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From: Stuart Engelke [engineering@nycradio.com](mailto:engineering@nycradio.com)  
To: WIZARD-L@LISTSERV.BOISESTATE.EDU  
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Date: Friday, April 30, 1999  
Subject: Re: I need 5 reasons I should buy Prophet

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Stuart Engelke  
Chief Engineer  
WMCA/WWDJ Radio

-----Original Message-----

From: Peter Fiveland [comments@nycradio.com](mailto:comments@nycradio.com)  
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Date: Friday, April 30, 1999  
Subject: I need 5 reasons I should buy Prophet

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# CHANGE LEADS TO GROWTH, ADDED SUCCESS IN BEAUMONT-PORT ARTHUR, TEXAS

CUMULUS CASE STUDY NO. 1 KQHN-AM KTCX-FM KAYD-FM KIKR-AM BEAUMONT-PORT ARTHUR, TEXAS USA



The past year was filled with change for our cluster in Beaumont-Port Arthur – a fact to which Katie Wellman, Market Manager, can attest.



“Perhaps our biggest change,”

she says, “is that we flipped **KQHN-AM** from News/Talk to Urban Gospel.” Market research suggested that this new format, “The Light,” would complement the changes planned for **KTCX-FM**, the station that would have the biggest impact in the coming year.

“With **KTCX**, or Magic 102.5,” Wellman explains, “we saved the

best of the old programming, particularly the Tom Joyner Show, and added local, live DJs, coming up with a format and live announcers that have taken the market by storm...and their first Arbitron book together proved it!”

Cumulus also split the FM/AM simulcast of **KAYD**. **KAYD-AM**, with its strong, recognizable staff and programming, remained intact. But to fulfill a growing appreciation for country, **KAYD-AM** became **KIKR** “Real Country,” geared toward the older country demographic group in Southeast Texas.

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KAYD-FM



KIKR-AM



KQXY-FM



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# CONTENTS

RADIO'S PREMIER MANAGEMENT

VOL XIV • Number 18 • August 30, 1999



## ON THE COVER 28

### Web Rebel

Matt Drudge has been stalked by the White House, berated by the mainstream media, and praised by the like of Rush Limbaugh. He's created one of the most-visited sites on the Web. Is he just misunderstood, or is he the antichrist disguised as a regular guy?  
*Cover and Interview photographs courtesy of Lester Cohen of Los Angeles.*

## SELLING CARS ONLINE 66

David Ropes is leading the Ford Motor Company into the world of the Web. Watch out, traditional media: He has an eye on the future, and it may not include you.

## MILLENNIUM MASSACRE 68

Will the new millennium spell the end of Radio as we know it? Satellite Radio, micro-Radio, Internet-Only Radio and Digital — all around-the-corner technologies. How can Radio possibly survive this bombardment of threats?

## COLUMNS

Leadership .....	18
How To Gauge When CMOs Have Lost Control <i>by Harvey Mackay</i>	
Giff On Sales .....	20
Making The Case For Micro-Management <i>by Dave "Giff" Gifford</i>	
The Wizard of Ads™ .....	22
Increase Revenue: Stop Being Logical <i>by Roy H. Williams</i>	
Marketing .....	52
Here's What's Wrong With Your Media Kit <i>by Tom Asacker</i>	
Talk Radio .....	45
The Winning Formula For Creating A Young Talk Powerhouse <i>by Walter Sabo</i>	

## COMING NEXT ISSUE:

ABC's Lyn Andrews  
Consolidation Update

## DEPARTMENTS

Publishers Notes .....	10
People in Ink™ .....	12
Letters .....	14
Commentary .....	16

Management Ink™ .....

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Internet Ink™ .....

Events Calendar .....

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

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World Radio History

## PUBLISHER'S NOTES

# Will Political Aspirations Destroy The FCC?

The FCC is about to send shock waves through Radio that will peg the needle on the Richter scale. All their past screw-ups will soon pale in comparison to the micro-Radio rulemaking that is about to take place.

