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Inner City
Broadcasting

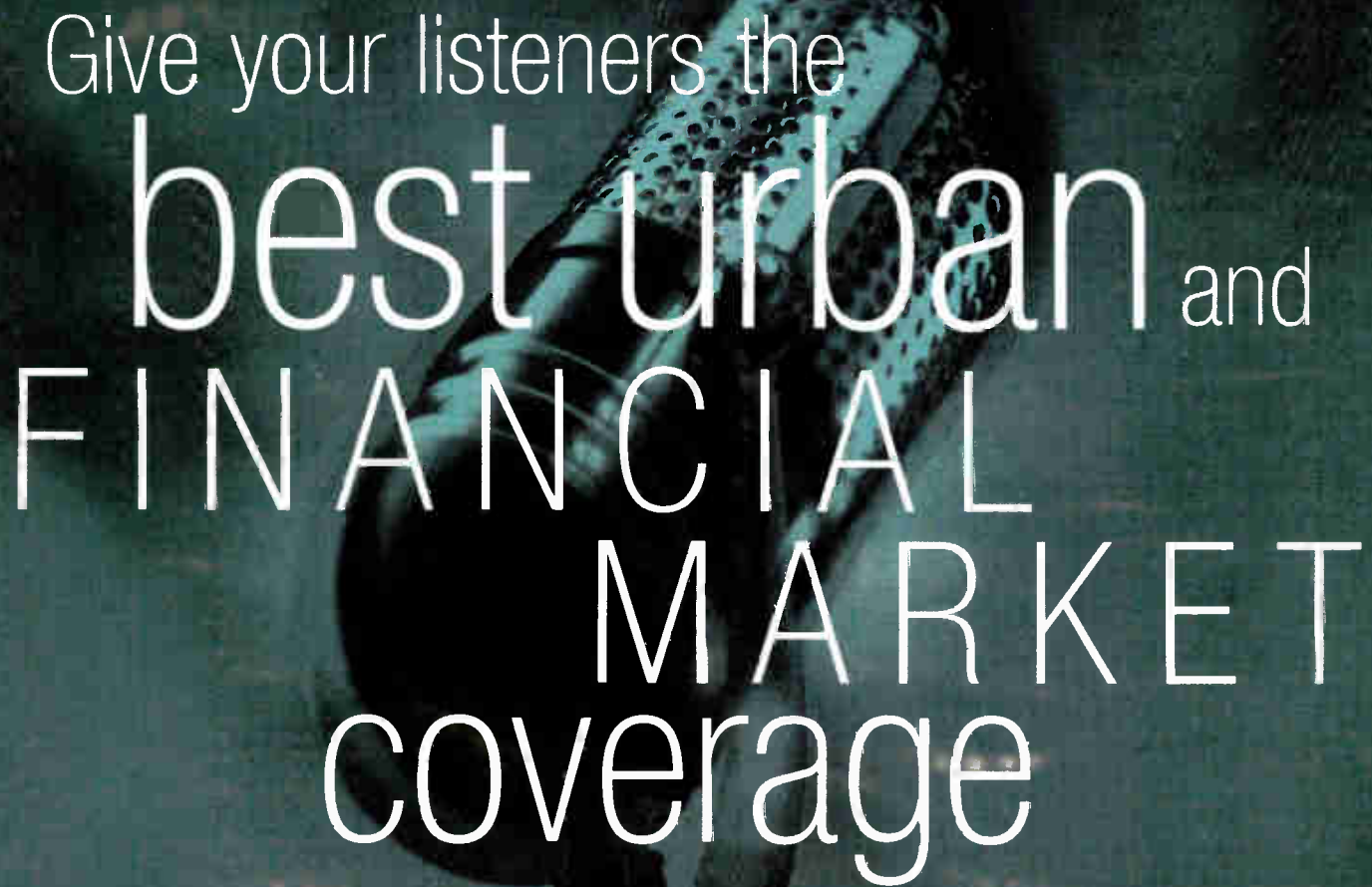
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No Urban Dictates
Propaganda or Reality?

Be Persistent Until You Die.
Harvey Mackay

World Radio History



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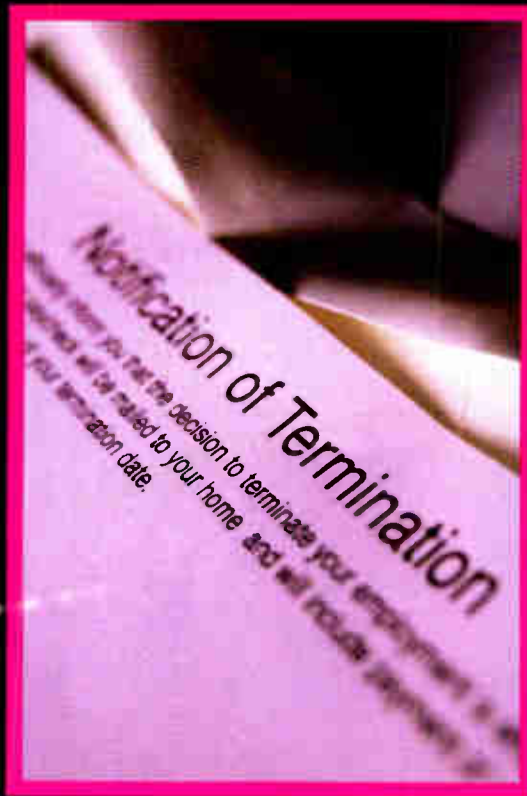
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Radio's Premier Management & Marketing Magazine

RADIO INK

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providing fresh, actionable, reality-based
ideas, inspiration and education in a quick,
easy-to-read, positive, pro-Radio environment.

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PIERRE SUTTON

Inner City Broadcasting owner Pierre Sutton and his family have been one of the most successful operators in the nation's top market, New York City, for more than 25 years. Sutton discusses his company, his success and the fight for equality for African-American broadcasters.

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THE FIGHT FOR EQUALITY

No Urban Dictates, minority ownership and institutional racism are discussed. Are these issues propaganda or reality? Is the broadcasting playing field even or uneven for minorities?

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RADIO INK — MARCH 15, 1999

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Guglielmo Marconi, 1901

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*Jim Richards, Partner,
Vallie-Richards Consulting*

"It is only with the recent release of SelectorREACH that a programming tool specifically geared toward a programmer's needs has been seen. To compute a song's performance, you can get out a calculator, or you can get SelectorREACH."

*Jim Kerr, Alternative Editor,
Radio & Records, January 8, 1999*

"How many P1 listeners hear specific artists, songs or categories? By using SelectorREACH to match music schedules with ARBITRON listening estimates, you can answer these questions for the first time!"

*Pierre Bouvard, GM,
Arbitron Radio*

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ARBITRON



Say "No" to "No Urban Dictates" and Minority Discounts



I know it's happening. You know it's happening. And, we need to put an end to it. Advertisers and advertising agencies that refuse to run ads on Urban-formatted Radio stations, due to misconceptions about the buying patterns of Urban listeners, are wrong.

Advertisers and advertising agencies that discount Urban stations, while paying higher prices for lower-rated, general-market stations, are also wrong. These practices must come to an end. "It's just plain bad business," according to Tom Joyner.

We can only wish that listeners of Rock, Top 40 and Country were as loyal to those formats as Urban listeners are to theirs. It's time for advertisers to take off their blinders and invite these listeners into their businesses.


If Radio is participating in the misconceptions that

African-Americans do not buy expensive cars, eat at gourmet restaurants or enroll their children in private schools, we are wrong, and we need to put an end to it. Salespeople should never degrade an Urban audience in an attempt to get on the buy. That's borderline racism, and it's certainly discrimination.

Advertisers can purchase ads on any station they choose. They can give any reason for not buying ads on Urban stations. They can be unfair. They can even be racist about it, it's not against the law.

I have a suggestion. If you run across an agency or local advertiser that you believe is discriminating against your station or listeners, call us. *Radio Ink* will contact that advertiser and ask questions. We will identify those advertisers practicing "No Urban Dictates." We will run those interviews in our magazine.

Since the "Katz Memo" was made public last year, we are told some progress has been made. To rise to the next level, we need to identify the offenders and flush them out, much like CBS flushed The Greaseman. Help us help Radio take a leadership role for all media and overcome institutional racism.

Do you want to be a leader? 

Eric

B. Eric Rhoads, Publisher

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

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Like Father ...

We were introduced several years ago at the NAB by my father, Bruce Williams. I read your Nov. 9, 1998 editorial ("Radio Tomorrow," *Radio Ink* Nov. 9, 1998), which prompted me to write.

After selling our stations in Texas, I started syndicating my own show, *Thinking out Loud*. Syndicating seemed to be the next logical progression with late nights, offering the best opportunity for rapid growth.

To the best of my knowledge, we are the only father/son competitors on network Radio today. My show is general interest topical stuff, unlike my father's advice program — there is no one better at giving advice. Except for our last names, there is no similarity in what we do.

It's been a lot fun riding him about stealing his affiliates. Keep an eye on us. It might be interesting.

Matthew L. Williams
Mattym1w@aol.com

They Love the Wizard

Never have I read such a brilliant piece of work. Loved your book (*The Wizard of Ads* by Roy H. Williams). I just started a new job at CHYM-FM Kitchener and introduced your book to the sales team.

Each rep bought a personal copy. A couple of them have gotten together and are placing an order for 40 copies to give to clients as Christmas presents.

Would you also consider speaking in Toronto at one of our Radio conferences?

Ron vanSomeren, AE
CHYM-FM
Kitchener, Ontario
Canada



I enjoyed reading "Cost Per What?" (*Radio Ink*, Jan. 18, 1999). My feelings exactly. I agree that reaching 10 percent of the people 100 percent of the way is how to go.

That's what we preach here and find it very effective. We purchased [Roy Williams'] book, *The Wizard of Ads*, a couple months ago and find it a great tool.

Kevin Alexander
GM, KMRY Radio, Cedar Rapids, IA

Better than the Yellow Pages

The list of state Radio associations you published is great (*Radio Ink*, Dec. 14, 1998). I represent a speaker, and you saved me countless hours (and directory assistance calls) by

printing these all in one place.

How about a list of city or regional associations? I got one from the RAB, and it was woefully outdated. I've discovered that, as a result of consolidation, some of these groups have disbanded, since there may be only two or three owners in a market.

You guys are the best.
Penny Springer
Airwaves, Ltd., San Francisco, CA

Carrying Radio's Flag

If I join your revolution, do I have to make a flag? I really like your ideas and enjoy reading your column. I've been in Radio for 12 years, but it seems like only yesterday. I'm quite passionate about Radio. Upon realizing this, my husband has been trying to make me give it up since the day he met me. I'm just glad he has not made me choose.

As you've pointed out on numerous occasions, Radio is an incredibly powerful medium that is not being used to its full potential. Any time there is a doubt about the reach of Radio, just take a look at the support and money that an on-air personality can generate for someone in need.

Radio's power comes from its portability and its ability to get inside the listener's head. You find yourself humming a song or jingle long after you've heard it.

I could go on about the uniqueness of our business, but you already know that, don't you? Sign me up.

Stacy La Rue Gannon
Regional SM, TM Century, Dallas
sgannon@tmcentury.com

Your editorials on Radio's unfair share are right on. If we truly want to grow the business, we must stop beating up on

each other. Why do we let our buyers set our prices? Isn't this supposed to be a partnership?

Why do we undervalue our properties by diving for ridiculous cost per points? Shouldn't consolidation have given us some backbone?

What happened to selling reach and frequency? Isn't that Radio's strength?

Jeffrey Litt, GSM
WLTE Twin Cities, MN

What About Us?

I just got the Dec. 14, 1998 issue of *Radio Ink* and was excited to see what wonderful information you had on our industry. I enjoyed your cover story on the Empire guys. What a good feeling it was for me to read about people (and owners) who still exist in the business of Radio today, who still know the real rules of Radio ownership: people — the pulse of every great station — and community "ownership" — a must for a great station.

But, when I came across the list "America's 25 Most-Listened-To Radio Stations," I was amazed that our Country powerhouse, KYKZ 96.1 FM, was not included. I checked [the Spring 1998] Arbitron Small Market Condensed, and just as I suspected, there we were, with a bigger share than the No. 1 you had listed.

From bookkeeping and traffic, to weather and on-air personalities, to sales and management, this group has worked together for years, and the ratings have reflected this marriage, albeit not all a honeymoon.

Johnette LaBorde, DOS
KYKZ-FM Lake Charles, LA

Have a question or comment? Please send correspondence to "Letters," 224 Datura St., Suite 701, West Palm Beach, FL 33401 or by E-mail to Letters@radioink.com

▼ Radio Computing Services (RCS) recently previewed its new "Selector for Windows" music scheduling in New York in front of 10 NY radio stations.



Barbara Temple of RCS and consultant Mike O'Malley share a chuckle before the trap door opened beneath them.



"I thought RCS stood for Ready Cooked Steaks!!" WHITZ-NY's Axl (l), Sharron and Cubby Bryant.



WCBS-FM PD Joe McCoy (c) says, "I didn't know RCS stood for Really Cold Sodas". Tom Zarecki (l) and Andrew Economos of RCS don't believe it.



WAXQ's Am Winslow and former PD Bill Weston discuss why the songs he added from the World War One library led to his dismissal.



Barbara Temple and WCBS's Jeff Mazzei enter the RCS Really Cheesy Smile contest.



Branching into the world of fashion, an RCS model shows off the new line of RCS matching blouse and scarf.



In order to wake up the crowd, RCS had to show the animated movie *The Lion King*. It was the most compelling part of the seminar for the on-air talent.



RCS's Tom Zarecki simulates an on-air show: "...And this is why you can dismiss all of those part-timers who are always late."



Seen here is a demonstration of the newest animated computer, fully dressed to closely resemble RCS VP Rich Hickey.



Z-100 PM Drive talent Paul "Cubby" Bryant (c) and buddy Axl examine the newest craze: edible cheese & meat software, served by an RCS intern.



The new added value: "Will you purchase the product if I can demonstrate it while rollerblading?" asks RCS's Philippe Generaldi.



WHITZ air talents Axl (l), Sharron and Cubby chuckle as they leave their parking ticket on Tom Zarecki's car.

Determination: When Should You Give Up? When You Die!



I remember when I was first starting out. I asked a colleague whom I respected how many calls he would make on a prospect before giving up. He told me, "It depends on which one of us dies first."

BY HARVEY MACKAY

Determination is what keeps us hammering away. Determined people possess the stamina and courage to pursue their ambitions despite criticism, ridicule or unfavorable circumstances. In fact, discouragement usually spurs us to greater things.

Consider Sylvester Stallone and his phenomenal success. As a child, Stallone was frequently beaten by his father and told he had no brains. He grew up lonely and confused. An advisor at Drexel University told him that, based on aptitude testing, he should pursue a career as an elevator repair person.

He decided to pursue acting, but his abnormal life led to one failure after another. He remained determined to learn his chosen craft and used his failure to try his hand at writing. After watching Muhammad Ali fight Chuck Wepner, a relatively unknown fighter who went the distance against the champion, Stallone was inspired to write the script for *Rocky* — in less than four days.

As Vince Lombardi said, "It's not whether you get knocked down. It's whether you get up again." Five *Rockys* later, Stallone is a champion ... of determination.

Look at Mother Teresa. Through her quiet determination, the tiny nun brought world attention to the plight of the poor.

The roots of President Teddy Roosevelt's determination started with a childhood ailment. Severe asthma limited his ability to play like other kids. As he lay in bed struggling to breathe, Roosevelt was afraid to go to sleep for fear he wouldn't wake up. Yet, he was determined to become strong mentally and physically.

His desire to become self-sufficient fortified him through a daily exercise routine and hours of weight lifting. He became an avid reader and

Harvey Mackay is CEO of Mackay Envelope Corporation. This article is excerpted from his New York Times best-selling book Pushing the Envelope. He may be reached by E-mail at harvey@mackay.com



absorbed books on every conceivable subject. As a Harvard student, Roosevelt became known for his energy and enthusiasm.

Thousands of businesses that, statistically, should have failed are successful today because of the determination of their owners.

- In his first three years in the auto business, Henry Ford went bankrupt twice.
- Coca-Cola sold only 400 Cokes in its first year.
- Apple Computer was rejected by Hewlett-Packard and Atari.
- Inventor Chester Carlson pounded the streets for years before he could find backers for his Xerox photocopying process.

Today, we live in a culture of instant gratification, where the attributes of patience and determination are hard to find. We need to be more like the young college graduate who was determined to find a position with a reputable company. In the interview process, she faced continual rejection, yet her determination helped keep her goals in mind. One busy personnel manager, flooded with applications, suggested that the hopeful applicant check back in 10 years. "No problem," the young woman responded. "Would a morning or afternoon interview work best for you?"

Moral: Be like a postage stamp. Stick to it until you get there. 📧

After watching Muhammad Ali fight Chuck Wepner, a relatively unknown fighter who went the distance against the champion, Stallone was inspired to write the script for *Rocky* — in less than four days.

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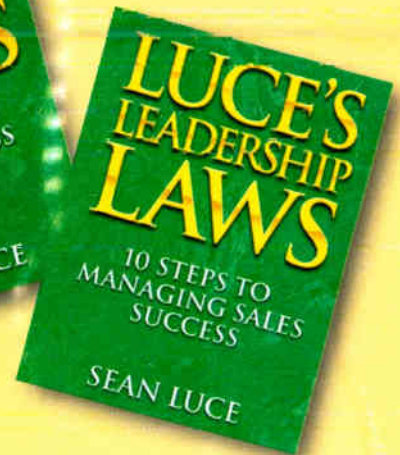
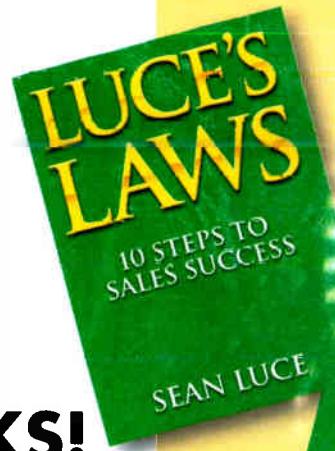
These 2 books give you the tools you need - in simple, understandable and easy-to-implement steps - to meet and surpass your personal and professional income goals.

