts, WDOK, Cleveland, OH
 Kim Wiest, W/GRR, Cincinnati, OH

NOMINEES FOR STREETFIGHTER (AE) OF THE YEAR

David Acaley, Midwest Communications, Wausau, WI
 Maria Alvarez, Heftel Broadcasting Corporation,
McAllen, TX
 Casey Anderson, Fisher Bdcstg., Inc, Seattle, WA
 Dawn Bajak, CBS Radio, West Palm Beach, FL
 Lana Barbarossa, WJON Bdcstg., St. Cloud, MN
 Stacey Bayless, Capitol Radio Group, Springfield, IL
 Jerry Berenzweig, Nassau Bdcstg., Newton, NJ
 Heide Berger, Waterman Bdcstg.,
San Antonio, TX
 Steven Bergman, SFX Broadcasting, Inc., Raleigh, NC
 Russ Boyum, Cape Fear Brdcstg.,
Wilmington, NC
 Craig Brown, WAVA-AM/FM, Arlington, VA
 Pat Campbell, Southern Wisconsin Bdcstg.,
Janesville, WI
 Melissa Capuano, Buckley Radio, Hartford, CT
 Yvonne Clark, Root Communications, Brunswick, GA
 Lara Conquest, Clear Channel Radio Inc.,
Richmond, VA
 Jo Ann Cowett, Clear Channel Radio Inc.,
Richmond, VA
 Liz Cullen, WLIT, Chicago, IL
 Dale Daniels, Tri-Cities Communications, Tri-
Cities, WA
 David Danzig, Susquehanna Radio Corp., Atlanta, GA
 Jeff Davis, Georgia News Network, Atlanta, GA
 Paul DeFazio, Clear Channel Communications,
Tampa, FL
 Ron Denman, The North Central Radio Group,
Mansfield, OH
 Deborah Farmer, WBTU, Fort Wayne, IN
 Troy Dreyfus, New East Communications,
Greenville, NC
 Monna Franks, Rubber City Radio Group, Akron, OH
 Gerry Franzen, Alchemy Communications,
Raleigh, NC
 Diana Garneau, WQAL-FM, Cleveland, OH
 Molly Glasoe, KWHL/KFQD, Anchorage, AK
 Daniel Gloster, Atlantic Star Communications,
Winchester, VA
 Lisa Goodmanson, Asterick Communications,
Gainesville-Ocala, FL
 Ann Halbur, Sorenson Bdcstg., Fort Dodge, IA
 Judy Harris, M&M Bdcstg. Inc., Hammond, IN
 Karen Held, Clear Channel Radio Inc., Richmond, VA
 Richard Hopper, WLNH/WBGH/WEMJ,
Gilford, NH
 Vicki Houk, KGGL/KGRZ, Missoula, MT
 Cynthia Jeffery, Jacor Communications,
San Diego, CA