At first glance, micro-Radio creates the appearance that it's good for America, great for diversity, and as American as apple pie. After all, what could be better than giving minorities a voice in their community? The problem is that the applicants who receive these stations won't have a coverage area that can actually make a difference. All it will do is fracture the signals of existing Radio stations — the ones that are currently serving the people of America.

In its landmark decision of 1969, "Red Lion vs. Federal Communications Commission," the Supreme Court affirmed that: "It is the right of the viewers and listeners, not the right of the broadcasters, which is paramount." In his attempt to give "rights" to minority broadcasters, [FCC Chairman] Bill Kennard has betrayed the right of America's listeners to hear a strong, clear signal.

Capitol Hill scuttlebutt puts VP Al Gore behind Kennard's push to ramrod micro-radio through the FCC as a tool for his November election campaign. Politically, micro-radio is an



attempt to make Gore look like he's "helping the little guy." If Gore is in fact elected, it will be interesting to see how he rewards Kennard for selling out America's broadcasters. I can hear Gore's speech now: "I personally opened the airwaves to the people." Think this sounds farfetched? Remember, this is the same Al Gore who is currently trying to convince us that he personally created the Internet.

The National Association of Broadcasters is fighting micro-radio harder than Napoleon fought at Waterloo. My fear is that, like Napoleon, the NAB is destined to fail. My prediction is that micro-radio will very soon be a reality. If I'm right and micro-radio happens, broadcasters will then be forced to pull out the big guns for the battle of their lives. Their last remaining option will be to challenge the FCC all the way to the Supreme Court, shouting "Red Lion!" all the way.

If micro-radio happens and broadcasters are forced to appeal to the Supreme Court, I believe there's a good chance the FCC will be dismantled as a result. Kennard will definitely have earned his place in history, not only as the man who destroyed Radio, but as the man who single-handedly put a "space for rent" sign on the FCC building in Washington. ☒

*Eric*

B. Eric Rhoads, Publisher

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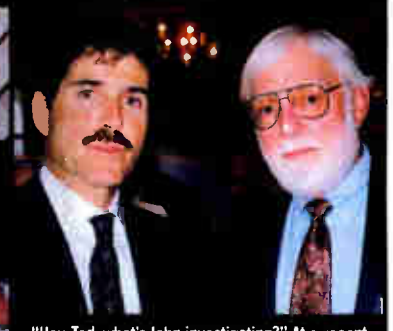
"Araju, didn't you get the blue-shirt memo?" (L-R) Arbitron's Bill Rose, KCTE/Kansas City's Gary Hailes, and WBGO/Newark's Araju Backman.



"The publicity packet said this conference would guarantee us a ten-share; that's why we came."  
(L-R) Entercom/Seattle's Marin Brustuen, WBZ/Boston's Laurie Lamper, and KZZP/Phoenix's Lindy Wilkes.



"Is this Pierre guy serious?" RDS Media's Randy Schroeder (l) and Arnold Boatner of Dan Coleman & Associates look on in amazement.



"Hey, Ted, what's John investigating?" At a recent Virginia Broadcasters Convention, ABC's John Stossel chatted with VAB president Tedd Tefnele.

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\*Robinson in addition to being a radio and TV personality, has also owned WRCH/WRCQ, Hartford, and for 35 years, the oldest and largest group of broadcasting schools in the nation, Connecticut Schools of Broadcasting.



Dick & Tony Bennett - 1964



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Dick Promoting Diana Krall, Newport - 1999



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## LETTERS

### MORE MERCURY MADNESS

The following letter was written to RAB President Gary Fries and copied to *Radio Ink*.

Dear Gary:

(Gary Fries, President/CEO, The Radio Advertising Bureau)

Yes, I read Eric's editorial in *Radio Ink* (Publisher's Notes, "I Demand An Apology!" July 5, 1999), and it conjured up numerous unpleasant pictures of an event, Radio-focused or not, gone awry. Then I read your letter, about the very same evening, and it brought an entirely different set of visions to my mind.