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

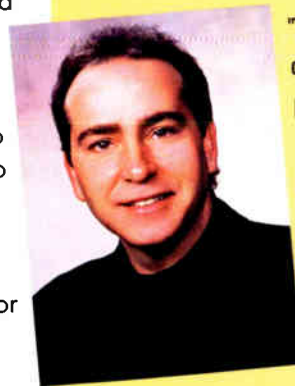
Both books are complete and comprehensive. If you've ever seen or heard Sean Luce speak, this is what you've been waiting for! **Order today.**



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-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

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Who Is Buying From Sam? I Am!



ROY H. WILLIAMS

"Line 14," says the Fed-Ex man from the front seat of his shiny truck. I've been waiting for this package since yesterday, so I frantically scribble my signature on his clipboard as he hands it over to me. "Have a good one," he shouts over the

noise of the engine. I hurry toward my office.

Yesterday, an associate called to say, "Roy, I'm overnighting you the most fabulous book on selling I've ever read." This associate never calls me unless it's important. "It'll be there in the morning," he said. "Gotta go." A click and a dial tone.

My friend seemed really excited, and he's not easy to impress, so I cleared the morning on my calendar. Package now in hand, I step and shout, "Hold my calls, Trish. I'll be out till noon." The package is open before my office door has even closed behind me. I stare in disbelief: *Green Eggs and Ham* by Dr. Seuss. "You'll will pay for this," I mutter.

But, Seuss books are whimsically seductive, and part of me is still seven years old. Unconsciously, I begin to read, and then suddenly, I'm ashamed of my anger. My friend isn't a practical joker. He's a genius.

Green Eggs and Ham is nothing less than the story of the greatest salesman who never lived — the mythical, immortal and legendary, Sam-I-Am. "Will you eat them

in a box? Would you eat them with a fox? Would you? Could you? In a car? Eat them! Eat them! Here they are!"

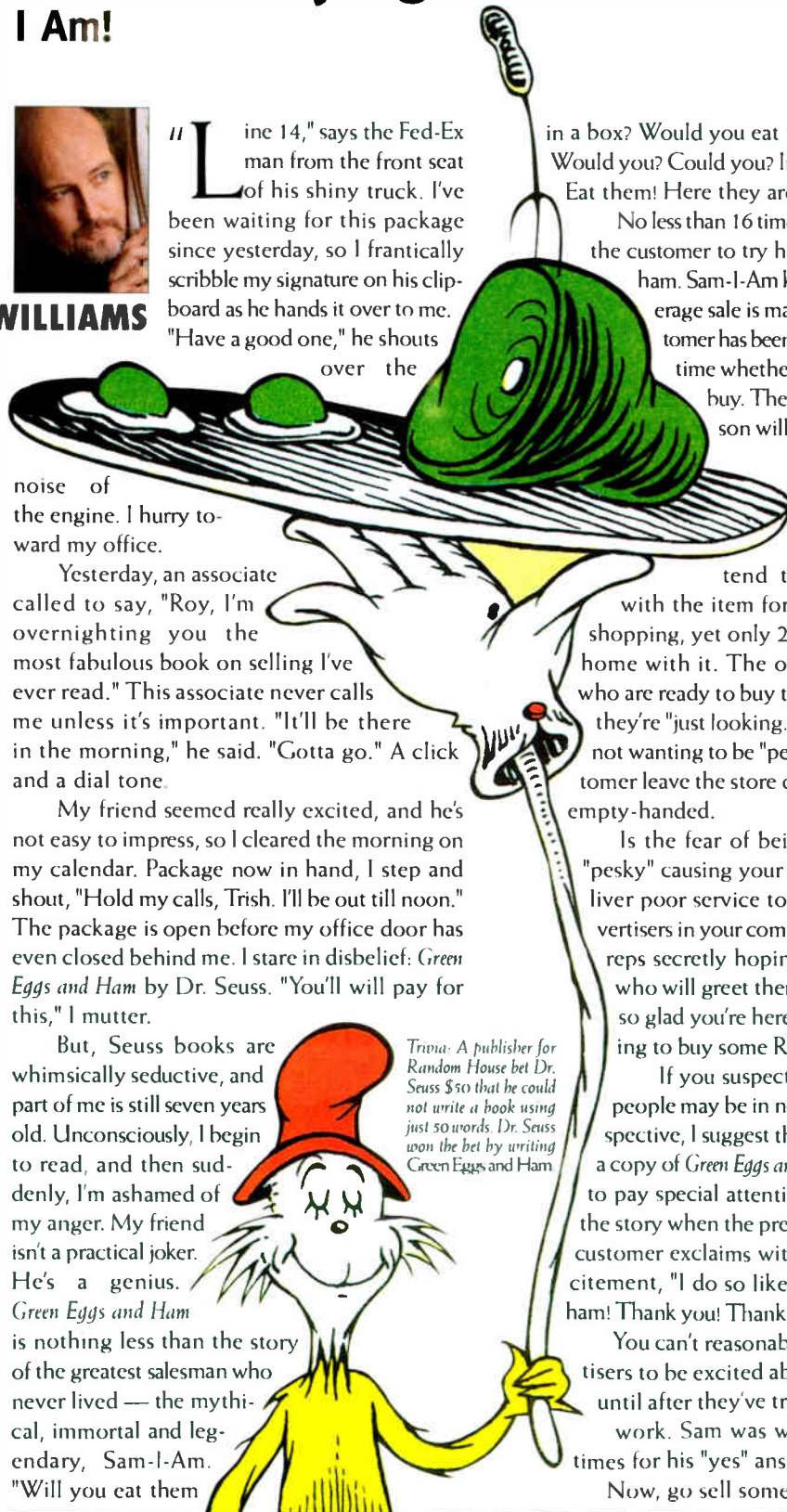
No less than 16 times, Sam-I-Am asks the customer to try his green eggs and ham. Sam-I-Am knows that the average sale is made when the customer has been asked for the fifth time whether he would like to buy. The average salesperson will ask only twice.

A national survey tells us that 67 percent of all shoppers intend to return home with the item for which they are shopping, yet only 24 percent return home with it. The other 43 percent who are ready to buy tell the sales clerk they're "just looking." The sales clerk, not wanting to be "pesky," lets the customer leave the store disappointed and empty-handed.

Is the fear of being perceived as "pesky" causing your sales staff to deliver poor service to prospective advertisers in your community? Are your reps secretly hoping to find clients who will greet them by saying, "I'm so glad you're here, I've been wanting to buy some Radio ads?"

If you suspect that your salespeople may be in need of a new perspective, I suggest that you buy them a copy of *Green Eggs and Ham*. Tell them to pay special attention to the end of the story when the previously reluctant customer exclaims with wide-eyed excitement, "I do so like green eggs and ham! Thank you! Thank you, Sam-I-Am!"

You can't reasonably expect advertisers to be excited about using Radio until after they've tried it and seen it work. Sam was willing to ask 16 times for his "yes" answer. Are you? Now, go sell some Radio. ☺



Trivia: A publisher for Random House bet Dr. Seuss \$50 that he could not write a book using just 50 words. Dr. Seuss won the bet by writing Green Eggs and Ham

Are your reps secretly hoping to find clients who will greet them by saying, 'I'm so glad you're here, I've been wanting to buy some Radio ads?'



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

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Marketing: Get an Idea ... Or Get Out



JACK TROUT

If a CEO conducts the symphony, then marketing oversees the arrangement of the music. Academics have written tomes about the complexity of marketing. Ad agencies and consultants have constructed convoluted systems for building brands.

We'll give you the essence of marketing in two sentences. First, it's the responsibility of marketing to see that everyone is playing the same tune in unison. Second, it's marketing's assignment to turn that tune or differentiating idea into a coherent marketing direction.

A Differentiating Idea

The notion of a differentiating idea requires some thought. What kind of idea? Where do you find one? These are the initial questions that must be answered.

In order to help you answer these questions, we propose using the following specific definition. A differentiating idea is a competitive mental angle.

This kind of idea must have a competitive angle in order to have a chance for success. This does not necessarily mean a better product or service, rather there must be an element of differentness. It could be smaller, bigger, lighter, heavier, cheaper or more expensive. It could be a different distribution system.

Furthermore, the idea must be competitive in the total marketing arena, not just competitive in relation to one or two other products or services. For example, Volkswagen's decision in the late '50s to introduce the "first" small car was an excellent competitive idea. At the time, General Motors was manufacturing nothing but big, heavily chromed patrol boats. The Beetle was a runaway success.

The VW Beetle was not the first small car on the market, but it was the first car to occupy the "small" position



in the mind. It made a virtue out of size, while the others apologized for their small size by talking about "roominess."

"Think small," said the Volkswagen ads.

An example of a new bad idea is Volvo's sporty coupe and convertible. We see no competitive angle against BMW, Mercedes and Audi (to name a few).

A Competitive Mental Angle

Second, a differentiating idea must have a competitive mental angle. In other words, the battle takes place in the mind of the prospect.

Competitors who don't exist in the mind can be ignored. There were plenty of pizza places with home delivery operations when John Schmitter launched Papa John's. But, nobody owned the "better ingredients" position in the mind.

On the other hand, there are competitors who enjoy strong perceptions that do not agree with reality. It's the perception that must be considered in the selection of an idea, not the reality.

A competitive mental angle is the point in the mind that allows your marketing program to work effectively. That's the point you must leverage to achieve results.

The idea differentiates your business from that of your competitor.

QUICK READ

- ▲ A differentiating idea is a competitive mental angle.
- ▲ This kind of idea must have a competitive angle in order to have a chance for success.
- ▲ The idea must be competitive in the total marketing arena, not just competitive in relation to one or two other products or services.
- ▲ It's the perception that must be considered in the selection of an idea, not the reality.

Global survey measures



Source: WPP Group's Millward Brown unit

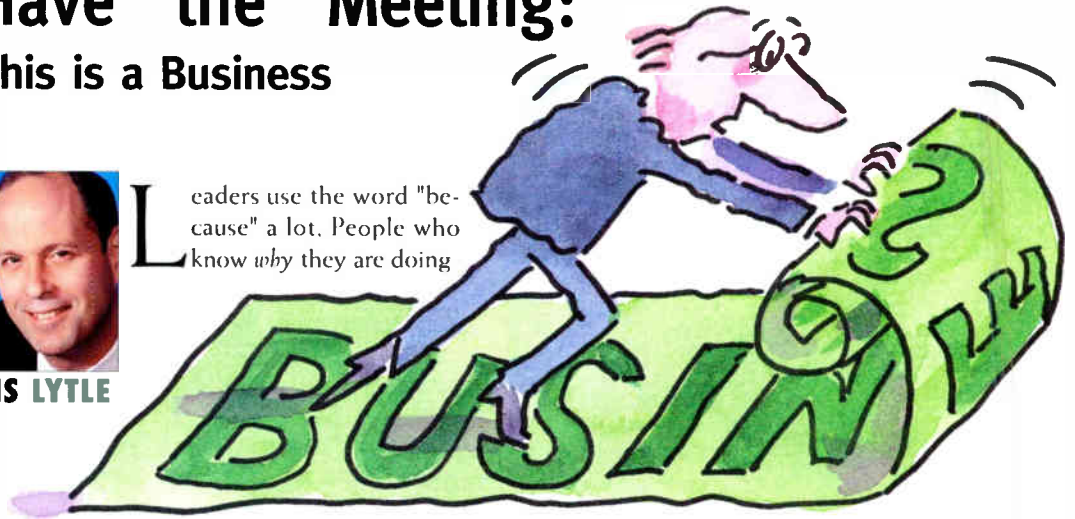
Jack Trout is President of Trout & Partners Ltd. He may be reached at 203-622-4312 or by E-mail at JTr1712@aol.com

Have "the" Meeting: This is a Business



BY CHRIS LYTLE

Leaders use the word "because" a lot. People who know *why* they are doing



something are usually more committed to it than people who only know *how* to do it.

To create a high-performance culture at your Radio station, people must know why they come to work. Everybody must know, not just the new hires. While the answer may seem obvious to you, it is certainly not obvious to many members of your organization, as you will see after you have The Meeting.

The Meeting is simple to run, but it brings complex issues to the surface where you can deal with them. First, go through the process at your department-head meetings, and then, suggest that your department heads take their teams through the process in their next meeting.

On a flip chart, write these words: *The most important reason to come to work is . . .* Give everyone in the group a marker and let them complete the sentence on the flip chart.

Invariably, you will get answers like these: to make money; to have fun; to get out of the house; because I wasn't born rich; because I have three kids; to accomplish goals.

Is there a right answer? Perhaps. Certainly, there are some wrong answers on this list. Your list may vary.

Do you dare ask? In order to influence the thinking of your reports and, in turn, the whole organization, you have to know what people are thinking. There's a danger in not knowing.

"Most people don't know why they come to work until they don't come to work anymore," is the way entrepreneur H. Ross Perot puts it in an *Inc. Magazine* interview. Perot's take is that the No. 1 reason to come

to work is to serve the customer. That having been accomplished, you earn money. Note how many of your team members choose "serving the customer."

Here's another concept, you might like people to internalize: You come to work to work.

I'm interviewing Brian Tracy and ask how he manages to read and accomplish so much. His words are now framed and hanging at the threshold of my company:

One of the most important time management principles I've ever discovered is this: When you work, work all the time you work . . . The great majority of people waste 50 percent or more of their time during the working day . . .

Recognize that work is not school. In school, you went to a few classes, played with your friends, hung around at recess, socialized, went to parties and so on. Eventually, you begin to look upon school as a place to play with your friends.

Then, upon entering the workforce, you become one of the people who have been conditioned, for 12 to 15 years, to go somewhere and play with their friends. So, you go to work and play with your friends.

To have a high-performance culture, you need to communicate clearly, model and reinforce the message that you are here to work all the time that you are at work. Having fun is not a goal of work. It may be a by-product, but it is not a goal. It is a lot more fun, though, when you're achieving goals and serving customers.

Assure your team that they will make great friends at the Radio station. Just ask them to play with their friends *after* work. ☺



▲ To create a high-performance culture at your Radio station, people must know *why*

they come to work.

▲ In order to influence the thinking of your reports and, in turn, the whole organization, you have to know what people are thinking.

▲ To have a high performance culture, you need to communicate clearly, model and reinforce the message that you are here to work all the time that you are at work.

▲ "When you work, work all the time you work." (Brian Tracy)

Chris Lytle is one of three facilitators in The Leadership Institute.

He may be reached at 800-255-9853, Ext. 323 and by E-mail at CLytleSP@aol.com

Killer Content = Cash

Be Like Yahoo!



BILL TROY

A consultant came to our station years ago to teach the sales staff how to sell against the Yellow Pages. He had a simple way for salespeople to show prospective Radio advertisers how to cut their Yellow Pages budget while improving their Yellow Pages results — which would free up money for Radio, of course.

The answer was simple. Look at the experts and do what they do. In the case of the Yellow Pages, he had the salespeople, and through them, potential advertisers, look up the phone company in their own book.

Invariably, the phone company, the people who could put any ad they wanted in the book, always ran simple ads with bold headers in the regular listing columns. No color text. No big display ads.

This proved that the phone company thought in-column text ads were the best way to use the Yellow Pages medium. So, by following the experts, potential advertisers could get rid of their expensive full-page display ads and save enough money to add Radio to their mix.

These days, when companies ask me how to win on the Internet, I tell them that story and recommend they follow that old Yellow Pages technique. Look at what the experts are doing. Sites like Yahoo!, Amazon.com, and eBay all have huge budgets to build their Website. They can do anything they want.

So, what do they do? Simple. They focus on three little letters: D.E.B.

D Stands for Databases.

Every successful site on the Web uses databases of information to provide a service to their customers and to personalize the visitor's experience. It's no coincidence that Amazon.com greets me by name every time I visit them.

E Means E-mail.

This is the killer application of the Internet. Most companies throw away the opportunity of E-mail with a boring "E-mail us" button.



But, the winners know better.

I get customized, personalized E-mails regularly from eBay and Amazon.com which keep me informed about what's going on with my activity on their site. E-mail is the universal tool of the Internet and should be the most important piece of any Web strategy.

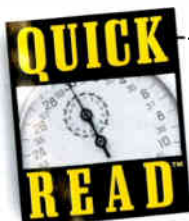
B is for Browsers.

Of course, visitors will use their browser to visit your site. But, if you look at the sites of the big guys, you'll notice that they do something specific. They make sure their sites are fast-loading with very few graphics. And, they make sure that as many browsers as possible work with their site.

You will never see a winning Website with the line "You can't use our site unless you have the latest browser." They are not in the business of excluding potential customers from their site.

That's it: databases, E-mail, and browsers. Nothing else. The most successful Internet sites use the D-E-B strategy to win, and you can, too.

1. Use E-mail as a tool to develop two-way communication with your listeners.
2. Personalize your E-mail and your Website to each visitor by using databases.
3. Put your energy and money into content instead of flash. Take the money you'd spend to make your logo spin in 3-D and build an automatic birthday E-mail sender instead. ☛



▲ D: Every successful site on the Web uses DATABASES of information to provide a

service to their customers and to personalize the visitor's experience.

▲ E: E-MAIL is the universal tool of the Internet and should be the most important piece of any Web strategy.

▲ B: You will never see a winning Website with the line, "You can't use our site unless you have the latest BROWSER."

▲ Put your energy and money into content instead of flash.

Bill Troy is President of RadioResearch.Com.

He may be reached at 888-824-9768 or by E-mail at bill@radioresearch.com

World-Class Salespeople: What it Takes



DAVE "GIFF" GIFFORD

WCS learn everything they can about marketing, advertising, sales promotion, distribution, retailing etc. They strive to offer their clients a unique expertise unavailable from anyone else.

1. World-Class Salespeople are success-driven. They have a total commitment to succeed. They have a game plan that puts them into a position to succeed. They are focused on what it takes to succeed, and they have the discipline to stay with their plan.