50 ►

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◀ 49 Radio Wayne Nominees

- Anastasia Kavalis, WWXY, New York, NY
 Megan Kelley, Atlantic Star Communications, Huntington, WV
 Paul Kress, WORD, Pittsburgh, PA
 Deb Laiskonis, Lake Michigan Bdcstg. Inc., Ludington, MI
 Stephanie Lancaster, Jet Bdcstg., Erie, PA
 John Laney, Star Printing Company, Miles City, MT
 Stacey Lauro, Capitol Radio Group, Springfield, IL
 Abra Leskis, WIXY, Champaign, IL
 Rory Mack, The Midwest Radio Group, Kalamazoo, MI
 Kendra Mackey, WRWC, Rockton, IL
 Aaron McHugh, Citadel Communications Corp., Colorado Springs, CO
 Linda McKnight, Jacor Communications, Sarasota, FL
 Thomas Monaghan Sr., Chancellor Media Corp., Philadelphia, PA
 Carolyn Nazzaro, Palm Beach Radio Broadcasting, West Palm Beach, FL
 Douglas Newman, 97.1 Extreme Radio, Detroit, MI
 Sue Nicholas, Waterman Broadcasting Corp., San Antonio, TX
 Alexander Palmieri, WHWK, Binghamton, NY
 Carrie Pedlow, Clear Channel Radio Inc., Richmond, VA
 Cindi Perry, Dame Media, Williamsport, PA
 Lois Radican, KMCO Inc., Mineola, TX
 Catrina Raevens, Clear Channel Radio, Panama City, FL
 Janice Raleigh, Ohio Broadcast Associates, Corpus Christi, TX
 Terry Ramos, KGGI/KKDD, Riverside, CA
 Georgina Rodriguez, Radio Unica, El Paso, TX
 Cheryl Romero, Voice Bdcstg. Inc., Beaumont, TX
 Steve Ross, 377 Bdcstg., Stephenville, TX
 Suzanne Sanders, KZST/KJZY, Santa Rosa, CA
 Dennis Sannito, Bonneville International Corp., Chicago, IL
 Charles Schnell, Elyria-Lorain Bdcstg., Cleveland, OH
 Bonnie Schwam, KVFH-AM/FM, Salina, CO
 Rhonda Roberts, WEJZ/WRR, Jacksonville, FL
 Buddy Shula, WNUC, Buffalo, NY
 Wendy Steele, WWCD, Columbus, OH
 Karen Stern, KXXL/KOOL, Denver, CO
 Susan Strasser, CBS Radio, West Palm Beach, FL
 Robert Swinehart, WBTU, Fort Wayne, IN
 Theresa Taylor, CBS Radio, Greenbelt, MD
 Michael Vernon, WWCD-FM, Columbus, OH
 Cathy Wacker, KTPK-FM, Topeka, KS
 Susan Welk, WAPL, Appleton, WI
 Heather Williamson, WRXL-FM, Richmond, VA
 Jodee Woodworth, New Century Media, Seattle, WA
 Keith Wright, WING/WGTZ, Dayton, OH
 Darla Zini, West Virginia Radio Corp., Morgantown, WV

M & M Broadcasting
 Would like to salute our
 Radio Wayne Award Nominees!

Judy Harris



Streetfighter of the Year
NOMINEE

Cheryl Varga



Sales Manager of the Year
NOMINEE



WJOB 1230 AM
RADIO CENTER

Z-107
WZVN (107.1 FM)

CONGRATULATIONS
to
Paul Vidmar
 Radio Wayne nominee
 for
Sales Manager
 of the Year.

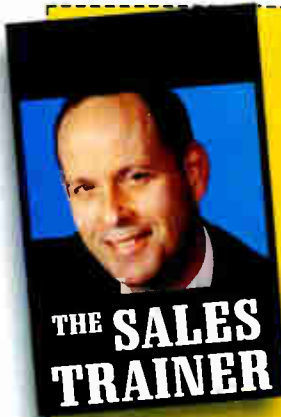


WPKR • WPCK
GREEN BAY/APPLETON/OSHKOSH



Paul Vidmar

From the staff at
WPKR/WPCK



You ask the question, we get you the answer.

A *Radio Ink* reader wrote to us, asking for help with a situation in that market. We went to one of the industry's most well-known sales trainers, Chris Lytle, and asked him to help.

Our problem in the Mississippi Delta is a growing number of national franchise outlets (retail and fast-food) that won't do any local Radio advertising. We also have an overabundance of complacent mom-and-pop retailers who think they don't need to advertise because "everybody knows who we are." What do we do?

Larry Fuss, President/GM of Delta Radio, Inc.; Cleveland, Greenville and Clarksdale, MS; www.deltaRadio.net

St. Augustine wrote, "Life is a book, and those who do not travel read but one page." May I respectfully suggest taking a day away from the office. Set a goal to drive 500 miles. Start early in the morning so you can tune up and down the dial, monitoring the kinds of advertisers that Radio stations have on the air now. Put your car Radio on seek, and stop it whenever you luckily land on a commercial. Use a pocket tape recorder to capture as many commercials as you can.

You might be surprised to learn that many stations carry recruitment ads for key employers in their markets. Others may have service-related businesses with high margins, instead of tired mom-and-pop retailers. You'll get dozens of ideas for businesses that you may not be calling on as well as ideas to present to them. A road trip is just the thing you need to restore your belief in the viability of Radio as a medium. Get out of town and get re-inspired. Do it soon. 📧

Please e-mail your "stump the sales trainer" questions to edryan@radioink.com

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***But to categories of advertisers
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Selling with TOMA does not require changing the way you sell or extensive training for your staff.