Two intelligent people, both feverishly striving for better Radio, with two different views of one awards show. Strange?

Not really.

A little over a year ago, *Radio Ink* published a Chris Lytle interview — complete with boxing gloves and a couple of sharp jabs — that caused waves throughout the industry. You took the high road by not responding in print, and for that you should be commended. Conversely, Eric wouldn't print something that didn't have some shred of truth.

Gary, you don't owe us an apology for the night, and Eric doesn't have to lose sleep over lost advertising revenues. What you should do is see what can be improved upon and what can stay the same.

For example, if memory serves me right, perception is reality ... therefore keep the budget-watchers happy by serving Smirnoff instead of Stolli. But, keep the regal aspect of it by pouring it all into fine-cut glassware. In addition, while renting a chandelier for the night might prove to be difficult, a spotlight or two to blaze the heavens above *The Supper Club* isn't.

Unfortunately, while these examples might improve the look and feel of Mercury Awards 2000 to everyone's satisfaction, the perception of the 1999 event, for the *Radio Ink* readers who weren't privy to your letter of July 12, is entirely different.

To that end, The Mercury Awards Board has got to work double-time to encourage increased participation, not only from the Radio station production heads, but also from the agency members who did not witness the '98 and '99 affair, but simply "have heard or read about it." That, or please mass-mail your letter immediately.

**Brad Goodwin, MRM, RAB 2000 Committee**

I understand that you were offended by the Mercury Awards venue and program. Furthermore, I have learned that a number of us did not enjoy the evening.

Too bad. Gary and his colleagues were trying to do something creative and different. That's what Radio is all about.

It is refreshing to know that the Mercury Awards people were willing to take a risk, even though they failed. I trust that they will continue to try and evolve an evening of creativity on behalf of our most creative medium — Radio.

#### PUBLISHER'S NOTES

# I Demand An Apology!

What do you get when you put a group of hip, 30-year-old, New York City agency creative directors together with a group of good old boys suits from Radio? Unreliability. Disaster. Embarrassment. Shame.

Right or not, the big boys in New York are snickering at Radio. I watched in stunned horror as heads shook and bodies belted throughout the room. Others simply dropped their heads into their hands. The embarrassment was palpable.

Radio has spent eight years and tens of millions of dollars building up its credibility in the creative community. Then, this credibility was set back 20 years of one horrific night — or nightmare.

I sat quietly and listened to the comments around me.

"This set Radio back 10 years."

"What a bunch of losers."

"Let's get this fixed over with so I can get my award and a drink."

Radio's most embarrassing moment in history happened at this year's Mercury Awards. Decades may pass before they stop talking about the show that killed Radio in the eyes of Madison Avenue.

Fads? Perhaps. Honesty? Always.

Following last year's Radio Mercury Awards, I took a lot of criticism for writing a passionate, heart-felt letter of concern to RAB president Gary Fries. In that letter, I begged the Radio Creative Fund (which the RAB controls,

de facto) to reinvent the awards, whose production values had tumbled two years in a row.

The original concept was valid. Hold an enormous black-tie event at the Waldorf. Give out the largest cash award in the advertising industry. And, put on a great show with a lot of glitz in the hopes of changing the perception that Radio is a second-class medium. It was working.

But this year's Mercury Awards proved that Radio isn't a second-class medium at all. It's in a much lower class.

We reinforced the perception that Radio is inferior. It's almost too painful to recount the horror of having the event moved from a world-class, crystal-chandeliered ballroom, which hosted a thousand people in formal attire, to a tacky, hammered looking supper club that barely held three hundred. And, at least half those seats were empty.

It's even more shameful to relive the botched start, a 10-minute pause of dead air. People squirmed in their seats wondering what was happening.

Then, there was a tedious piece of poorly recorded audio which featured a group of judges sitting around talking, while an embarrassingly bad slide was projected onto the screen for an eternity. Attendees stared in disbelief, then the snickering began.