2. WCS understand that track records are built by hitting their targets consistently, month after month.
3. WCS recognize that they get ahead by doing more than what is expected of them. Thus, they set higher personal sales targets for themselves than they are assigned.
4. WCS practice silent-partner selling. This means that they end up hitting their sales targets only after they have first helped their clients hit their own sales targets. Their primary responsibility to their clients is to help them grow their businesses.
5. WCS understand that selling is a numbers game. More presentations mean more sales. More new business presentations mean more new business sales, and bigger presentations mean bigger sales.
6. WCS understand that there are only two kinds of business, new and repeat. You cannot have one without the other. Their credo is: *Sell more advertisers and sell advertisers more.*
7. WCS understand that making money in Radio sales is a function of time management. NBS (Nothing But Selling) time is 9:00 a.m.–noon. They conduct their clients' business as if it were their own.
8. WCS understand that salespeople who plan and sell farther ahead end up farther ahead.
9. WCS understand that they're not in the Radio business. They're in the advertising business. Therefore, they are among the most knowledgeable advertising people in their market.
10. WCS serve their clients as unpaid ad managers and/or unpaid creative directors.

They position themselves as salespeople with whom advertisers want to do business.

11. WCS learn everything they can about marketing, advertising, sales promotion, distribution, retailing etc. They strive to offer their clients a unique expertise unavailable from anyone else.
12. WCS understand that the best way to build strong client relationships is to get results for their clients sooner ... by selling them sooner.
13. WCS understand that selling is a craft which they need to study, learn and practice.
14. WCS overcome objections before the presentation.
15. WCS understand that they win with solutions, not smiles.
16. WCS build their presentations from the answers to the following question: "How can I make them want to buy what I'm selling?"
17. WCS go after their unfair share of business.
18. WCS practice tough-love selling (selling advertisers for their own good). They speak with authority because they sell assertively.
19. WCS sell agencies (account people and creatives, as well as planners and buyers) between the buys.
20. WCS take pride in negotiating higher rates.
21. WCS collect more than 50 percent of their accounts receivables each month.
22. WCS understand that super-serviced clients remain clients.
23. WCS take full responsibility. They are mentally tough. They learn to live with rejection, discouragement, pressure, stress and — because station owners and managers seem to change as often as traffic lights — paranoia.
24. WCS set the example for the rest of the sales staff.
25. WCS understand that, besides working smarter, top billers work their butts off. 🍑

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.

Are Your Revenues Dull and Dingy? Is Your Billing Stagnant?

Brighten balance sheets and improve your bottom line with

INSTANT Revenue

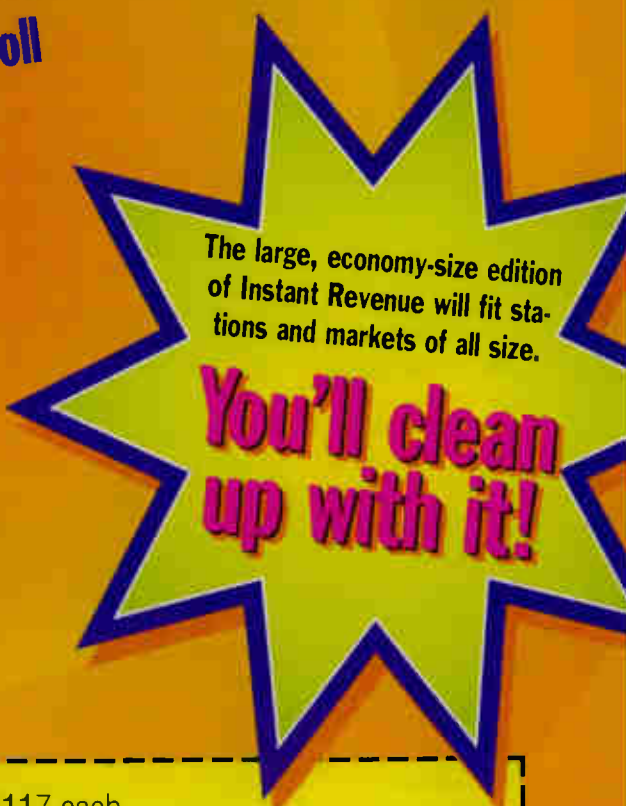
Low Maintenance High Profit Radio Telemarketing!
By Bob Doll

Instant Revenue is *more* than an informative new book. It's a revolutionary system that will remove those stubborn red ink stains and unclog your station's cash flow.

Everything you need to set up a successful radio telemarketing sales operation: 52 tested and proven campaigns — one for every week of the year — with ready-to-go, foolproof, "plug and play" scripts.

You'll learn:

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- ✓ How to sell profitable promotions to local businesses and organizations.
- ✓ Secrets of successfully managing and controlling the collection process.
- ✓ *And much, much more.*



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In an attempt to help managers better manage multiple properties, multiple department heads and large staffs, Radio Ink magazine interviewed well-respected experts in the field of management outside the Radio industry — to bring you that outside perspective.

Can you give us some input on how Radio managers can better handle multiple tasks?



Jeff Davidson is a national speaker. He has written several books, and he speaks on productivity, stress, time management and self-management.

FIRST is to compartmentalize. Managers need to have separate drawers, file folders, directories on their hard disk so that each of the stations they manage is organized.

That, at the very least, gives peace of mind. When they are at their PC and surfing the Web or reading mail, or they receive a fax, managers want to continually code all items that come their way so they park it in the appropriate slot. Today, to be a manager managing multiple priorities means you have to become far more efficient at handling the influx of information that comes your way. A lot of the information they get should be thrown away immediately, because it is not as important as other things that come across the desk.

It's about organization. Many people think, "Well, I am not a good organizer." Wrong! Organization is a skill which can be learned. The best people in each profession hone their skills. The problem is that organization is not glamorous. People don't say, "Yeah, I am getting so much better at organization." Think about what it is you are organizing: It is information that you can retrieve, that will reward you, your station, your shareholders. If you take a new view of organization — recognizing it is not drudgery but instead a way of being more efficient, more profitable, more competitive — it takes on a whole new look and feel. On top of that, in this day and age, everybody wakes up with the first thought that they are behind. Somehow they feel they have lost their ability to remain competitive. They feel as if they have become bad time-managers all of a sudden.

When we stop and set up systems that enable us to classify and allocate what comes our way, we not only *feel* much more in control, but we *are* much more in control.

In every industry no matter how hectic things get, no matter how many stations you are asked to manage, there are some people who remain resilient, who thrive, who make huge profits; and the trick is to emulate the habits of those that figure out how to flourish. ☺

Jeff Davidson can be reached at 919-932-1996 or jeff@breathingspace.com

A big challenge for Radio managers is turnover. What advice can you give Radio managers to deal with that?



Bob Losyk, a national speaker, is author of Managing a Changing Workforce. He speaks on human resources/labor relations and management.

THE first thing is that they have to get better at hiring. We always find that, when the turnover is that high, they are not doing a good-enough job of getting the right people in the door for whatever

reason. It may be they are not asking the right questions or have not checked backgrounds or references or have not done some kind of test. They are getting the wrong hires.

Let's assume they did a good job hiring and bringing the person in the door. What happens is, during that first week or two, they don't do enough to connect with that person, make them feel comfortable and give them everything they need to do a good job.

It is the first week or two which are critical. People are two to three times more likely to stay up to a year if you, as the manager, do something during the first week to make them feel special and if you orient and train them. The manager needs to sit down and talk with them after that first week or two. Ask them questions like: "Do you have everything to do your job? Are you happy here? Had you thought about quitting? Is there anything we can do better to make you more comfortable? Do you feel any lack of training? Do you feel stressed out?" You need to know that right off the bat.

After new hires have been on board a while, we have found the greatest reason for turnover — and we have done a lot of studies with different organizations across the country — is the direct relationship of the manager with those people (how they are treated). Particularly, that involves the communication skills, the feedback that managers give to them, how managers talk with them each and every day, and how managers let them know what is going on by communicating and giving them information. Those are the important things the manager has to do. ☺

Bob Losyk can be reached at 954-424-0626 or bloisyk@aol.com

The trustees of the Foundation of American Women in Radio and Television invite you to celebrate quality programming for, by and about women at ...

Monday, April 12, 1999

**Hudson Theatre on Broadway
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Star studded awards presentation and VIP celebration
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Sally Jessy Raphael
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Your organization will be listed in the tag-line of all 1999 Gracie Allen Awards™ correspondence. Each benefit listed with President's Circle below.
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10 VIP passes to the 1999 Gracie Allen Awards™ (one full banquet table). Opportunity for your company executive to serve as an awards presenter and a full page ad in the Awards Program. Opportunity to distribute a promotional item at the awards program. Recognition as a sponsor in press releases, marketing collateral and on-site event signage.
- Producer** \$5,000
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- Director:** \$2,500
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For more information regarding sponsorship, please call AWRT's Maria Brennan at (703) 506-3290.

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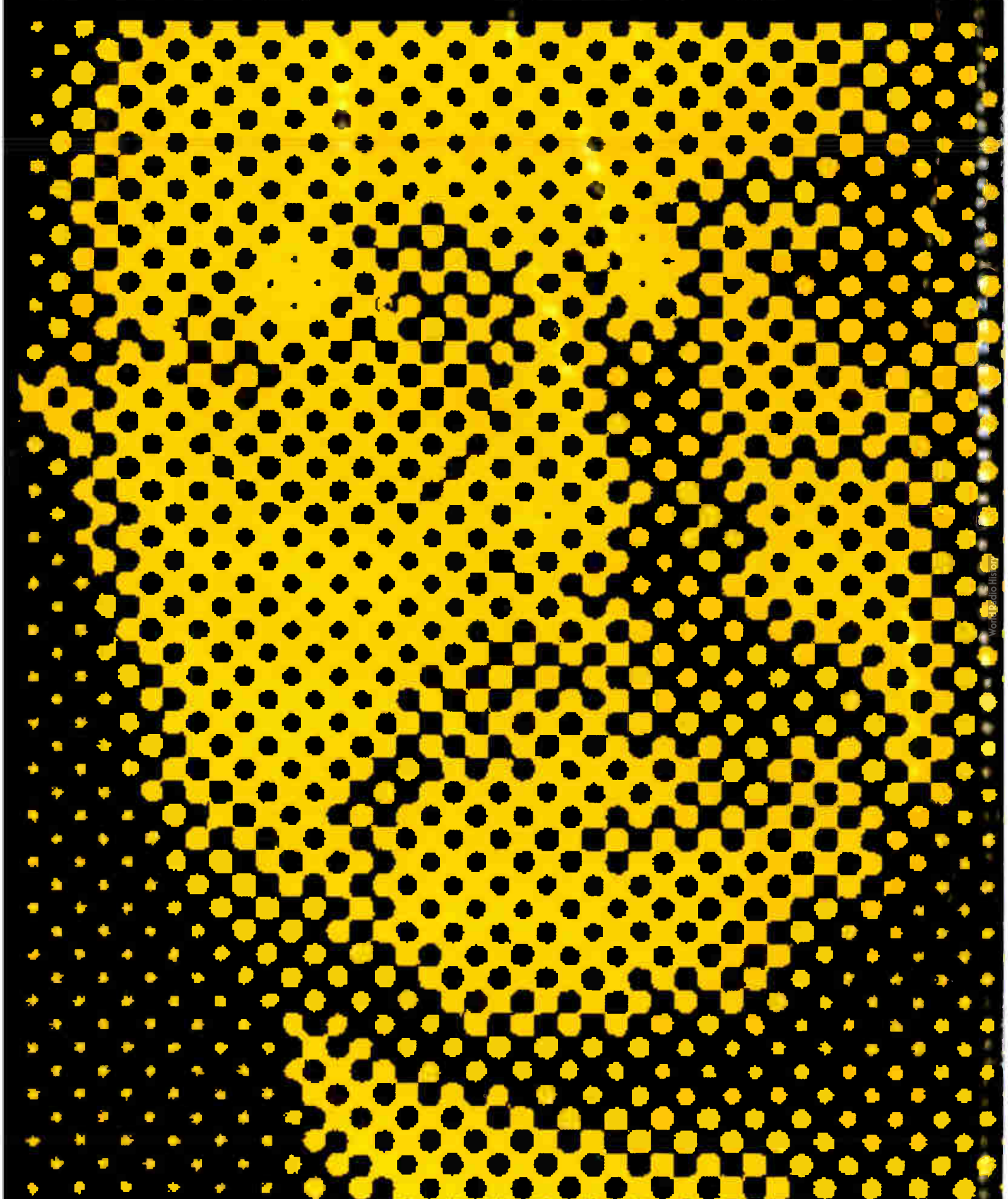
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Send me information about AWRT membership

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INNER CITY INNOVATOR

Pierre Sutton is a busy, successful man.

He owns Inner City Broadcasting, which operates WBLS, a long-running, Urban-formatted Radio station in New York City. Sutton is also Chairman of the National Association of Black Owned Broadcasters. He spends a lot of time battling the misconceptions — which get in the way of his Radio station revenues — advertisers have about Urban listeners.

Sutton is the son of former Manhattan borough President Percy Sutton. WBLS and WLJB have been in the Sutton family since 1973. There are no plans for a sell-out.

Winning in New York City is not easy, but Sutton is a winner and has been all his life. He has no plans to slow down.

INK: How did Inner City Broadcasting get its start?

Pierre Sutton: The station itself, WLIB-AM New York, has been around for a long time. It was one of the first Radio stations to be placed on a clear channel frequency.

The people who joined in this venture at the beginning were not businessmen and women. They were teachers, preachers and community activists. Malcolm X's widow was one of the shareholders. Some others were Judge Wright in New York, Ossie Davis and Ruby Dee. The former mayor of New York City, David Dinkins, was a shareholder; and so was Roberta Flack.

We tried and were successful at getting bank financing for the deal, but it was done with great difficulty. We must have gone to about 60 banks. WLIB-AM was purchased first for \$1.9 million.

WLIB-FM was purchased in 1973 for \$1.1 million dollars by 67 shareholders who contributed \$435,000. At that time, WABC-AM New York was the No. 1 Radio station in America. We knocked ABC out of the No. 1 position back in 1973-74.

Where did the company go from there?

We, of course, were very happy with the initial success of the FM Radio station. Armed with it, I went back to the bank that had funded us. I told them I could do the same thing in other markets.

They did not want to respond positively to my request. They said we should just stay where we were and enjoy our success here.

We didn't look upon their response

with great favor, so I started charging into the banks again until I found one to give me the resources I needed to go out and purchase other Radio stations. Within the course of one year, we purchased Radio stations in Detroit, San Francisco and Los Angeles.

Can you imagine? It gives you a little flavor for the times. FM stations [then] were nothing.

What did you hope to do differently with your stations?

Radio, before WBLS had been recognized, was the most progressive of this gender. There were rockets shooting off on the Radio in an ad for prayer books and holy cloths, and ads saying, "We'll finish your basement for \$10 down and \$99 a month for the rest of your life." There were stock ads and shouting DJs. It was negative Radio.

We simply extracted the music that has been so popular across the board in all communities. When we first started, we made teachers our DJs. We were talking *with* the audience as opposed to talking *at* them. Our station became immensely popular across New York City. This is because of the community broadcasting aspect of our Radio stations. I would like to think we are one with the community.

INNER CITY EXPANSION

How many stations do you own now, and do you plan to expand in numbers or format?

There are about 10 stations. Right now, I am looking at buying AM sta-

tions. The multiples are kind of silly right now in FM Radio.

I would like to program Talk for the African-American markets that would consist of broad-based community issues. We would talk about the how-to's of finance, health issues and political issues of the day.

It would be the same kind of stuff you hear on other Talk Radio stations. I probably shouldn't say the same kind of stuff, because what you hear on Talk Radio in most of America is not the kind of stuff we're interested in.

Other talk hosts seem to be afraid of everything that is progressive on Talk Radio in New York City and elsewhere. We tend to be more progressive as a people, so we are interested in more progressive thinking.

What do you mean by progressive?

You can take any topic and see a progressive side as well as a conservative side. For example, in New York City, a recent headline story was about a black man, an African immigrant who was shot at by four police officers 41 times. Now, this was an unarmed black man. He was actually hit 19 times. At some point, I'm sure the man fell down. These are the types of issues we have to pay attention to.

If you programmed Talk stations, how would your coverage of this kind of story be different from other Radio Talk shows?

Some people would want to know the police officers' side of the story. However, it has been several days now, and we haven't heard their side. We just know that this man was shot at 41 times by police officers.

It strikes me that there is something wrong with this. There are some people on other Talk shows who would ignore the fact that he was shot at 41 times. They might say that the police officers thought

We service communities. We are community broadcasters. We are not format broadcasters. Even though we have several formats, we are serving the communities. This is a huge difference.



he had a gun. Well, at some point during the shooting, you would have to know he doesn't have a gun. Education is a big issue with us.

MINORITY OWNERSHIP

How are you treated by bankers when you begin the process of acquiring another station?

Today, I am treated fairly. However, in the past, I was not.

Many minorities say they are not treated fairly.

Their expressions of their experiences are probably accurate. In those days, we were starting out, and it's hard to get financing, in general. Then, when you happen to come from a minority culture, you're going to experience even more difficulties, as we did.

What do you say to other minorities trying to get into the business?

Never give up. Be aware of the fact that you're going to encounter these types of difficulties. You're going to receive unfair treatment in many quarters; but if your vision is clear, you should never give up.

Can you describe some of the problems that minority broadcasters encounter in obtaining advertising revenue?

Ad Dollars

We, as minorities, received approximately three-fifths of the dollars for the same value of other Radio stations, which is really rather foolish. Unlike

other broadcasters in formats like Rock, Progressive Rock, Easy Listening, or whatever the format, we target a much larger group of people.

Stereotypes

Now, I'm not talking about how people appear in ads. I'm talking about ad dollars, but I have been told that blacks don't drink coffee, don't fly in airplanes, don't eat meat and don't use paper products.

These are all silly things. Although I may not be absolutely typical, I do know these things are just not true.

There are stereotypical aspects, too. BMW refused to put a black person behind the wheel in their television advertisements. You never see black people in these commercials because they believe that it reduces the value of their product.