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Larry Messick
VP Broadcast Division



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Martz Communications has a truly unique opportunity for an exceptional, successful sales-orientated GM in its growing multi-station NY cluster serving northern New York, eastern Ontario and southern Quebec. Newly acquired, top-rated, cash-flowing combo needs proven leader that can build on past successes and bring a talented group to the next level. Attractive compensation, including performance and equity incentives, and corporate support to help you succeed. Call COO Rob Breiner at 207-885-9030, fax 207-885-5536. EOE.

Station Manager

2 New FMs — Six (6) FM group expanding into adjacent rated market. Redding, northern California's outdoor recreation destination. Two brand-new FM stations, first debuting spring 1999. Need entrepreneurial person with "can-do" attitude plus radio sales, PR, programming, and promotion skills. Build sales and on-air team from scratch. Ground-floor opportunity with closely held company. Possible sweat equity. Send resume and compensation requirements to:
Pres., North State Radio Net,
Box 7568, Chico, CA 95927. EOE-M/F

■ SALES MANAGEMENT

Sales Management Opportunities

Over half our General Managers and Corporate Management Team moved up from within our company.

We are looking for a few more SUPERSTARS. If you desire to lead a sales force with a progressive broadcast group, contact us. Current Sales Management opportunities in Salt Lake City, Albuquerque, Boise, Little Rock or Providence. We operate 110 radio stations in 21 markets coast to coast — and GROWING.

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- Are you passionate about the radio business?
- Have you a proven high performance in sales and management?
- Do you want to grow?

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Gerry Schlagel,
Citadel Communications,
500 4th Street NW, #500,
Albuquerque, NM 87102.

PH: 505-767-6740 FAX: 505-767-9166. EOE



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SALES MANAGER'S JOB. Small Market. Radio Career, mostly AM, includes 20 years Sales...some earlier GM/SM. Also 1 1/2 Print Sales. Returning to Radio. Can organize sales, design promotions and sales program. Prefer smaller Midwest operation and good relationship with owner. Call Gary 316-343-9896.

ATTENTION PD'S I am financially independent and will work for you at a wage below market. Veteran football sportscaster who brings accuracy and excitement to the broadcast seeking large market opportunity. Willing to travel. For resume and tape, contact **Blind Box #107 @radioink**.

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All ads must be prepaid. Checks, MasterCard, Visa
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E-mail to jimlobaito@radioink.com

Rates: Classified Display (minimum 1 inch, upward in
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Situations Wanted: \$1.50 per word.

Blind Box: \$15 per issue.

BLIND BOX NUMBERS: When responding to a blind
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INK*, 224 Datura Street, Suite 701, West Palm Beach,
FL 33401 or fax responses to 561-655-6134.

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For over 125 years, we've been lending helping hands to a hurting world, offering food, shelter, comfort — and hope. One way we provide hope is with radio:

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15 min. weekly, inspirational music and talk
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- Lightweight/portable
- Easily fits into trunk of car
- Plenty of space for artwork/logos



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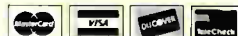
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BLAST FROM THE PAST



Back in the 70's, following a screening of Saturday Night Fever in Seattle, KJR General Manager Jim Kime (l) and Larry Campbell of the Research Group (r) get down with a famous artist. Can you identify the artist?

EVENTS CALENDAR

ARBITRON DATES

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

JANUARY

- Jan. 19 - 2nd Annual New York Metro Area's Achievement in Radio (A.I.R.) Awards, New York ☎ 212-819-3199
- Jan. 20-22 - Women in Cable and Telecommunications (WICT) Leadership Conference, St. Pete Beach, FL ☎ 312-634-2330
- Jan. 30-Feb. 2 - National Religious Broadcasters (NRB) 56th Annual Convention, Nashville, TN ☎ 703-330-7000, Ext. 50;