I can just hear the planning committee meeting: "Were an audio medium, damn it. We don't need video or production values."

Though host and WKYS morning man Isaac Hayes tried to save the show with his infectious personality, it was like trying to stop the leak in the Titanic with a wad of gum.

In fact, The Mercury Awards went down faster than the Titanic, and I fear they took Radio down with them. We're the laughing stock of the creative community.

"Please don't trash the event, Eric. Offer constructive solutions," said one chartered board member.

I'm sorry, guys, but I did that last year, and you didn't listen. Revenanting the awards next year may be like naming Ross Perot for president again. I'm not sure people would show up if they resurrected Sinatra.

The Radio Mercury Awards just isn't cool anymore, and cool is pretty important to creative directors. In fact, it's critical.

For the first time in my career, I was ashamed to be in Radio. Gary, you owe us an apology.

**Eric** R Eric Rhoads, Publisher

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RADIO INK — JULY 5, 1999

New ideas are never without risk. Have you ever published a not-so-good issue? Lighten up.

**William W. Campbell, CEO**

Charles River Broadcasting, Waltham, Mass.

Congratulations. You have written one of the best editorials on our industry that I have ever read. Obviously, you, like I, are sick and tired of the second-rate, old-time way this industry is run.

I want to thank you for telling it like it is, and I agree. You are owed an apology. Hopefully you will attend an RAB convention and demand another apology from the sales side.

**Mike Grimsley, GM, Comcorp Radio, Lafayette, La.**

On June 10, 1999, I went to the Radio Mercury Awards in New York. However, after reading your editorial in *Radio Ink*, I had to give you my take on the Awards. It was much different.

Nowhere did I hear the comments mentioned in your article. Neither did I see heads in hands, people squirming, or shaking of heads. That must have been what occurred at your table.

It's true that the opening video presentation was flawed, but is that reason to call Radio an inferior medium? Is that reason to proclaim the death of Radio? Is that reason enough



to slam the event to which thousands of Radio creatives submit their best work? I think not.

This year's offerings were some of the best I have ever heard. Nowhere in your article do you comment about the quality of this year's winning commercials. That is what we should be talking about.

What makes the evening for me are the commercials. Who won? What made the commercial a winner? How can I make my commercial better next year? Those are the questions I'm asking.

It almost sounds as if you had an agenda long before the event even started. I disagree with the assumption that this year's Awards destroyed Radio. I believe it raised it to another level. To berate the event because of some technical difficulties is throwing the baby out with the bath water.

In contrast, I am not ashamed to be in Radio. I am proud, especially this year, as a Radio Mercury finalist. I'm not sure what your point of contention is with the Radio Creative Fund, but I believe it is best resolved in a face-to-face meeting with the person who has offended you, not in a magazine article like this.

My commercial didn't even win, but I'm grateful to the Awards for honoring excellence. The event inspires me to reach higher. That's what the Awards are all about.

Eric, you owe us an apology.

Steve McKenzie, Pride Communications (fax)

## WE MUST BE DOING SOMETHING RIGHT

Just a note to show you how important your magazine is to EBC. Once I receive the magazine, I read it immediately and pull the articles needed for my sales and programming staff. Then, at our weekly meetings, I have the sales and programming staffs present this information in their own words.

*Radio Ink* is a valuable tool.

Jerry Hinrikus, VP/GM, EBC Inc., Abilene, Kan.

## CANADIAN TALKER SPEAKS UP

As someone involved in issue-oriented Talk Radio since the mid '60s, I found your May 24th issue (*Talk Radio Is On Fire*) to be of great interest. I am a Canadian broadcaster who has been around high-impact, issue-oriented Talk Radio for more than 35 years. I mention this because your outline suggested that it was a fairly new phenomena.

Talk Radio rose to prominence on Vancouver Radio with Pat Burns' original hot-line show on CKLG in 1961. CKNW-AM countered with journalist Jack Webster, who became the first nationally known Radio Talk show personality in Canada.