Representation

I remember the first day I was on the board of the Arbitron Advisory Committee. They had all the formats around the table with cards showing the names of all the people, their formats and their stations. When I looked at mine, it said, "Pierre Sutton, Black."

Well, I know this. However, at the time, even though there were no Hispanics there, I argued for the

THE SUTTON FILES WHAT HE OWNS

Inner City Broadcasting

Market	Station	Format	Revenues
New York	WBLS	Urban	14,350,000
New York	WLIB	Talk	3,400,000
San Francisco	KBLX	AC	11,950,000
San Francisco	KVTO	Asian	N/A
San Jose	KVVN	Ethnic	900,000

Source: BIA's Media Access Pro

Hispanic and Black participants on this board. There was a person there representing the Hispanic market, but he was not Hispanic.

We service communities. We are community broadcasters. We are not format broadcasters. Even though we have several formats, we are serving the communities. This is a huge difference.

It could fairly be said that Radio is perhaps the best medium for reaching people in America. You can reach everybody by Radio, no matter what little niche or trend they are about.

We are even more responsive to our stations in minority communities. We believe in our stations and respond. It's like being branded. We are branded in our communities and respond well to advertisement.

24 ►

Your Talk Station will dominate the demos you select. Discover the power of Targeted-Talk®

It's working on AM: *WISN Milwaukee!* It's working on FM: *NJ 101.5!*
It will work for you.

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Pierre Sutton

OVERCOMING MISCONCEPTIONS

Has there been much progress in remedying the disparities?

We are seeing a progressive level of sensitivity to the issue. I came across a couple of advertisers at one of our stations in San Francisco. They told me that Petco had said they will not advertise on black or Hispanic Radio.

This is a "No-Urban Dictate." The reason they gave was that minorities purchase their pet supplies from supermarkets and not from Petco stores. If we were invited to purchase products from their stores, maybe we would. I'm sure we would be delighted, but we're not being asked.

If we let this issue go away, within

Minority Discounts

A minority discount is the practice of reducing the cost of advertising on minority-owned and minority-targeted stations because of the station's ethnic audience. This practice is used by advertisers and ad agencies. When you examine power ratios, it is one of the driving forces for the disparity between ethnic stations and general market stations.

a short time, everybody will forget about it. It's been going on as long as I've been in this business. It has to be handled. Somebody has to shake that tree, or it will go right back to where it used to be. We need to stand up and say, "This is not fair."

In addition to No-Urban Dictates, we have minority discounts. We shouldn't be discounted,

especially when, per capita, we are probably more valuable. Our people actually believe in our Radio stations. It is an unfair system, and unless attention is drawn to it, there will continue to be this disparity.

Are advertisers missing the boat on the importance of reaching minorities?

Time did a cover story on the "browning" of America. It is a fact that is incontrovertible. America is becoming more and more "minority" in its population.

Because of its long history of exclusion, in order to sell effectively to this portion of the population, you must direct your efforts to those communities. It's not like a large community where you can do scattered-shot advertising and be effective. These are the main people who have been excluded from the mainstream. As such, you have to make an effort through the media that they will believe in.

You would be doing a disservice to your products and/or services if you didn't address those communities through the media that they have faith in. It is very simple. Moreover, those Radio stations, newspapers and magazines are more effective. If there were an index for responsiveness by Radio

Because of its long history of exclusion, in order to sell effectively to this portion of the population, you must direct your efforts to those communities.



OPPORTUNITY CAPITAL PARTNERS

*Providing Private Equity Financing
To Minority Broadcasters Since 1971*

OPPORTUNITY CAPITAL PARTNERS
2201 WALNUT AVENUE, SUITE 210
FREMONT, CA 94538
510-795-7000

audiences to Radio stations, you would find the index for minority Radio stations to be far higher than the index for your average white Radio station.

COMPLAINING OR REALITY

How do you respond to people who say that all you do is complain?

There is definitely an issue there. I feel it. Yes, it's complaining, but if you don't complain about it, it's like the old adage says, "The squeaky wheel gets the oil."

There is certainly a disparity here. What makes my Radio station less valuable for the same amount of money than my white competitor? Is it that the people who listen to my Radio station aren't as valuable?

We could take a look at product categories and in many instances, minority Radio stations, not just black Radio stations, index higher in certain product categories than our white counterparts. Yet, we are forced to take less money for the same ad time. Is it complaining, or is it just that we are actually better in many ways? I'm not saying I'm a better broadcaster than the next guy. I'm saying I just want to be treated fairly.

Do your revenues reflect your ratings?

No. They never have. It's because of all the things we're talking about, like the minority discount, **No-Urban Dictates** and negative perceptions. We have to educate every new 23-year-old woman buyer in every agency, every year. Of course, this is partly because the same woman isn't there the following year. You're constantly having to re-educate every year on the value of minority Radio.

The advertising agencies are doing all they can to maximize the dollars for the client. If they can get more add-ons out of minority Radio stations, as they do with other Radio stations, then they'll do what they can. If they can use the negative aspects of minority Radio against the minority Radio stations, they will.

They do what they can do. I could sit here and blame them, but it's not going to do any good. People do what they think they can. If their client

commits to it, then they'll do it. They are no different from anybody else in this world.

IALOGUE OR RHETORIC?

Is there any discussion going on between group heads and the FCC regarding minority ownership?

I don't think there is any serious dialogue going on.

The trades ran a picture of group heads meeting to discuss minority ownership. They were all white.

Yeah. They know everything about it. I think that's really peculiar. I come from a time when you could only have seven AMs and seven FMs in the hands of one company. I had to go every three years and submit my license to the community.

All the while, I was having to research what they wanted and didn't want in terms of public service and public affair programs. Then, I would have to tell the

FCC what I would do. If I did not do it correctly, then the next time, I could have my license taken away from me.

Now, they've taken away all those rules. We no longer have to find out the needs and desires of the communities. We can have as many Radio stations as we can purchase.

As a result of the Telecom Act, we have had an infinite amount of money chasing a finite number of properties. Therefore, the perceived values of the properties go up. So many people can't resist the money that's being thrown around to buy stations.

People with money can own more Radio stations than those who don't have access to money. So, the opinions of the smaller guys, the people without money, aren't being heard.

The people with money, who own the Radio stations, are heard on the Radio. Thus, there is a very exclusive group of people formulating their opinions and expressing them to the people who listen.

This is a shame. ☹

NO URBAN DICTATES

No Urban Dictate is the exclusion of Black format stations on media buys because of the station's ethnic audience.

• **What leisure activities do you enjoy?** Reading, golf and flying

• **What book is on your nightstand now?** *Perfect Storm*

• **Who is your mentor or role model?**

My father, Percy E. Sutton

• **If you had 30 minutes to sit and talk with one person, whom would you choose?**

Hillary Clinton

• **Whose phone calls do you always return?** My wife's, Karen P. Sutton

• **If you were granted one wish, what would it be?**

Good health in order to see my babies grow

• **If you could go back in time, where would you go?**

Tombstone, 1889

• **To whom did you listen on the Radio when you were growing up?** *Have Gun Will Travel, Johnny Dollar, Insurance Investigator, The Old*



Philosopher

• **What is your pet peeve with Radio?**

Consolidation

• **As a listener, what is your favorite format?** Urban Adult Contemporary

• **What stations are set on your car Radio?**

WLIB, WBLS, WCBS Bloomberg

• **What are your favorite bookmarks on the WWW?** Charles Schwab

• **What is your E-mail address?**

pmsutton@wbls.com

• **What has been your most unattainable goal?** Getting ahead of the curve

• **Of what achievement are you most proud?** Founding NABOB ☹

SIDELINES



The one partner who lets you lead.

Harris NAB Booths:
TV Hall - L16719
Radio Hall - L12853
Outdoor - OD350



Converting? Consolidating? Confused? You need a partner who knows all the intricate steps necessary to take you to your next level without stepping on any toes. You need a partner who can take your lead and support you with 77 years of broadcast leadership. You need Harris Broadcast Systems. From studios to mobile systems, from transmitters to antennas, from components to networks, Harris is your single-source provider for TV, radio, and systems integration. So when you're ready to take those next steps, give us a call. We'll be more than happy to put you on our dance card.

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World Radio History

Sales **INK**™

PRACTICAL HANDS-ON SELLING TIPS AND IDEAS



Preacher, Preacher

Next time you have a job opening, do all the usual things, such as contacting an employment office. And, try something new. Mail a one-page notice to every preacher in town with a note that says, "Perhaps you know of someone who would be interested . . ."

Source: Big Mike McDaniel

Cash Via Video

Create promotional ideas for the following videos:

- 1) *The Truman Show*
- 2) *Rush Hour*
- 3) *Out of Sight*
- 4) *Lethal Weapon*
- 5) *Blade*



According to Supermarket News these are the top five video rentals for this month

Referrals = Money

What generates the largest percentage of your sales?

Referrals	31%
Prospecting	27%
Existing Customers	27%
Marketing/Advertising	11%
Others	4%

Source: justsell.com

Learn the Web or Lose

Online purchases are no longer a thing of the past. Radio salespeople have a tremendous opportunity to help their clients' businesses grow if they understand the Internet.

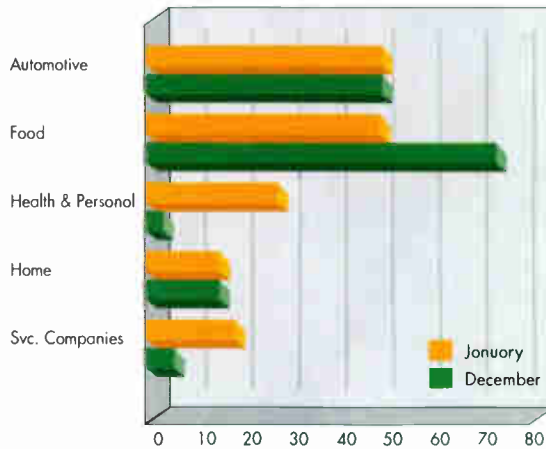
Online Purchases HEAT UP

Purchase behavior of online/internet users

- 🔥 have been online less than 1 year
- 🔥 have been online 3 or more years

As seen in The Public Place

Collect the Nontraditional Cash



AUTOMOTIVE - Auto, Aftermarket, Tires, Auto Service Centers; **FOOD** - Grocery, Restaurants, Convenience Stores; **HEALTH & PERSONAL** - Health & Beauty Core, Pharmaceutical, Clothing; **HOME** - Home Improvement, Lawn & Garden, Building, Supply, Appliances; **Electronics** - Computer, High Tech, Interactive, Telecom, Home Office; **SERVICE COMPANIES** - Financial Institutions, Insurance, etc.

NTR PLANNING

Target Categories
(Plan 6 Months in Advance)

SEPTEMBER

- Baby Safety Month
- National Coupon Month
- Self Improvement Month
- Mexican Independence Day 9/16

• Mexican Independence Day

Contact the local Hispanic Chamber of Commerce for a list of Hispanic owned or supported companies. Research famous leaders in your area, create a :30:30 vignette series and sell to these companies (Note: You can do a mass mailing with \$250 and \$500 modules for companies to send in their checks).

For more Promotional "Thought Starters," check out the **BREAKTHROUGH marketing** Website at www.bmkia.com

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

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

P&G Slashes TV Spending; Is Radio Next?

A recent article in Advertising Age magazine quoted Proctor & Gamble officials blasting the "poor quality" of data from Nielson. A spokesperson stated, "With media fragmentation, the diary is just not a viable research technique anymore."

Is Radio next? After all, advertisers rely heavily on the Arbitron diary. Arbitron's Thom Mocarsky says not to worry. "P&G means that the quality with which Nielson is executing a diary methodology is not up to par. It is not that there will be no money for any media measured by diary. It's that there will be no money for any media that has bad diary measurement."

"In a market like Miami, Nielson said that they had an 18 percent response rate. That is stupefying. Collectively, we are aiming for a 40 percent response rate."

Mocarsky adds that he has not heard any grumbling from P&G toward Radio. "P&G is a strong advocate of electronic measurement on TV. We have a program to see if electronic measurement will work for Radio. We don't know the answer to that yet. We have done a test."

"I won't claim that Arbitron is perfect. We have been working hard to improve the quality of our service."

According to Competitive Media Reporting, in October 1997, P&G spent \$16 million on spot TV. In 1998, spending was down \$10 million, or 37.5 percent. ☒

Top Network Radio Spenders

Our competition uses the most. It's amazing how radio receives such a small piece of the advertising pie, yet some of our biggest competitors see our value. Online and Internet services are leading the charge in Network Radio Spending.

Online & Internet Services: 19,799.0

Cable Television & Satellite TV: 19,258.3

Insurance; Comb. Copy & Nec: 17,328.4

Gum: 13,070.4

Dept. Stores; Comb. Copy: 10,564.2

Hotels & Resorts-Domestic: 10,369.1

Broadcast TV, Syndication & Rep Firms: 9,961.2

Long Distance: Domestic & Int'l: 5,878.0

Vitamins & Minerals: 9,432.3

Home Electronics & Video Stores: 7,658.0

Source: Radio Advertising Bureau
IN THOUSANDS
Reporting to: www.radioadvertising.com

Radio's Strong Showing

1998 Radio revenues exceeded 15 billion dollars, an increase of 12%. Local sales were up 11% to \$12 billion, national up 15% to \$2.8 billion. Network Radio revenue climbed to \$720 million.

Here is the 1998 increase breakdown by region:

LOCAL REVENUE	JAN-OCT 1998	NATIONAL REVENUE	JAN-OCT 1998
All Markets	11%	All Markets	15%
East	10%	East	17%
S East	9%	S East	18%
Midwest	9%	Midwest	13%
S West	11%	S West	13%
West	13%	West	14%

Source: Radio Advertising Bureau

CATEGORY SPOTLIGHT: AUTOMOTIVE

Automotive spending on radio is big bucks. As this graph points out, it's not as big as it could be.

AUTOMOTIVE CATEGORY	TOTALS	ALL RADIO	ALL TV	ALL NEWS-PAPER	OUTDOOR	ALL MAGAZINES
Cars, Domestic	914,781.8	12,011.7	559,587.2	73,734.0	1,659.4	267,789.5
Cars, Asian	696,945.5	1,813.5	537,165.0	29,978.9	88.9	127,899.2
Cars, European	258,972.2	7,958.5	156,226.1	33,993.2	213.0	60,581.4
Cars and Light Trucks, Domestic	262,607.6	12,133.5	155,252.0	36,815.8	12,429.9	45,976.4
Cars and Light Trucks, Asian	171,832.2	1,794.2	123,558.9	23,048.7	4,693.7	18,736.7

IN THOUSANDS

Source: Competitive Media Reporting
Figures: June-November, 1998

Tell Radio Ink About Your Web Success

Is your station doing something unique with a Website? Are you making money? Are you having success with E-Commerce? Are you using the Web to generate new listeners?

If you answered yes to any of these questions we want to hear about it. Contact Ed Ryan at edryan@radioink.com



Extraordinary secrets of good salespeople

- 1) They make good first impressions.
- 2) They have a strong work ethic and high energy.
- 3) They are driven and work harder than their peers.
- 4) They want to please their customers.
- 5) They leave their problems at home.
- 6) They keep score and want to be better.
- 7) They never quit.

Source: The Selling Advantage Newsletter 800-221-5006

Internet Poised to Pass Radio

As Radio cheers itself for surpassing the \$15 billion revenue mark, the Internet is cheering for itself even louder. According to the Internet Advertising Bureau, advertising on the Internet topped \$1.3 billion for the first nine months of 1998. Revenue is predicted to climb past \$2 billion by the end of 1999. This would be a phenomenal achievement considering the "newness" of the medium.

The top five categories of Internet advertisers are listed at right. Figures are in millions. Automotive ranked sixth with \$30.4 million in expenditures.

Rank	Company	Expenditure
1	Computer and Software	\$321
2	Financial Services	\$59.9
3	Direct Response	\$47.3
4	Media and Advertising	\$35.2
5	Local Services and Amusements	\$33.2

Source: Advertising Age

Multi-Station Sales Meetings

How to Hold Them

by R. Scott Frothingham

When an SM has responsibility for multiple Radio stations, a common problem is handling sales meetings for reps who represent different stations. It is counterproductive to have the entire sales team together when discussing issues that concern only a portion of the team. On the other hand, it is inefficient and not conducive to team-building to split the teams for every meeting.

Which meetings should be held with the full staff? For which should you break the team into smaller, homogenous groups? Because of time demands on management and the sales personnel force, it is important to have a "set" meeting schedule.

Before each meeting, the SM should determine the meeting's purpose. There are only five reasons to hold a sales meeting: 1) to train (or re-train); 2) to solve problems; 3) to communicate (or improve communications); 4) to introduce new products (incentives); or 5) to motivate.

When scheduling a meeting, determine which of these topics you will address and select the



group according to need. If you'd like to do some sales training, having the entire sales team in attendance can be a positive way to build team cohesiveness. This would also be an efficient use of a manager's time, because it takes about four hours of work to come up with one effective hour of training. This is also true for problem-solving and motivational meetings.

Informational meetings (e.g., new policies, team performance to sales and collection goals), new product introduction and other "housekeeping" subjects are often more appropriate for smaller, separated sales teams. Housekeeping meetings are better handled in one-on-one sessions.

If an unacceptable level of station receivables is 90 days past due, determine the scope of the problem. Before using valuable meeting time to address the group about the situation, make sure that the problem is not isolated to one or two of the team members. If only part of the team is responsible for the problem, address the situation with those individuals. Don't waste the time and enthusiasm of the non-offenders.

Understanding the reasons behind sales meetings is the foundation for creating an effective and efficient schedule. For example, you can hold a full-

staff sales meeting (training, motivation, information for all) on Tuesdays at 8:00 a.m. On Wednesdays at 8:00 a.m., hold a meeting for station A's sales reps (new policies, team performance to sales and collection goals, new product information). And on Thursdays at 8:00 a.m., hold a meeting for station B's sales reps. Regularly scheduled one-on-one meetings are essential for individual needs assessment and performance evaluation and help keep a manager's finger on the pulse of the market.