FEBRUARY

- Feb. 4-7 - Radio Advertising Bureau, RAB '99, Atlanta ☎ 214-753-6740
- Feb. 10-11 - National Association of Broadcasters (NAB) Radio Group Head Fly-In, Arlington, VA ☎ 202-775-3527
- Feb. 15-17 - Broadcast Cable Credit Assn. (BCCA) Credit Seminar, Amelia Island, FL ☎ 847-296-0200
- Feb. 18-20 - NAB Tarpac Trustees Retreat, Cabo San Lucas, Mexico ☎ 202-775-3527
- Feb. 19-20 - Oklahoma Broadcasters convention, Tulsa ☎ 405-848-0771
- Feb. 22-24 - North American National Broadcasters Association (NANBA) annual general meeting, Washington, DC ☎ 416-598-9877
- Feb. 23-24 - Michigan Assn. of Broadcasters (MAB) Great Lakes Broadcasting Conference, Lansing, MI ☎ 800-968-7622 (contact: Mike Steger)
- Feb. 25-27 - Louisiana Broadcasters Convention, Shreveport ☎ 225-295-1110
- Feb. 25-28 - National Assn. of College Broadcasters (NACB) 11th Annual Conference of Student Electronic Media, Providence, RI ☎ 401-863-2225 (contact: Laura)
- Feb. 26 - International Radio & Television Society Foundation (IRTSF) Newstrak Luncheon, New York ☎ 212-867-6650

MARCH

- Mar. 6-9 - NAB State Leadership Conference, Washington, DC ☎ 202-775-3527
- Mar. 7-9 - Electronic Retailing Association 1999 Spring Conference, Miami ☎ 202-289-6462

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

APRIL

- Apr. 12 - Gracie Allen Awards (American Women in Radio and Television), New York ☎ 703-506-3290
- Apr. 16-19 - Broadcast Education Association's BEA 99, Las Vegas ☎ 202-429-5354
- Apr. 19-22 - NAB '99, Las Vegas, NV ☎ 800-342-2460
- Apr. 21 - Broadcasters' Foundation (BF) American Broadcast Pioneers Breakfast, Las Vegas ☎ 203-862-8577
- Apr. 26 - BF Golden Mike Award, New York, NY ☎ 203-862-8577
- Apr. 30-May 3 - Puerto Rico Broadcasters convention, Mayaguez, PR ☎ 787-277-9285

MAY

- May 2-4 - Pennsylvania Broadcasters convention, Philadelphia ☎ 717-534-2504
- May 3-6 - WICT National Management Conference, San Francisco ☎ 312-634-2330
- May 4 - IRTSF Foundation Awards Luncheon, New York ☎ 212-867-6650
- May 5-7 - Indiana Broadcasters Convention (joint with Kentucky), Evansville, Ind. ☎ 317-573-0119
- May 12-14 - BREAKTHROUGH Marketing's 7th annual New Business Development Conference, Phoenix, AZ ☎ 425-747-0647
- May 12-16 - National Public Radio (NPR) Public Radio Conference, Washington, D.C. ☎ 202-414-2000 (contact: Alma E. Long)
- May 17 - The Peabody Awards (Univ. of Ga. College of Journalism and Mass Communication), New York ☎ 706-542-3787
- May 17-20 - Broadcast Cable Financial Mgmt. Assn. (BCFM), 39th annual conference, Las Vegas ☎ 847-296-0200

JUNE

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

JULY

- July 7-10 - National Assn. of Black Journalists (NABJ) National Convention '99, Seattle, WA ☎ 301-445-7100
- July 7-10 - National Association of Hispanic Journalists (NAHJ) Unity Conference, Seattle, WA ☎ 202-662-7145
- July 12-14 - Wireless Communications Assoc. Intl. 11th Annual Convention, New Orleans ☎ 202-452-7823
- July 22-25 - The Programmers Conclave (Upper Midwest Communications), Minneapolis ☎ 612-927-4487
- July 22-25 - Idaho Broadcasters Convention, Sun Valley ☎ 208-345-3072
- July 24-26 - California Broadcasters Convention, Monterey ☎ 916-444-2237

AUGUST

- Aug. 4-7 - Assoc. for Education in Journalism & Mass Communications 82nd Annual Convention, New Orleans ☎ 803-777-2005
- Aug. 5-7 - Arkansas Broadcasters Convention, Little Rock ☎ 501-227-7564
- Aug. 19-21 - Nebraska Broadcasters Convention, Nebraska City ☎ 402-333-3034

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