Your article suggests there has been too much government interference. Nothing could be further from the truth. My own experience is that Canadian Radio has been the greatest "public forum" on the most important and sensitive issues for the last 38 years.

Mel Cooper, Chairman/CEO, C-FAX-AM, Victoria, B.C., Canada

## ... AND, SOMETIMES, READERS DISAGREE

In Roy Williams' column ("Why O.E.S. Doesn't Work: Building Better Results With Reach," *Radio Ink*, July 19, 1999), he made some comments about O.E.S. The misleading headline led the reader to believe that Williams was an opponent of O.E.S.

But, a careful reading finds Williams in substantial agreement with me and my co-author, Arbitron's Pierre Bouvard (*Radio Advertising's Missing Ingredient: The Optimum Effective Scheduling System*). Williams does not claim that O.E.S. doesn't work, and O.E.S. was not even the real focus of his column.

Perhaps it is a testament to the interest which O.E.S. continues to hold that *Radio Ink* used the O.E.S. angle in the headline in order to attract readers.

What Williams says about O.E.S. is simply this: Sometimes the O.E.S. formula will result in too many spots per week. But other times, it will result in too few spots per week. Well, gee, that's what Pierre and I have been saying since 1985.

That's why we reprint, in its entirety in our book, the article by Joe Ostrow in which he lists 20 factors that may serve to increase or decrease the number of spots needed per week. Seven of the 20 are what Ostrow calls "Message Factors." Williams offers only one factor — his Impact Quotient — which he does not explain.

The real point that Williams was trying to make in this column, before *Radio Ink* twisted it with a crazy headline, is that advertiser expectations are key to determining the best schedule. We couldn't agree more.

We developed O.E.S. in response to the expectation that we receive 99 percent of the time from new prospects (and probably 90 percent of the time from current clients): "What can you do to make it happen this week?" That question pretty well expresses the advertiser's "term of commitment," to use Williams' phrase.

Given that term of commitment, there ain't nothin' better on this earth than an O.E.S. schedule (modified as necessary by Ostrow's 20 Factors). If I had an advertiser with a 52-week term of commitment, I would probably devise a very different scheduling strategy ... but this is a very hypothetical "if," since such advertisers have been dwindling over the years from very few, all the way down to none.

Steve Marx, Chairman/Creative Director, The Center for Sales Strategy, Tampa, Fla.

## Letters To The Editor:

Letters may be edited for length and clarity. Please send comments to:

E-mail: [edryan@radioink.com](mailto:edryan@radioink.com) (your e-mail address will be published unless you request otherwise). Please provide your full name, location, and if applicable, your title and company.

Business Address: *Radio Ink*,

224 Datura Street, Suite 701, West Palm Beach, FL 33401. FAX: (561) 655-6134.

Contact the Staff: See masthead for individual staff members' e-mail addresses.