Meetings that bring the whole group together can foster positive interaction among the reps for different products. This should translate into reps who support their sister station(s) in the field.

Separate meetings for individual product teams allow the SM to focus on the right message for the right audience. This, combined with appropriate one-on-one sessions, will help meetings be an effective use of time for all involved. ☒

Scott Frothingham, a consultant and Radio station owner may be reached at 703-893-3635 or by E-mail at Scott@RadioManagement.com



**QUICK
READ**

▲ A common problem is handling sales meetings for reps who represent different stations.

▲ Because of time demands on management and the sales personnel force, it is important to have a "set" meeting schedule.

▲ Before each meeting, the SM should determine the meeting's purpose.

▲ When scheduling a meeting, determine which of these topics you will address and select the group according to need.

The New Way to Prospect

11 Tips Just for You

by Ken Scott

One of my favorite cartoons is a picture of a very stern man in his early '60s; he is sitting in a hardwood, old-time banker's office chair and saying, "I don't know you. I don't know your company. I don't know your reputation. Now, what did you want to sell me?"

We all have faced the old man. I am willing to bet you cold-called him last week. Would you like a better way to prospect? Here are 11 ways to develop leads and answer his questions. This will get your foot into a lot of new doors.

- **Referrals:** This always will be the best way to get new business. Your reputation will precede you. Get referrals from clients, former clients, fellow employees and friends.

- **Trade Associations:** Every industry has an active trade association. Your clients also have them. Join and become active.

- **Toastmasters:** Join and deliver speeches to 20 or more potential clients. Share your expertise. The bonus is honing your presentation skills

- **Write:** The power of the printed word is amazing. Start easily with letters to the editors of trade journals and business magazines. Move up to articles. Think of writing "how to market"



▲ Referrals will always be the best way to get new business.

▲ Join and become active in trade associations and charitable/service organizations.

▲ Deliver speeches, write articles and make presentations for clients, magazines, clubs and associations.

articles for your clients' trade journals.

- **Speak:** Use your toastmaster's skills to deliver presentations at community clubs, chambers and associations. Consider a company seminar for clients.

- **Charity Auctions:** Donate your product to a community auction. Public broadcasting is often excellent. The winning bidder uses your product and experiences firsthand its great benefits.

- **Internet News Groups:** Find one in your area of interest. Become active and share your expertise

- **Network Groups:** They come in all sizes and shapes. Find two or three in your area and visit them. Once you find one you are comfortable with, sign up and participate.

- **Be a PR Agent:** Wear company clothing, use golf balls with your logo, have a bumper sticker and even a vanity plate. Interested people will ask.

- **Charity/Service Groups:** Go to the names you know: Kiwanis, Rotary, Lions. Get in. Get active and build relationships. Check to see where your clients are involved.

- **Have a Home Page:** This is one more place for potential clients to get answers about your company. Make sure your page provides value and a reason to visit.

Put these 11 steps into action instead of cold-call prospecting. You'll be amazed at the number of clients who will appear. You soon will have more new business than you will be able to handle. ☛

Ken Scott is a consultant and speaker. He may be reached at 724-772-2440 or by E-mail at KenS@slstr.com



Read This!

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

Get Giff...

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

Or Get

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

Left Behind!



1-800-TALK-GIFF

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

MOVERS & SHAKERS



NANCY ROBBINS

The new co-host and news anchor for WZID-FM New Hampshire is Nancy Robbins. She can be heard 5:00-9:00 a.m. ☎

CAM EICHER

Cam Eicher has been promoted to manager of the Broadcast Center for Harris Corporation. The Broadcast Center is Harris' U.S. sales and



telemarketing hub for its Broadcast Systems Division's line of distributed audio and studio products. ☎

LES HOLLANDER

Les Hollander has been named GSM for Chancellor Media Corporation's WHTZ-FM New York. The New York native is an original WKTU-FM New York staff member who began at the station as an AE and worked up to LSM. ☎



AMY BOLTON

Jones/Media America has named Amy Bolton its new Director of Talk Radio, Affiliate Marketing. She will be responsible for affiliate sales for Cox/MediaAmerica's syndicated Radio products: *The Motley Fool*, *The Clark Howard Show*, *Handel on the Law* and *The Neal Boortz Show*. ☎



NOREEN MCCORMACK

The newly created position of Corporate Human Resources Director for Entercom Communications Corp. has been filled by Noreen McCormack. She previously served as Human Resources Director for Entercom Seattle. ☎



MARK KANOV

Mark Kanov has been promoted to Senior VP/GM for Jefferson-Pilot Communications' WQXI-AM (Sports/Talk) and WSTR-FM (CHR) Atlanta. Kanov has been employed at Jefferson-Pilot for 30 years. ☎



TIM FOX

Saga Communications has named Tim Fox as its Oldies Format Specialist. Fox, in addition to his responsibilities as PD of KIOA Des Moines, will advise Saga's other Oldies Radio stations. ☎



DEANA WRIGHT

Smooth Jazz WJJZ-FM Philadelphia, a Chancellor Media Radio station, has chosen Deana Wright to host its afternoon show. Her program airs from 2:00-7:00 p.m. EST. ☎



JOHN HARE

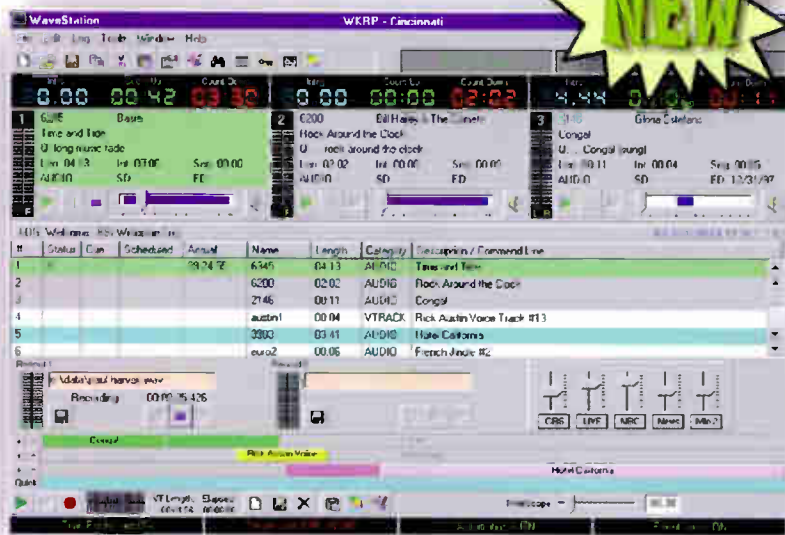
John Hare has been promoted to President, ABC Radio. The 30-year Radio veteran will be responsible for the ABC Radio division, which consists of 24 AM and 14 FM Radio stations, and the ABC Radio Networks. ☎



Affordable Digital Automation

24 HOUR
FREE
TRIAL

NEW



Our new WaveStation 3.0 has all the features of the \$50,000 automation systems, but is priced reasonably like software, not gold-plated broadcast hardware. We often hear, "It can't be true!" More than 1000 satisfied users worldwide prove the contrary. WaveStation includes a powerful digital audio editor and uses standard or compressed audio files, including MP3. On-screen Voice-Track editing, time-shift recording, serial port control. WebCast ready. Full automation, satellite, voice track and live assist. No recurring fees, Free upgrades. Microsoft Windows 95, 98 or NT.

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APRIL

QUICK FIX:

"Party at the Post Office" — On April 15, the last day to mail your tax returns, the station will broadcast live from the main post office. A client can be the billboard sponsor and receive promotional announcements, sampling and couponing opportunities, plus signage at the post office. Tie in vendors to provide "Tax Relief Kits" including headache powders, stamps, heartburn medicine. Register one person to have their taxes paid! Pass out free coffee and food for people waiting (a captive audience).

"Easter Egg Drop" — The station gathers lots of plastic eggs and prizes to go in the eggs and hosts a large Easter egg drop at a popular location. Drop from a helicopter at a professional event, from the ceiling of a night club, from the roof of a tall building, upstairs at a mall etc. Prizes can include cash, dinners, concert tickets, candy, movie passes, etc.

DATES TO REMEMBER

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

MAY

PLAN AHEAD

"Queen for a Day Parade" — Everyone would like for their Mom to feel like a queen for ever. Tie in several clients to be a part of the big day. The week before the station will do a remote each day from one of the five participating client locations. Listeners come by during the remote and register their mom, wife, or themselves for the grand prize and small prizes should be given away during the remote. Have fun and follow the day by having the winner do call-ins to the station. Queen for a Day prizes: Your mom will be picked up in a limo with champagne and roses, taken to a salon for a day of beauty make-over and massage, then off to an exotic lunch and a complete day of shopping. End the day at the ballet or a play.

DATES TO REMEMBER

- 1 National Day Of Prayer
Kentucky Derby
- 2-8 National Family Week
National Pet Week
National Tourism Week
- 4 National Teachers Day
- 5 Cinco De Mayo
- 8 World Red Cross Day
- 9 Mother's Day
- 9-15 National Cat Lovers Week
National Police Week
- 10-16 Salvation Army Week
National Sexual Harassment Awareness Week
- 12 National Receptionist Day
- 15 Armed Forces Day
- 16-26 International Pickle Week
- 21 National Waitstaff Day
- 25 National Missing Children Day
- 30 Indianapolis 500
- 31 Memorial Day
World No Tobacco Day

JUNE

THE BIG PLAN

"Couch Potato Pop" — The station will search for the biggest "Couch Potato" for Father's Day. Create an entry form with questions to be filled out. The forms must be picked up and filled out at a sponsor location. Questions can include favorite snack foods, favorite TV shows and how many hours per week he watches and "why your dad should win the grand prize." Choose 10 qualifiers and read on the air the week before Father's Day. The qualifiers will show up at the registration display to eat snack food, surf through TV channels and recline the fastest to win the grand prize. Host the event during a remote. The sponsors involved should cross-promote. Have registration at both the electronic store and the furniture store. All contestants should receive gift packs.

DATES TO REMEMBER

- 5 National Family Day
- 7-13 National Fishing Week
- 13-19 National Flag Week
- 14 Flag Day
- 14-18 Country Music Fan Fair
- 18-24 Meet a Mate Week
- 20 Day of Compassion
- 20 Father's Day
- 21 1st Day of Summer

**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@mink-pring.com*



PINHEADS AND DOLTS

BEWARE

TALK
RADIO'S
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SEEKING
MISSILE

Live 9AM to NOON Eastern
Refeed NOON to 3PM Eastern
100% Barter

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MIKE

GALLAGHER SHOW

DAME-GALLAGHER NETWORKS-LLC

THE TALK RADIO REVOLUTION

Is There...



Life After Radio?

Yes! — Put your Radio career to work at *Radio Ink*.

- Do you want to stay in the Radio business — but just not work *in* Radio?
- Do you want to put your years of Radio experience to use?
- Have you purchased items for your Radio stations?
- Do you enjoy selling?
- Do you want to help build clients' business through advertising?

If you answered yes to any of these questions then *Radio Ink* wants to talk to you. We have openings in our sales department. You would work with suppliers and vendors to the Radio industry.

If you want the best job in Radio — without being *in* Radio — call Jim Lobaito, Director of Sales, at

800-610-5771.

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EVENTS CALENDAR

ARBITRON DATES

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

MARCH

- Mar. 17 — The Peabody Awards (Univ. of GA College of Journalism/Mass Communication), New York ☎ 706-542-3787
- Mar. 18 — National Association of Black Owned Broadcasters (NABOB) Communications Award Dinner, Washington, DC ☎ 202-463-8970
- Mar. 18 — Massachusetts Broadcasters Convention, Boston ☎ 800-471-1875
- Mar. 19 — International Radio & Television Society Foundation (IRTSF) Newsmaker Luncheon, New York ☎ 212-867-6650
- Mar. 19 — Arbitron's "Beyond the Basics" PD Seminar, Las Vegas ☎ 972-385-5357 (contact: Bob Michaels)
- Mar. 24-26 — National Broadcasting Society (NBS) Annual Convention, New York, NY ☎ 314-949-4835
- Mar. 26 — Arbitron's Hispanic PD Seminar, Los Angeles ☎ 972-385-5357 (contact: Bob Michaels)
- 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 — National Association of Broadcasters 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. 28-May 1 — New Mexico Broadcasters Convention, Albuquerque ☎ 505-881-4444
- Apr. 30-May 3 — Puerto Rico Broadcasters Convention, Mayaguez, PR ☎ 787-277-9285

MAY

- May 2-4 — Pennsylvania Broadcasters Convention, Philadelphia ☎ 717-534-2504
- May 3-6 — Women in Cable and Telecommunications (WICT) National Management Conference, San Francisco ☎ 312-634-2330
- May 4 — IRTSF Foundation Awards Luncheon, New York ☎ 212-867-6650
- May 5-7 — Indiana Broadcasters Convention (joint with Kentucky), Evansville, Ind. ☎ 317-573-0119
- May 12-14 — BREAKTHROUGH Marketing's 7th annual New Business Development Conference, Phoenix, AZ ☎ 425-747-0647
- May 12-16 — National Public Radio (NPR) Public Radio Conference, Washington, D.C. ☎ 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
- May 18-19 — 1999 Scarborough Radio Marketing Conference, Marina Del Rey, CA ☎ 212-789-3561

JUNE

- June 1-4 — Asia Broadcast Exhibition & Conference, Hong Kong ☎ 852 2804-1500 or E-mail to hongkong.oes@mcimail.com
- June 3 — Radio Creative Fund (RCF) Radio Mercury Awards, New York ☎ 212-681-7207
- June 3-5 — Missouri Broadcasters Convention, Kansas City, MO ☎ 573-636-6692
- June 7-8 — New Jersey Broadcasters Association and Mid-Atlantic Expo, Atlantic City, NJ ☎ 609-860-0111 (contact: Phil Roberts)
- June 7-11 — Society of Broadcast Engineers (SBE) Leadership Skills Seminar, Indianapolis ☎ 317-253-1640
- June 11-13 — Georgia Broadcasters Convention, Augusta ☎ 770-395-7200
- June 16 — WICT 18th Annual Accolades Breakfast, Chicago ☎ 312-634-2330
- June 17 — Arbitron's "Beyond the Basics" PD Seminar, Newark, NJ ☎ 972-385-5357 (contact: Bob Michaels)
- June 20 — International Conference on Consumer Electronics (ICCE) general conference, Los Angeles ☎ 815-455-9590
- June 22-23 — NAB Board of Directors Meeting, Arlington, VA ☎ 202-775-3527
- June 23-25 — Florida Broadcasters Convention, Palm Beach ☎ 850-681-6444
- June 24-26 — Virginia Broadcasters Convention, Virginia Beach, VA ☎ 804-977-3716
- June 25-26 — Wyoming Broadcasters Convention, Casper, WY ☎ 307-632-7622
- June 26-28 — Vermont Broadcasters Convention, Killington, VT ☎ 802-476-8789
- June 27-30 — New York Broadcasters Convention, Lake George, NY ☎ 518-456-8888

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 8-9 — South Dakota Broadcasters Convention, Sioux Falls, SD ☎ 605-224-1034
- July 12-14 — Wireless Communications Assoc. Intl. 11th Annual Convention, New Orleans ☎ 202-452-7823
- July 14-15 — Wisconsin Broadcasters Convention B, Wisconsin Dells ☎ 608-255-2600
- 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 — Arbitron's "Beyond the Basics" PD Seminar, Denver ☎ 972-385-5357 (contact: Bob Michaels)
- Aug. 5-7 — Arkansas Broadcasters Convention, Little Rock, AR ☎ 501-227-7564
- Aug. 8-10 — North Carolina Broadcasters Convention, Myrtle Beach, SC ☎ 919-821-7300
- Aug. 12-15 — Morning Show Retreat, Wilko Communications, Los Angeles ☎ 310-664-1193
- Aug. 19 — Arbitron's "Beyond the Basics" Seminar, Columbus, OH ☎ 972-385-5357 (contact: Bob Michaels)
- Aug. 19-21 — Nebraska Broadcasters Convention, Nebraska City ☎ 402-333-3034
- Aug. 19-21 — West Virginia Broadcasters Convention, White Sulphur Springs, WV ☎ 304-744-2134
- Aug. 19-21 — South Carolina Broadcasters Convention, Myrtle Beach, SC ☎ 803-777-6783
- Aug. 31- Sept. 3 — 1999 NAB Radio Show, Orlando, FL ☎ 202-429-5358

SEPTEMBER

- Sept. 8-10 — WICT Executive Development Seminar, Lovelan, CO ☎ 312-634-2330
- Sept. 9-12 — Michigan Assoc. of Broadcasters Annual Conference, Mackinac Island, MI ☎ 517-484-7444
- Sept. 10-12 — American Women in Radio and Television 48th Annual Convention, Washington, DC ☎ 703-506-3290
- Sept. 10-14 — International Broadcasting Convention, Amsterdam ☎ +4471-240-3839 (contact: Joanne Jones)
- Sept. 15-17 — North Dakota Broadcasters Convention, Minot, ND ☎ 701-258-1332
- Sept. 15-18 — National Conference of Editorial Writers 53rd Annual Convention, Denver ☎ 301-984-3015
- Sept. 16-18 — Tennessee Broadcasters Convention, Chattanooga ☎ 615-399-3791
- Sept. 22-23 — Arbitron 101 PD Seminar, Columbia, MD ☎ 972-385-5357 (contact: Bob Michaels)
- Sept. 22-24 — Broadcast Technology Society (IEEE) 49th Annual Technology Symposium, Washington, DC ☎ 703-591-0110
- Sept. 24 — Alaska Broadcasters Convention, Fairbanks, AK ☎ 907-258-2424
- Sept. 29-Oct. 2 — RTNDA International Conference and Exhibition, Charlotte, NC ☎ 202-659-6510
- Sept. 30-Oct. 1 — Washington Broadcasters Convention, Bellevue, WA ☎ 360-705-0774
- Sept. 30-Oct. 2 — Oregon Assn. of Broadcasters Convention, Medford, OR ☎ 541-343-2101

OCTOBER

- Oct. 3-5 — Society of Professional Journalists National Convention, Indianapolis, IN ☎ 765-653-3333
- Oct. 4-6 — NANBA-EBU Radio Conference, Montreal, Canada ☎ 416-598-9877 or E-mail: pferreira@tvo.org
- Oct. 12-13 — Ohio Broadcasters Convention, Columbus, OH ☎ 614-228-4052
- Oct. 14 — Arbitron's "Beyond the Basics" PD Seminar, Orlando, FL ☎ 972-385-5357 (contact: Bob Michaels)
- Oct. 14-15 — New Hampshire Broadcasters Convention, Bedford, NH ☎ 603-472-9800
- Oct. 21 — Bayliss Foundation Roast, New York, ☎ 408-624-1536
- Oct. 21 — Connecticut Broadcasters Convention, Farmington ☎ 860-633-5031
- Oct. 31- Nov. 2 [Or Nov. 21-23] — Canadian Association of Broadcasters Annual Convention, Montreal, Canada ☎ 613-233-4035

NOVEMBER

- Nov. 10-11 — Arbitron's "Beyond the Basics" PD Seminar (includes Arbitron University), Columbia, MD ☎ 972-385-5357 (contact: Bob Michaels)

If you would like an upcoming event included in our Events Calendar, please contact Ed Ryan at 561-655-6134 or by E-mail at edryan@radioink.com

Ideas About Radio Programming

Create Synergy at Your Station

How often do you sit down with the PD, production director and SM to promote synergy at your station? What do you cover in those meetings?

1. **Get Buy-In.** Have regular meetings, preferably in a relaxed setting. Lunches work nicely. Openly solicit their ideas and input. Ask for their opinions, even on things that don't directly affect their show, like jingle packages or new music under consideration.

2. **Be Honest and Direct.** If something simply doesn't fit or won't work, let them know, diplomatically but authoritatively and with compassion.

3. **Be a Great Listener.** Let them vent. That's generally all it takes to get them to come down off a tirade. The best bet is to be their sounding board, with empathy.

4. **Invite Morning Shows to Promo Meetings** and have them participate. Let them guide the portion of the meeting that concerns their show. You get much better buy-in and understanding of the whole product when they are involved.

5. **Show Them the Research.** Nothing adds a touch of humility like open, honest discussion about focus group results or perceptual revelations. Show how they can influence the direction of the station, their success and the success of the entire team.

Every successful team has one or two key players — their starring centers. These guys are handled differently from some of their teammates. It's not a question of "fairness." It's a question of priorities and direct relation to the bottom line.

It's important that all members of the team feel the vibe, the buy-in and the spirit. But with those temperamental personalities in key dayparts, special handling is almost always the rule rather than the exception.

— Steve Kelly, Dir. of Programming, Chancellor Sacramento

Tame that Prima Donna How to Save the Jock's Job

A JOCK HAS BECOME A PRIMA DONNA. You don't want to lose him, but he needs to be brought back down a little.

This is one of the most uncomfortable positions for a PD. The No. 1-rated morning man starts believing his own press releases. If it's Don Imus, Rick Dees, Howard Stern or anyone else responsible for the majority of the station's revenue, you have to weigh what's at stake. Who wants to cut off the nose to spite the face?

Others who have observed the destructive behavior of a prima donna have suggested these ideas to me.

1) Let him know what he's doing and how others perceive his actions. This may cause him to take a closer look at himself. Be sure to include your GM in the meeting.

2) Warn him of the consequences (suspension, shift change and, finally, dismissal) in writing and be sure to send copies to the higher-ups.

3) Praise his strengths and contributions. His actions are probably the result of a lack of attention. Be sure not to overlook staff contributions that are equally praiseworthy.

4) Send him to an AM-drive boot camp or seminar. He will feel as though you are involved in his improvement and growth.

5) Have him review airchecks of other successful morning hosts. This is a humbling experience for someone who thinks he knows it all.

6) Review ratings with him. Analyze all close competitors and make sure he recognizes his vulnerability. Attempt to refocus his attention on the big picture rather than on his small empire.

7) Kill him with kindness.

8) Provide him with a copy of the consultant's written critique of the morning show. These reviews are designed to find faults and weaknesses.

9) If everything else fails, run an ad in the trades, or even the local newspaper, for an AM drive host. Do not use a blind box. Be deliberate. He will hear about it.

Some tactics will work and some won't. It depends on the individual and his willingness to work together. You may find that he is not reasonable or is not a team player. Next, the PD should decide if the host is really as good as he thinks he is.

— Larry London, PD, KRBB, Wichita, KS



PD To-Do List

- With the spring book starting in less than six weeks, it's time to do a total diagnostic review of the morning show.
- Inventory all bits and benchmarks. Drop the weakest one.
- Make sure your frequency and calls are said often and attached to all station services, such as traffic, weather and news.
- Pre-promote the morning show in order to keep listeners tuned in for longer periods of time.
- Check that the stories in your news demo are appropriate.
- Make your morning show team likeable. People listen to personalities they like.



Source: Gary Berkowitz, Berkowitz Broadcast Consulting





New Jocks Need Help Motivate Them By Mentoring — Here's How

by Michael Luczak

“I got the job, now what do I do?” Every new employee asks this question. Usually, the only one thinking about the new employee is the new employee.

Several months ago, we conducted station meetings with all employees to determine how to run the stations more efficiently. One of the strong suggestions from the group was to institute a station-wide mentoring program. We put the program in place with good results and positive reaction.

Here's how it works. Every time there is a new hire, or someone changes departments, that person is assigned a mentor. The mentor is not a boss but a peer. The mentor has been around for some time. Simply put, the mentor "shows the ropes" to the new person.

The reason the program works well is that new people wish to do well, make a good impression and fear upsetting the boss. Oftentimes, going to a fellow worker to answer questions is preferable to bothering the boss. Employees seek to be seen with favor in the eyes of their superiors. To some workers, asking questions might be seen as incompetence.

When young people join the staff, the PD can count on his veteran mentors to do much of the handholding, which includes explaining procedures and paperwork. The mentor also helps navigate the waters of office politics.

The motivation benefit comes from feeling valued: "Wow, this company assigned someone to help me." It's true. Assigning a mentor says you care about the success of the new employees and the degree of excellence in the completion of their assignments.

The mentor gets an ego boost as a result of being chosen for the job. He/she takes on a sense of authorship over the performance of the person being mentored.

The other benefit is managerial time-saving. Often a mentor can answer questions, help solve problems or eliminate conflict. This allows the

boss more time for other concerns in our multi-tasking world.

Mentor Checklist

The department heads assign the mentors. The mentors should display maturity, availability, positive attitude, loyalty and good listening skills.

Benefits

Starting a mentoring program at your station is simple. The benefits are multiple:

- Your new employees will feel more valued because of this special attention.
- Productive communication among staffers can be established formally.
- Mentors will have a bigger stake in the success of the station.
- Department heads will receive time management help.
- The program will help you detect potential problems before they become fires.
- Teamwork is fostered, and every position is considered important.
- Department heads will be able to track new employees progress.
- Trust among fellow employees is established.
- Information from employees flows up.

Case Study

A rookie part-time announcer blatantly breaks format. Rather than "hot line" the talent, the PD removes him from the posted weekend schedule.

The PD is using "surprise" to send the message that he does not want to be surprised with non-format songs on the air. The offending talent, who is shocked by the negative news, turns to his mentor for help.

Out of one negative situation, several positive actions transpire. The mentor explains the importance of following the format. The mentor talks to the PD, who relates his "surprise" strategy to the mentor.

The mentor then relates this to the rookie part-timer. The part-timer realizes his mistake and apologizes to the PD.

A confrontational meeting between the PD and talent is avoided. The importance of following the format is reinforced.

When the competitive bombardment begins, you want your troops to be comfortable with the person next to them in the foxhole. ☎

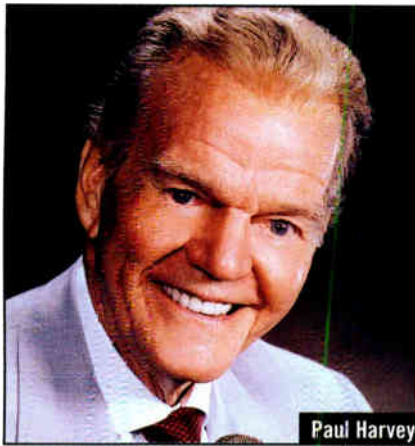
Michael Luczak is OM for WING-AM/FM, WGTZ-FM Dayton, Ohio. He may be reached at 937-294-5858 or by E-mail at michaell@erinet.com.



- ▲ The mentor is not a boss but a peer.
- ▲ Going to a fellow worker to answer questions is preferable to bothering the boss.
- ▲ The PD can count on his veteran mentors to do much of the handholding.
- ▲ Assigning a mentor says you care about the success of the new employee.

Why Rush? Why Laura? Why Howard? Why Paul? Why Now?

by Walter Sabo



Paul Harvey

There are four Talk personalities guaranteed to win ratings for a station in virtually every city: Rush, Howard, Laura, and Paul Harvey. As a GM, it will help your work with programming to understand a key dynamic for their success — a component which is missing from virtually every other Talk show, local or national.

Before spelling it out, let's apologize to each of them for putting their names next to each other in a sentence. It is not advisable to sit them together at dinner.

They share the rarest commodity: unmoveable opinions. Each says exactly how he and she feels, and then it never changes. Ever. And that's the show.

Call after call, guest after guest may disagree, but the opinion never changes. Their listeners know and can anticipate exactly how they will feel about everything. Their consistency breeds familiarity, familiarity creates comfort, and comfort inspires Arbitron diary entries.

Their opinions are never muddy, never designed to please anyone but their hearts. You may think other Talk show hosts do that too, but most don't. Listen to them more carefully. They mitigate their positions with, "Well, that's what I think, but maybe you have a different point of view?" Or worse, they say, "That's what I think, but some people think" And then, they state the other point of view.

The result is no "show." Rush, Laura, Howard and Paul never entertain another point of view, and that's the fun. Yes, Mr. Bullfighter, we love that cape, but we came to see you kill the bull. Yes, it would be nice if everyone got along, but then no one would watch the No. 1 show on cable, *Monday Nite Nitro Wrestling*.

By far the greatest sin, and the moment a host actually fails to do his job is when he doesn't state his opinion at all. Although, one type of host should not have opinions: public affairs hosts. Their Sunday morning time slots are hard-earned.

Why is the expression of honest, unmoveable opinion so appealing today? Because it is a forbidden dance. All day, we have to appear reasonable. Find a consensus. Win support. Compromise. Find common ground. Create synergy. Accept others as they are.

Listeners have to do it at work, at home and with the family. When their ears witness the voyeuristic thrill of someone on the air stating exactly how he feels, it is cathartic, liberating. The more sure the host is of his side, the better the show. AND



▲ Rush, Laura, Howard and Paul never entertain another point of view, and that's the fun.

▲ The moment a host actually fails to do his job is when he doesn't state his opinion at all.

▲ A Talk show host on a caller-driven station who does not have firm opinions will not get ratings.

▲ Hosts must never know about the negative reactions you receive.

the bigger the ratings.

Will some advertisers get annoyed? Yes! Do what Gary Jensen, GSM of WISN and Bob McAllan of Press Broadcasting do: Call the client. The minute your sales team hears the type of "controversy" that will aggravate certain advertisers, call them. Tell them that the station is airing a series of hot topics — topics that will certainly result in phone calls to their business. Charge them more to stay on during this period of hot topics and reaction. It's like having their logo in the center of the mat at a prize fight — premium positioning.

There are two types of Talk station managers: the ones who are thrilled by reactions that hosts generate with ratings-inspiring opinions and those who are oppressed by it. Those who are personally frustrated by these hosts have two choices: Quit or ignore it. If you try to get the hosts to "make nice," you are destroying the station's future. You'll have fewer sales calls, fewer calls saying you're sold out, fewer calls congratulating you on your giant ratings. The point of Talk Radio is to get a reaction — reaction is the format.

There are other Talk show hosts who understand that giving opinions is their job: Mark Belling, WISN; Howie Carr, WRKO/KIRO-FM; Diminski and Doyle, NJ 101.5; Karen Kay, Talkspot.com; Neil Rogers, WQAM; and Lynn Samuels, WABC. All of them outperform their outlet, and all of them follow the prime directive: Give your opinion; don't change your opinion. Results prove it's the right approach.

Guarantee: A Talk show host on a caller-driven station who does not have firm opinions will not get ratings. Your PD needs your support on this one. To get the big ratings, your hosts need to get big reactions from their honest opinions. This usually results in annoyed listener groups and advertisers.

Hosts must never know about the negative reactions you receive. It's your job to protect them. And then, you have the fun of giving them big bonuses for the big ratings those big opinions bring. ☺

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



NR

URBAN DICTATES

40 ▶

THE HISTORY OF "THE MEMO"

From time to time in this special report you will see a reference made to "the memo" or Katz. In 1998, part of an inter-office Katz memorandum found its way into the hands of the New York City press. Portions of the memo were interpreted as discriminatory toward minorities. Many people have perceived information in the memo as clear evidence that advertisers are being told not to spend money on stations that target minorities. The press reported the memo as saying minorities are "suspects not prospects". While the real intent of the author of that memo may never be known, the memo continues to elevate the discussion of advertising aimed at minorities.

For better or worse, a year later, the memo is often revisited to when the issue of No Urban Dictates or minority discounts is being discussed. And with that discussion, Katz Media and Radio Head Stu Olds are brought back into the spotlight. While our intent is to move the discussion forward and identify advertisers who are discriminating, it is not our intent to re-hash the memo incident or target Katz.

While offered the forum, Katz decided this *Radio Ink* issue "is not the forum for an interview or commentary from Mr. Olds".

REALITY OR PROPAGANDA?

It will probably never be proven. Other than an internal office memo, there hasn't been any evidence that it takes place. Besides, it's not against the law. Advertisers can spend their money in any way, on any station and on any format they choose. Who are we to say?

There are so many variables that

come in to play: ratings, cost-per-point, power ratios, the level of the salespeople; the longevity of the stations in the market; who the owner is this week; whether the station is up for sale; and how many stations in the market program the same format.

No one would ever admit that he didn't buy spots on an Urban-formatted Radio station, or that people who listen to Urban Radio are "not qualified buyers." Nevertheless, the evidence, be it circumstantial, is clear. Despite the fact that they might be ratings leaders, Urban stations are getting short-changed when it comes to revenues. As syndicated morning man Tom Joyner puts it, "It's just plain bad business."

Joyner says that regardless of the variables and denials, everyone knows it happens: "It has been around for as long as there has been black Radio. The good thing is the mistake Katz made with the memorandum. It's the best thing that could have happened to black Radio. It brought attention to what was really going on, true institutional racism. Now, maybe because of this attention, we can get some parity in the game."

Two months ago, The Civil Rights Forum on Communications Policy, based in Washington, D.C., submitted a report to the Federal Communications Commission. The report, *When Being No. 1 Is Not Enough: The Impact of Advertising Practices On Minority-Owned & Minority-Formatted Broadcast Stations*, focused on "No Urban Dictates."

Major findings in this report included:

- Urban-formatted stations earn less revenue per listener than stations that air general-market programming.



Tom Joyner

- Many Urban-formatted stations had encountered dictates against buying ads on their Radio stations.

- Many Urban-formatted stations experienced discounts, some as high as 59 percent.

Subjects interviewed for the report said that No Urban Dictates, or minority discounts, reduce their revenues by an average of 63 percent.

Kofi Ofori was the principal investigator for the report. He submitted the 300-plus-page report to the FCC. He states that the research in the report was very quantitative: "We went out and bought some data from BIA. They are highly respected in terms of their ability to put together market performance.

"We tagged that database and identified all the minority-owned stations. We ended up putting together a database that consisted of 3745 Radio stations. We analyzed the database and concluded that there is a clear 42 ►

Grease Man Jobless

Following Racial Remark

CBS/Infinity wasted no time in showing Doug Tracht the door when he broadcast a hateful remark on his Radio program. After playing a song by Lauryn Hill, Tracht said, "That's why they drag them behind trucks." This remark was aimed at the horrific dragging incident in Texas. In syndication, Tracht's program aired only on WARW-FM Washington, D.C.



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discrepancy among the amount of money that is paid per listener for general-formatted stations, minority-formatted stations and minority-formatted stations which are minority owned."

According to Ofori, the best way to explain it is on a one-dollar scale: "General-market stations are paid about \$1 per listener. Minority-formatted stations are paid \$.78, and minority-owned and formatted stations are paid \$.71 per listener. This analysis is based upon the power ratio of the various stations. The methodology included the quantitative analysis.

"Once you find the discrepancy in terms of, 'Oh there is an anomaly in the market, but the anomaly could be due

to a whole lot of things,' it tells you there is a discrepancy. It does not tell you why it exists. Then you go to your anecdotal methodology to try and explain it. The two go together. We went out and asked people questions. 'Do you experience this discrepancy in terms of your business? If you do, why do you think it exists?'"

Ofori admits that those he interviewed were not anxious to name advertisers or agencies that practice No Urban Dictates or minority discounting. However, a simple ratings-to-revenue comparison in several top ten markets seems to match the report's findings.

For example, in Dallas, Urban-for-



Dawn Jones

Biggest Market Offender

Washington, D.C. Ratings-to-Revenue Comparison

Station	Format	Revenue/(Rank)	Ratings/(Rank)
WPGC	CHR	\$22 mill./#1	5.6/1st (tie)
WJFK	Talk	\$19 mill./#2	3.5/12th (tie)
WMZQ	Country	\$16 mill./#3	4.5/7th
WRQX	Hot AC	\$15.6 mill./#4	5.1/4th
WASH	Soft Rock	\$14.5 mill./#5	4.7/6th

Urban-formatted Stations

Station	Format	Revenue	Ratings/(Rank)
WHUR	Urban AC	\$9.5 mill.	5.6/1st (tie)
WKYS	Urban AC	\$12 mill.	5.4/3rd
WMMJ	Urban AC	\$8 mill.	5.0/5th

Sources: Revenues — BIA's MEDIA Access Pro
Ratings — Arbitron 12+ Mon.-Sun. 6:00 a.m.-mid., Fall 1998

mated KKDA is second in the ratings (Mon.-Sun., 6:00 a.m.-mid., 12+), but it doesn't even crack the top five in revenues, billing \$12 million. The No. 2 station in billing, KRLD, bills \$18 million, yet it is 10th in the ratings.