## COMMENTARY

# The FCC Is About To Create Radio Chaos

by Eddie Fritts

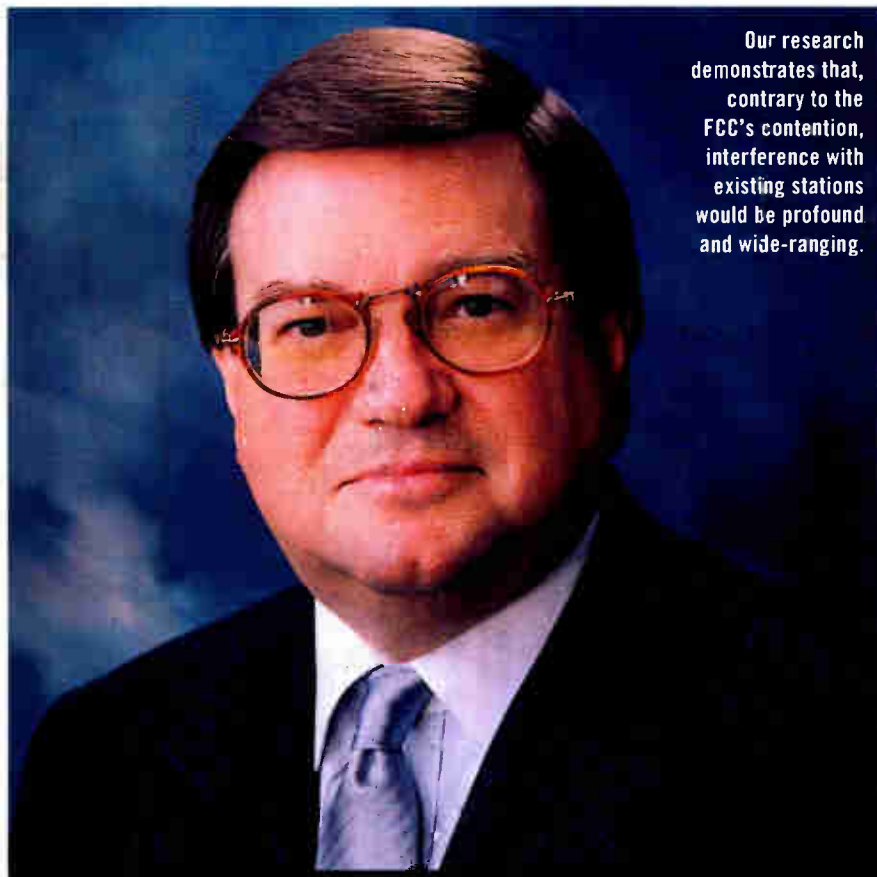
Since the Radio Act of 1927, the FCC has been charged with the role of traffic cop of the airwaves, not only to promote the efficient use of the spectrum, but also to manage the allocation of spectrum to prevent interference. In other words, one of the agency's most basic and longstanding missions has been to serve as guardian of the Radio spectrum.

Earlier in 1999, the FCC proposed the creation of low-power FM Radio service to encourage, in their view, diversity of broadcast ownership and programming. To find room for this service on the already crowded FM spectrum, the FCC suggested eliminating interference protection standards that have served listeners and broadcasters for decades. If adopted, the proposal could create hundreds — if not thousands — of new Radio stations across the commercial FM band.

However, it also would create enormous new interference on the airwaves for millions of listeners. Recently, the National Association of Broadcasters filed, perhaps, the most exhaustive and extensive document we have ever filed with the FCC, providing commissioners with unassailable evidence that the proposed low-power Radio could degrade Radio service for millions.

Our research demonstrates that, contrary to the FCC's contention, interference with existing stations would be profound and wide-ranging. Moreover, our filing soundly rejects a key premise of the FCC, that modern Radios are better at rejecting interference.

The FCC put forth its low-power Radio proposal with no scientific data or testing to support it, claiming that it would create new diversity in both Radio ownership and programming. Indeed, NAB believes more "voices" and more diversity are laudable goals and



Our research demonstrates that, contrary to the FCC's contention, interference with existing stations would be profound and wide-ranging.

has long been committed to increasing minority ownership opportunities in our business. That's why we helped write the original tax certificate program that encouraged media companies to sell their stations to minorities. That program has since been eliminated, but we stand fully supportive of efforts by Congress and the FCC to reinstate a minority tax certificate program.

However, the laws of science and physics do not lie. The conclusion of our study, which we prepared with the assistance of four highly respected consulting firms, is unassailable: Millions of listeners could experience interference caused by new signals being shoehorned into the Radio dial. And, it should be noted that each of the five commissioners has stated that proven interference would be a valid reason not to proceed with low-power Radio.

In addition to interference to existing stations, the low-power proposal did not contemplate whether the industry's long-awaited move to digital transmission might also be affected by adding low-power stations. In short, the FCC is putting the low-power cart before the digital horse.