You could argue that no one buys the 12+ demo, so this comparison doesn't wash. However, both the News/Talk and the Urban format (KKDA) target the 25-54-year-old demo. How do you explain the huge difference in billing?

You could also argue that it's not about ratings. But, who's kidding whom? If you're the No. 1-rated station in any market, you're selling the numbers. Even though many of us take shots at Arbitron, everyone knows that advertisers and advertising agencies rely on Arbitron as though it's law.

Similar questions arise in cities, such as Chicago, Washington, D.C., and Philadelphia. At the least, you have to wonder, why is this happening?

Lee Bailey is CEO/Executive Producer of Bailey Broadcasting Services, which produces Urban-based programming. He believes that it's about ignorance: "You have a whole segment of the listening audience whom the advertisers are not reaching because the agencies or the buyers think that they don't have enough disposable income to use the products. The audience is stereotyped as poor and indigent. 'Why waste time advertising to them?' But, what logic is behind that? There is no logic behind it. It is outright discrimination." 44 ►

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Segment in the Industry.



ALBANY, GA - WQVE FM • ATLANTA, GA - WALR AM/FM
AUGUSTA, GA - WFXA FM • AUGUSTA, GA - WAKB FM
AUGUSTA, GA - WTHB AM • AUGUSTA, GA - WAEJ FM
AUSTIN, TX - KJCE AM • BALTIMORE, MD - WCAO AM • BEAUMONT, TX - KALO AM
BEAUMONT, TX - KTCX FM • BIRMINGHAM, AL - WBHK FM • BIRMINGHAM, AL - WBHJ FM
BIRMINGHAM, AL - WENN FM • BUFFALO, NY - WBLK FM • CHARLOTTE, NC - WGIV AM
CHARLOTTE, NC - WBAV FM • CHARLOTTE, NC - WPEG FM • CHARLOTTESVILLE, VA - WCHV AM

CHARLOTTESVILLE, VA - WUVA AM • CHATTANOOGA, TN - WLOV FM • CHICAGO, IL - WYAZ FM • CHICAGO, IL - WGCI AM/FM • CLEVELAND, OH - WZAK FM
COLUMBUS, GA - WFXE FM • COLUMBUS, GA - WOKS AM • DALLAS, TX - KKDA AM/FM • DALLAS, TX - KRNB FM • DETROIT, MI - WJLB FM • DETROIT, MI - WMXD FM
DOTHAN, AL - WAGF FM • FLINT, MI - WOVE FM • FLORENCE, SC - WYNN AM/FM • HARRISBURG, PA - WTCY AM • HUNTSVILLE, AL - WEUP AM/FM
INDIANAPOLIS, IN - WHHH FM • INDIANAPOLIS, IN - WBKS FM • LAKE CHARLES, LA - KXAA AM • JACKSON, TN - WFKX FM • JACKSONVILLE, FL - WSOL FM
JACKSONVILLE, FL - WZAZ AM • JACKSONVILLE, FL - WJBT FM • KALAMAZOO, MI - WRWN AM • KILLEEN-TEMPLE, TX - KIIZ FM • LEXINGTON, KY - WTKT AM
LIMA - WLJM FM • LOS ANGELES, CA - KACE FM • LOS ANGELES, CA - KKBT FM • LOS ANGELES, CA - KRTO FM • LOUISVILLE, KY - WLSY FM • MEMPHIS, TN - WRBO FM
MERIDIAN, MS - WZKS FM • MIAMI, FL - WHQT FM • MIAMI, FL - WEDR FM • MOBILE, AL - WBLX FM • MOBILE, AL - WDLT AM/FM • MONROE, LA - KYEA FM
MONTGOMERY, AL - WZHT FM • MONTGOMERY, AL - WMCZ FM • MONTGOMERY, AL - WMHS FM • MYRTLE BEACH, SC - WDAI FM • NEW HAVEN, CT - WYBC FM
OMAHA, NE - KBXX AM • ORLANDO, FL - WJHM FM • ORLANDO, FL - WCFB FM • PHILADELPHIA, PA - WUSL FM • PHILADELPHIA, PA - WDAS FM
ROANOKE, VA - WJJS AM • SALISBURY, MD - WJDY AM • SAN DIEGO, CA - XHRM FM • SAVANNAH, GA - WLVH FM • SAVANNAH, GA - WSOK AM
SHREVEPORT, TX - KMJJ FM • ST. LOUIS, MO - KATZ AM/FM • ST. LOUIS, MO - KMJM FM • TALLAHASSEE, FL - WHBX FM • TALLAHASSEE, FL - WHBT AM
TOLEDO, OH - WIMX FM • TULALOOSSA, AL - WTSK AM • TUSCALOOSA, AL - WTUG FM • WATERTOWN, NY - WUZZ AM • WILMINGTON, NC - WMNX FM
WILMINGTON, NC - WAAY FM

Performance that Can't Be Ignored. Today's Urban Market.



Katz Radio Group

Dawn Jones is an AE for WFXK and WFXC Raleigh, NC. In her view, some clients are just uninformed: "I have some clients who use three or four general-market stations but not an Urban station. When I bring that to their attention, they say, 'I think we are doing okay.'

"They think they don't need an Urban station. They know that our station attracts African-Americans. Sometimes, stereotypes lead them to believe that they don't want that in their store. It's mainly furniture stores, like Rhodes. My family recently spent a lot of money there, and the place was crawling with African-Americans. They don't realize that our station should be a target for them.

"We get a much lower percentage of the budget than a general-market station. If we were to compare our billing list to any general-market station, our percentage dollars are a

third. If a car dealer is spending \$60,000 in the market, we will get \$5,000. They will spend \$12,000 someplace else.

"They give us the opportunity to be on the buy. Sometimes, I feel like they think we should be grateful. Whenever I pitched, I asked for a third of the budget because a third of the market is African-American. Except for products that are specifically Urban targets, I can't think of any products where we receive a third of the buy."

Ofori points out that when this type of activity takes place, these businesses need to be questioned. "If a company cannot justify, for business reasons, why it is not advertising on stations that target programming to minorities, they need to be brought to task. If racial stereotypes or prejudice is influencing that decision, something needs to be done about it.



Carolyn Hood

"From what I have observed, media buyers are making decisions that are inconsistent with the overall marketing strategy of the client. There is a disconnect between the people who did the original marketing research and the person placing the ad."

Reggie Denson is VP of Urban Marketing for Katz Radio. Part of his charge is to educate those advertisers about the opportunities that exist with the African-American audience. "For some strange reason, there still is a perception that Urban Radio doesn't deliver. Our responsibility is to educate a wide variety of advertisers about this opportunity. Then, they will realize that there is a value to Urban Radio that can help them expand their market share."

Denson adds that Urban listeners are loyal, and advertisers need to see the value in that. "The African-American consumer may tune into other Radio stations, but primarily, they live with the Urban Radio station. The problem is that a lot of advertisers have not realized the value of that consumer. There are some advertisers out there who have marketing budgets targeted to the African-American community, and they have reaped huge benefits from that. They have said that, 'In order for me to reach this consumer, there is a value in Urban Radio playing a part in that.' A lot of advertisers have not seen the value in that, and that is why

Which Way Does the Money Blow in Chicago?

Chicago Ratings-to-Revenue Comparison

Station	Format	Revenue/(Rank)	Ratings/(Rank)
WGN	Talk	\$34.5 mill./#1	6.6/1st
WJMK	Oldies	\$22.4 mill./#2	3.6/9th
WLIT	Soft AC	\$21 mill./#3	3.5/10th(tie)
WUSN	Country	\$21 mill./#4	3.5/10th(tie)
WBBM	News	\$20 mill./#5	3.7/8th

Urban-formatted Stations

Station	Format	Revenue	Ratings/(Rank)
WGCI	Urban	\$19 mill.	6.4/2nd
WVAZ	Urban AC	\$17 mill.	4.0/5th (tie)

Sources: Revenues — BIA's MEDIA Access Pro.

Ratings — Arbitron 12+ Mon.-Sun, 6:00 a.m.-mid., Fall 1998

you have such a disparity."

Carolyn Hood is an AE at WDAS Philadelphia. She agrees that education is the key: "They won't come out and say it, but they will find every obstacle so they don't have to buy you. You have to knock down that stereotype and show them that we do travel. We do buy luxury items, homes. We do drive a BMW or a Lexus. But, this requires overtime. Your education process might not even be in front of them. You might constantly send them articles, newspaper clippings and magazines.

"When *Fortune* magazine came out a year ago, it featured the new African-American person. It included a variety of faces, and only one was known, Magic Johnson. It showed that there are professionals. Everything that you find in an AC station, you will find in an Urban station. The only difference is that our skin is darker.

"As far as what we like and they like, it is the same thing. We want a quality education for our children. We want to live in nice neighborhoods and buy nice things, just like anyone else.

"Most advertisers have exhausted their advertising dollars on the same people, over and over again. The clear opportunity for growth is with the African-American consumer on the Urban station because it is virtually untapped."

Tom Joyner has been the most recognizable Radio figure focused on the issue of No Urban Dictates. He predicts that the problem will not be solved quickly: "It's going to be slow. It took a long time to get to this point.

"The people at Katz have been cooperative. They recognize their mistake and the problem. The problem is much deeper than racism. It is bad business. If you forget everything else, it is just stupid business. There is money out there to be made. When advertisers pay money we in Radio make money. Hopefully, this will start the ball rolling to rectify the problem."

According to Ofori, ad agencies and media buying firms need to be a lot more sensitive to the issue. "That can be achieved by changing the culture within those organizations. The way to do this is by employing a representative number of ethnic minori-

In the City of Brotherly Love ...

Philadelphia Ratings-to-Revenue Comparison

Station	Format	Revenue/(Rank)	Ratings/(Rank)
KYW	News	\$30 mill./#1	6.4/1st
WYSP	Rock	\$25 mill./#2	5.6/4th
WBEB	AC	\$15 mill./#3	5.9/2nd(tie)
WDAS	Urban AC	\$15 mill./#4	5.9/2nd(tie)
WIP	Sports	\$14 mill./#5	2.9/16th

Other Urban-formatted Stations

Station	Format	Revenue	Ratings/(Rank)
WUSL	Urban	\$12.4 mill.	5.3/6th
WPHI	Urban	\$3.0 mill.	3.3/14th

Sources: Revenues — BIA's MEDIA Access Pro.

Ratings — Arbitron 12+ Mon.-Sun. 6:00 a.m.-mid., Fall 1998

ties in their organizations. I don't think anybody will argue with me that the advertising industry is segregated. I hear people say that they walk into these places, and they are lily-white, from the front to the back door.

"Beyond changing the culture, sometimes there is also an official policy that goes like this: 'If we were to advertise and promote our product among people of color, then that might taint the image we have created for our product or service.'

"For example, clients or advertisers may wish to position a luxury product and play it up in a manner that is identified with the majority of the population. In their view, it would detract from that image if they were to advertise and promote the item to a black patronage. They don't want to advertise to black people or include them in the image of their product because they don't want them in their

store. Image control is a big issue."

The report, *When Being No. 1 Is Not Enough*, made a recommendation for the adoption of a code of conduct:

The advertising and broadcast industries should adopt a code of conduct that requires buying decisions to be based upon market research and not flawed stereotypical assumptions. No Urban Dictates and minority discounts should be prohibited. Broadcasters should be required to disclose prominently whether the market research they use in conjunction with sales promotions has been prepared by a service that has been accredited by the Ratings Council. In instances where a nonaccredited market research service is used, broadcasters should be required by the FCC to show cause why they do not use a service that is currently accredited by the Media Ratings Council. ☐

RADIO STATIONS HAVE MINORITY SQUEEZED

Perspective from one of the industry's

In recent weeks, some of Radio's biggest guns have come forward with ideas to help increase the number of minorities that own Radio stations. Chancellor Media's Jeff Marcus told the FCC he'd like to start a venture capital fund worth \$100 million-\$200 million for minority broadcasters. And, Infinity's Mel

MINORITY OWNERSHIP INITIATIVES BEEN EDUCATED?

most successful minority broadcasters

Karmazin has joined forces with Clear Channel's Lowry Mays in proposing a summit to discuss the "enhancement of minority media ownership." As of our print date, a summit date had not been set, nor has the first dollar been deposited into the fund.

FCC Chairman William Kennard is looking into how to grow the number of minorities who own stations. This investigation includes a proposal for micro-Radio, which would authorize the establishment of low-power Radio stations. Some broadcasters have concluded that something needs to be done voluntarily, rather than by government mandate.

According to several minority owners, consolidation is to blame for the reduction in minority-owned Radio stations. Some minority broadcasters say that major conglomerates like Clear Channel, CBS and Capstar, come into a market and make it nearly impossible to compete, forcing them to sell out.

While minority broadcasters admit that it's part of the business, they feel that the communities in which minority broadcasters serve suffer the consequences. In addition, not everyone is in agreement that Kennard's proposal for a new, "low-power" set of Radio signals is the best path to take.

What issues are minority broadcasters facing? Is micro-Radio the answer? Do minorities have a tough time accessing funds to purchase stations?

Alfred Liggins is a successful minority owner. Along with his mother, Cathy Hughes, he has built Radio One into one of the largest and most successful minority-owned broadcast companies in the United States. Radio One is often the beneficiary of station spin-offs in markets that the Department of Justice looks at for monopoly.

"The regulatory atmosphere has been fairly restrictive," says Liggins. "Yet, at the same time, it is conducive for large Wall Street companies to grow their businesses. Most minorities, however, have been under-represented both economically and politically. And, they have trouble accessing capital.

"Nevertheless, there are a few companies who have had the opportunity and have taken advantage of the relaxation in the regulatory rules. We are one of them. We have actually accelerated our growth through duopoly.

"For the most part, prices have skyrocketed, and the big guys are armed with capital from Wall Street. Deals are expensive, and these companies move fast. If you're not in the ball game, and most minorities have not been, the likelihood of getting in now is little or none. Radio

The following letter was sent to minority broadcasters in an effort to enhance minority ownership in broadcasting.

The purpose of this letter is to ascertain whether you would be interested in meeting with us and CEOs or other appropriate representatives of major radio and television groups to discuss certain initiatives to enhance minority media ownership and employment in the radio and television industries, which those companies might jointly pursue. At this preliminary stage, we are seeking to determine how many representatives of major media groups would be interested in exploring such voluntary industry initiatives. If there is sufficient interest, our intention would be to establish a time and place for a meeting to be attended exclusively by the CEOs and/or other appropriate representatives of these major companies.

Speaking only for CBS Corporation and Clear Channel Communications, we believe that a voluntary effort by major broadcast groups to establish meaningful minority-oriented initiatives designed to enhance ownership and employment is an appropriate exercise of corporate responsibility. Moreover, we believe that the initiation of a broad-based, major effort by the industry on an independent, voluntary basis would demonstrate that solid industry initiatives can be a more effective means of achieving the FCC's goals than government regulation.

Therefore, we are proposing to convene a meeting of major industry leaders to discuss what might be accomplished on a voluntary basis. We would appreciate it if you could indicate in the space provided below whether or not we should include you in an invitation to such a meeting, which we would anticipate to take place some time in February. If you are interested, please so indicate by returning a signed copy of this letter to Mel Karmazin at CBS Corporation, 35th Floor, 51 West 52nd Street, New York, New York 10019, or faxing to (212) 975-5361.

Thank you for your consideration of this prospective initiative.

Very Truly Yours,

Mel Karmazin, CEO
CBS Corporation

L. Lowry Mays, CEO
Clear Channel Communications, Inc.

One spent a lot of time focusing on how to play by the new rules as opposed to thinking, 'Woe is me. What should I do to stop them or change them?' We did not think that was going to happen in the short term."

Liggins states that part of the fall-

out from consolidation will be the difficulty in managing these big conglomerates. Perhaps that's an opportunity for minority owners.

"Here is what you have," he says. "Originally, broadcasting was supposed to be for the public interest. The 50 ►



Black Broadcasters Alliance

Taking Black Broadcasters To New Heights

Established on July 1, 1997, The Black Broadcasters Alliance was started to represent the views and issues facing minority broadcasters.

We are a network of professionals lobbying and educating to improve equality in the broadcast industry.

Our mission is to better educate and assist those who seek career opportunities in broadcasting, and to help those already established in this field reach higher levels of success.

The BBA is made up of owners, managers, engineers, talent, sales people, support staff, students, and educators. Anyone with an interest in broadcasting can join.

Let your voice be heard! Join the BBA online today at www.thebba.org or e-mail us at e-mail@thebba.org.

**PASS
THE
WORD!**



Black Broadcasters Alliance

P.O. Box 19988
Baltimore, MD 21211
Phone: 410-662-4536
Fax: 410-662-0816

Radio Ink surveyed a group of African-American broadcasters and asked them to list the top 10 issues they encounter in their workplaces. Here is how they responded:

- 1) **Minority Ownership**
- 2) **No Urban Dictates**
- 3) **Earning Promotions**
- 4) **Opportunities Resulting from Consolidation**
- 5) **Promoted at Station not Owned or Programmed by Minorities**
- 6) **The Splintering of the Urban Format**
- 7) **Equal Employment Opportunities**
- 8) **Failure to Embrace New Technology**
- 9) **Sales Training**
- 10) **How to Network Properly**

Survey of 75 African American owners and operators

local Radio station broadcast the news, information and entertainment. Then, Congress decided that they were going to legislate broadcasting into a multi-million-dollar business.

"I don't know if anybody realizes it, but you can own as many Radio stations as you want. It's unlimited, as long as you don't bump up against the local caps. Now you have companies that go from owning 12 AMs and 12 FMs, which is a \$100 million company, to owning an unlimited number of stations worth billions of dollars.

"Chancellor, once they do all the roll-ups, has 476 Radio stations. Radio One is ranked about 19th in revenues. We are one of the largest African-American-owned Radio groups. We are approaching 20 stations. But, compare that to 476. It's difficult to manage one Radio station, so 476 has got to be 476-times harder."

As several micro-Radio proposals are being floated around Washington, minority broadcasters are giving the ideas mixed reviews. Some are strong supporters, while others believe it will negatively impact stations already owned by minorities. Whether Kennard is using the idea to scare the masses, or he seriously plans to

implement one of the options, he has certainly forced the issue to the table.

According to Liggins, under the current proposals, micro-Radio is not good for minorities. "I think it will hurt minority ownership. The typical minority owner may only own one Radio station in a marketplace. For example, Inner City owns an FM and an AM in New York City. If the FCC drops a 1,000-watt FM in Manhattan, odds are that station will become Hispanic, Urban or a niche-oriented format.

"A company like Inner City, competing against Chancellor and CBS — who have five FMs and a number of AMs in the market — has no opportunity to build a cluster of that size and will get cut off at the knees. It would be different if they took micro-Radio, 10-watt and 100-watt stations, and made them noncommercial. It might work if Kennard gave unheard voices a chance, such as church groups, community groups, etc."

In Liggins' view, being a minority owner means much more than being able to say, 'Hey I own a Radio station.' "Minority ownership should be about participation in the mass



Alfred Liggins

media on a large scale — the kind of information dissemination power that CBS, ABC or Clear Channel has. It's about being able to compete for the \$10 billion of Radio revenue out there. It's about being able to diversify into other media, like the Internet or cable programming. The issue of minority ownership is broader than, 'Hey, let's make sure a Radio station gets in the hands of somebody Hispanic, black or female.'

Liggins believes that this will not be an overnight accomplishment for minority owners. "Radio One is almost 20 years old. We started in 1980. It is going to be difficult. We will never own as many Radio stations as CBS as long as CBS decides to stay in the Radio business. It's also likely that as long as Radio One stays in the Radio business, it will be tough for another African-American owner to catch up with us.

"New entrants can come in and pick up single, big-market opportunities, provided there is enough capital out there to do it. There is more opportunity to consolidate in smaller markets, although those are closing out fast.

"What will move that needle is mainstream broadcasters who make this issue a priority and realize that it is important to have diversity. What Clear Channel and Jacor have done in spinning out stations is admirable. They actually decided to do it and went out of their way.

"I keep trying to convince CBS to think about spinning off opportunities to buy other companies out to minorities. They have done so in the past. I have been urging them to think about it further. Their willingness to look at those assets and make a conscious effort to do that will help move the needle."

Liggins believes that the summit proposal put together by Mel Karmazin and Lowry Mays is another positive step for minority broadcasters. "I think it's great. Any dollars available to help minority owners is positive. Radio One probably will not ever be able to participate, because we have grown to a size now where we can access the public capital market. It's a great idea for new entrants." ☐

Radio Ink would like to thank Sherman Kizart for his persistence in keeping in the forefront the issues that minority broadcasters face. He has been a tremendous resource for Radio Ink magazine as well as minority Radio broadcasters across the country. To reach Kizart, call 312-616-7204.

THESE ARE BLACK-OWNED BROADCAST STATION OWNERS

BROADCASTERS WITH MULTIPLE STATIONS

Alfred Liggins - 9	301-306-1111
Gregory Davis-9	706-576-3565
Bishop Willis-6	205-786-9293
Pierre Sutton - 5	212-447-1000
Michael Roberts-4	912-825-1150
Anthony Chase-3	318-442-2070
Walton Belle - 3	804-264-1047
Jerry Russell - 3	903-593-1744

BROADCASTERS WITH TWO STATIONS

Alex Snipe	803-939-9530
April Beard	706-667-8999
Bennie Turner	601-328-1050
Chuck Johnson	919-443-5976
Cody Anderson	215-581-5161
Don Brooks	609-348-4040
Dr. Glenn Cherry	813-620-1300
Helena DeBose	517-484-9600
James Johnson	937-222-9326
Jim Rouse	252-757-0365
Johnny Roland	314-946-6600
Johnny Shaw	901-658-3690
Joseph Watson	336-724-6336
Kevin Wagner	334-341-0104
Nettie Echols	334-727-2100
Peter Moncrieffe	504-926-1106
Ronald Davenport	716-834-1080
Ronita Hawes Saunders	937-640-6909
Ross Love	614-487-1444
Stanley Sherman	601-335-9265
Vernon C. Floyd	601-544-1941
Willie Davis	909-384-1039

BROADCASTERS WITH ONE STATION

Abe Thompson	219-251-9333
Al J. Wallace	318-898-1112
Allison Randolph	318-793-4003
Andre Marcel	716-262-2050
Bernadine Nash	617-427-2222
Art Gilliam	901-527-9565
Bill McKay	423-698-8617
Allen Pendleton	703-532-0400
Arthneil Ottley	340-774-1340
Bishop Roy L.H. Winbush	318-233-4262
Bishop Victor T. Curry	305-672-1100
Bob Carl Bailey	205-381-1862
Bobby Taylor	512-836-9544
Bradford Brown	706-548-8800
Carol Moore Cutting	413-567-7644
Celestine Willis	919-243-2188
Charles Cherry	904-767-1131
Charles Reynolds	757-722-2584
Charles Sherrell	708-331-7840
Diana Nutter	601-442-2522
Gene E. Danzey	813-327-9792
Clary Butler	843-761-9625
Darrell Martin	281-837-8777
Gerald Jones	414-449-9668
Henry Cotton	318-281-3333
Herb Williams	248-589-7900
Huntley Batts, Sr.	205-837-9387
Ira Hatchett	601-467-1190
James Taylor	440-327-1844
James Walker	303-295-1225
Isaac Heward	803-796-9533
John Brooks	912-489-2086
John C. Thomas	513-281-7180
John D. Hall	919-826-3114

Joyce Banks	309-637-2923
JW Pirtle	217-359-1580
Larry & Alice Lee	561-461-6622
Leodis Harris	330-478-6655
Loretta Lever	501-666-9499
Luz James	340-773-0490
Marion Anderson	860-688-6221
Marion R. Williams	219-882-1370
Melody Spann Cooper	773-247-6200
Michael Carter	816-763-2040
Michael Shumpert	517-823-3399
Mike Petrizzo	713-522-1001
Morgan Babb	615-255-2876
Mr. & Mrs. Johnson	209-791-2134
Mrs. Louise Porter	319-234-1441
Ms. Paschell Mix	404-659-6544
Mutter D. Evans	910-767-0430
Nancy Waters	616-873-7129
Plauria Marshall	409-779-3337
Randi Markowitz	713-780-0228
Raymond Simms	870-572-9506
Robert Jones	209-584-5242
Robert Riggins	618-271-7687
Robert Short	315-484-9390
Ruben Hughes	601-453-1646
Shelley Stewart	205-780-2014
Steveland Morris	310-330-5550
Sydney Small	212-714-1000
Terry Collins	415-346-5373
Vivian Galloway	803-524-4700
William Saunders	803-763-6330
Willie Walls	910-654-5621
Rick Darnell	804-392-8114
James Wolfe	901-427-9616
James Watkins	202-806-3500

Source: National Association of Black owned Broadcasters

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CLASSIFIEDS

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**Ask For a Free Color Catalog of
Money-Making Resources For
Radio.**



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FIRST-CLASS MAIL PERMIT NO. 1476 WEST PALM BEACH, FL

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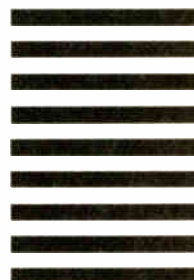
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YES! YES! PLEASE SEND ME _____ 3-VOL SETS OF **BLUEPRINT FOR PROMOTIONAL SUCCESS** FOR ONLY \$277 EACH.* SAVE \$50

YES! Please Send Me Volume No. (circle) 1, 2, 3 of *Blueprint For Promotional Success* for \$109 each.*



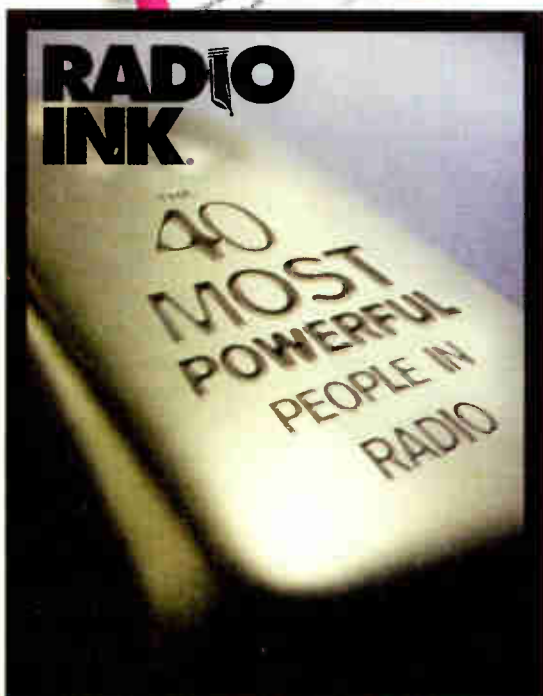
FOR FASTER SERVICE,
CALL (800) 610-5771,
FAX (561) 655-6164 or
E-MAIL: subscription@radioink.com

NAME _____ TITLE _____
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 Charge To My VISA MC AMEX
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U.S. Postage and Handling \$4.95 per set. Outside U.S., add 50%. Mail Orders: Please Enclose Check With Payment And Mail To Address On Front. *U.S. Only. Outside U.S. - \$129 Per Volume; \$350 Per Set (Payable In U.S. Funds.)

Blueprint For Promotional Success:
Over 600 Revenue-Generating Promotions in 3 Volumes: *Retail, Holiday/Seasonal* and *Audience Building*. Fill in your call letters and your client, and you're ready to go.

SAVE \$50 when you order the complete set.



YES! PLEASE SEND ME THE NEXT 26 ISSUES OF **RADIO INK** FOR ONLY \$179* (NEARLY \$80 LESS THAN COVER PRICE).

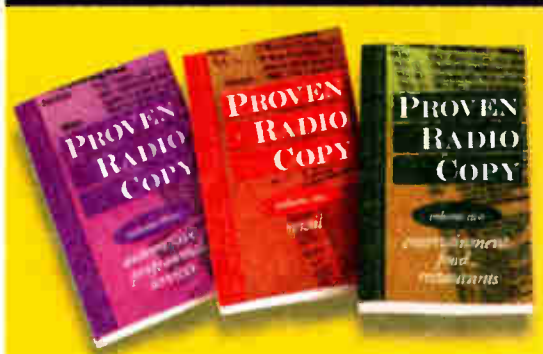
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Mail Orders: Please Enclose Check With Payment And Mail To Address On Front. *U.S. Subscribers Only. Outside U.S. - \$229 Payable in U.S. Funds



Don't let the Radio Revolution pass you by. Subscribe now to *Radio Ink*, Your Premier Radio Management and Marketing Magazine.



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Produce Local Spots That Sound National.

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 COMPANY _____
 ADDRESS _____
 CITY _____ STATE _____ ZIP _____
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 E-MAIL _____
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U.S. Postage and Handling \$4.95 per set. Outside U.S., add 50%. Mail Orders: Please Enclose Check With Payment And Mail To Address On Front. *U.S. Only. Outside U.S. - \$99 Per Volume; \$250 Per Set (Payable In U.S. Funds.)

Want to stimulate sales and motivate your clients? Use *Proven Radio Copy*: Over 650 successful advertising scripts ready-made to launch your clients' campaigns. Three volumes include *Retail, Entertainment/Food/Dining* and *Auto & Professional Services*.

Save \$34 when you order the set.

YES! PLEASE SEND ME _____ SETS OF **PROVEN RADIO COPY** FOR ONLY \$197 EACH.* SAVE \$34

YES! Please Send Me Volume No. (circle) 1, 2, 3 of *Proven Radio Copy* for \$77 each.*

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Radio-TV-Cable-Internet Sales & Sales Management Opportunities Nationwide. Over 75 openings. Find an AE for \$250. FREE to candidates. www.birschbachmedia.com; 303-368-5900; fax 303-368-9675.

MISC

AM Drive Host/Personality for News/Talk Station. Offering a new Mid-Atlantic radio home for a lively, conversational, entertaining and creative host to breath new life into a 5-to-9 AM drive shift featuring a talented news team and a drive-to-work mix of traffic, weather, news, business and features. Know your current events, be hip and creative, and entertain and inform our listeners as you enjoy career-fulfilling work and fun with your new co-workers. Send tape and resumé to Blind Box 108 at *Radio Ink*. EOE

Morning personality for station that has been #1-ranked for over 25 years. Must be willing to mold into already successful situation. No blue humor or "Ronnie Radio" delivery. We are looking for sincere, articulate person who appreciates news and information as well. Apply by mail to Don Paul, Program Director. KTTS Radio, PO Box 2180, Springfield, MO 65810, EOE.

News Anchor/Reporter/Writer Join an award-winning team of radio news reporters who still do things the old-fashioned way...find and report their own local news. Join an experienced news team in a state-of-the-art newsroom. Minimum of 3 years' experience. Tape and resumé to News Director, PO Box 7492, Wilmington, DE 19803 EOE.

CLASSIFIED AD RATES

Call 800-610-5771 or fax to 561-655-6130.

All ads must be prepaid. Checks, MasterCard, Visa and American Express cards accepted.

E-mail to jimloba.to@radioink.com

Rates: Classified Display (minimum 1 inch, upward in half-inch increments) \$165 per inch. Situations Wanted: \$1.50 per word. Blind Box: \$15 per issue.

BLIND BOX NUMBERS: When responding to a blind box, mail your reply to the box number, c/o *RADIO INK*, 224 Datura Street, Suite 701, West Palm Beach, FL 33401 or fax responses to 561-655-6134.

YELLOW INK™

Antoinette Ellis
215-508-3225

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"On-Location" Sports Action!
at a great price... \$699+sh
Golf, Football, Baseball... Use our sports action playing centers indoors or out. 10 min. set-up. Make your remotes more exciting and interactive!
"A lot of fun!... A great investment!"
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E-Z UP
"World's Fastest Shelter"™



- Sets up in 60 seconds
- Compact size stores easily
- Durable reinforced all-steel double truss design

Double stitched tops in colorful designer solid colors or combination.

E-Z UP INSTANT SHELTERS™ ARE PERFECT FOR:

- Boating ■ Picnics ■ Camping ■ Sales Booths
- Race Pits ■ Backyard Barbecues ■ Ball Games

Authorized Dealer:



BSR/E-Z UP: Division BSR Products

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**FIND BUYERS!
FIND SELLERS!
FIND INVESTORS!**

<http://www.buysellradio.com>
or E-mail: deb@buysellradio.com

CALL **319-243-8679!**

To Place a Yellow Ink Ad,
Call 215-508-3225

All ads must be prepaid. Checks, MasterCard, Visa and American Express cards accepted.

INFLATABLE MONEY MACHINE



Sizes: 15' tall x 12' diameter - \$5995
12' tall x 10' diameter - \$5495
includes simple artwork

- Set up/takedown in less than 10 minutes
- Lightweight/portable
- Easily fits into trunk of car
- Plenty of space for artwork/logos



Contact: Lenny Freed
330.273.3200 ext. 137

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PROGRAMMING

LOOKING FOR VALUES?



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:

Wonderful Words of Life

15 min. weekly, inspirational music and talk (English & Spanish)

Heartbeat

:60 spot about life issues (English only)

Call for a free audition kit.

phone (404) 728-6727
fax: (404) 728-1331
voice mail (800) 229-9965

BOOKS



52 tested and proven telemarketing campaigns to help you increase revenue on the phone. Only \$117. Call to order your copy today at 800-610-5771 and ask for Gwen or Renae.

BLAST FROM THE PAST



YOU'RE ALL OUTTA HERE! Back in the old days, Radio actors would demonstrate what would happen when a station was consolidated into a big company. Ahhh ... if they only knew how visionary they were.

Sales Managers: Do You Want to Add \$100,000-\$200,000 to Your Billing in 3 Days?

You Don't Need A New Sales Staff: You Need A Better Way To Sell.

RadioConcepts USA gives your sales staff the tools to dramatically increase billing at no risk to your station's credibility or your current account list.

You may have heard similar claims, but we have the proof to back it up. A small-market station added \$120,000 in

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.

It's new money... it's found money.

RadioConcepts USA provides branding services for advertisers — new advertisers and current advertisers. We back it up with fail-

safe customer service. Call RadioConcepts USA right now. We simply make your advertisers wildly successful.

RadioConcepts USA
Our First Focus is Radio Sales

CALL TOLL FREE 800-950-5787

Ratings That Bump Up In The Night

It's strange how the numbers
just seem to change at midnight...

Market	Station	M-S 6A-12MID Adults 25-54 Market Rank	Art Bell Adults 25-54 Market Rank
New York	WABC-A	#19	#3
Los Angeles	KABC-A	#24	#8
Chicago	WLS-A	#13	#5
Boston	WRKO-A	#13	#7
Houston	KTRH-A	#11	#2
Miami	WINZ-A	#21	#3
Cleveland	WTAM-A	#7	#1
Seattle	KOMO-A	#19	#1
Sacramento	KSTE-A	#12	#1
Phoenix	KFYI-A	#10	#2

COAST TO COAST WITH
ART BELL

PREMIERE
RADIO NETWORKS

541-664-8829

Source: Fall 1998 Arbitron Metro Survey Area

World Radio History



THEY'VE COME HERE FOR A REASON...

TRINA & TAMARA

WHAT'D YOU COME HERE FOR?

THE FAST-BREAKING FIRST SINGLE
FROM THEIR FORTHCOMING DEBUT ALBUM.

PRODUCED BY SAUCE FOR NOTHIN' PERSONAL PRODUCTIONS
MANAGEMENT: DARRELL THOMPSON FOR TJS MANAGEMENT

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