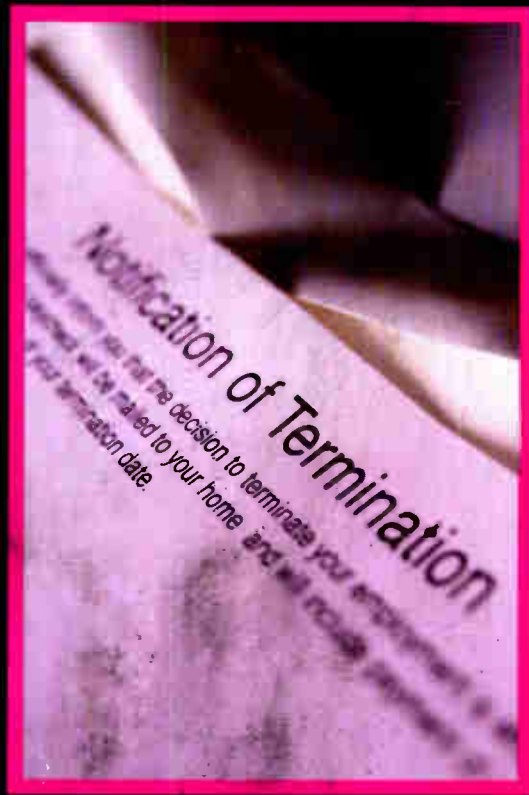
Science aside, broadcasters take issue with the FCC's contention that programming diversity on the dial is lacking. Anyone who says that listeners have few Radio format choices is not listening to the Radio.

In Washington, D.C., for instance, at least 13 of the more than 50 Radio stations offer program formats targeted toward minority audiences, while seven stations primarily carry religious programming. Meanwhile, more than 500 stations nationwide now provide Spanish language programming. In short, diversity on the Radio dial is already a reality.

The FCC has received hundreds of comments regarding the low-power Radio proposal. It must now choose between serving the interests of would-be low-power Radio operators or serving the interests of millions of listeners who currently enjoy local Radio. We believe that choice is clear: The FCC should reject low-power Radio. ☐

Eddie Fritts is President and CEO of the National Association of Broadcasters





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# How To Gauge When GMs Have Lost Control

## They Start Taking Themselves Too Seriously



**BY HARVEY MACKAY**

**D**ilbert, which is carried in 1,100 newspapers, has helped us laugh at the crazy dynamics of the workplace. Now, if only we could start laughing at ourselves.

The late, much beloved chief executive of Coca-Cola, Roberto Goizueta, had that ability. By standing back and observing things objectively, he could see the irony. It's no accident that the market value of Coke increased from \$4 billion to \$145 billion in 16 years. Humor is a critical business weapon.

In the midst of the "New Coke" debacle in the '80s, conspiracy buffs circulated the idea that Coca-Cola introduced this "mistake" deliberately to get more attention for Coke. When presented with that theory, Goizueta answered that Coke was neither smart enough nor dumb enough to have dreamed up the ploy.

We've all worked for the humorless. There are the bosses I call "Rocky," who take on the whole world through earnestness. And we're in big trouble if we don't seem equally serious. We can't joke that sales plunged one percent or that a supplier might not meet a deadline. In such offices, you can cut the tension with a knife. And usually, results aren't what they could be.

No matters who's the boss, we can still get a few laughs at our own expense — and be able to work better. A colleague of mine is a genius at this. If his plane is late and his blood pressure is rising, he distances himself. He often thinks: "How will this 'nightmare' seem to me a year from now ... a blip on the screen?"

Another colleague, when stressed out, tries to imagine how he would explain his "predicament" to his 6-year-old. Pretty quickly, the concerns of the day start to sound ridiculous. He calls it "baby-proofing" his consciousness.

There's no excuse for total, self-absorbed seriousness. It's boring. It pushes others away from you, and it requires a whole lot of energy to assume such a world view.

Of course, there are times for seriousness. We all know when they are. If the company



Pomposity is the end of the line for General Managers.

can't seem to achieve a turnaround, there will be plenty of people focused solely on the bottom line. No chuckles there.

When someone else has a problem, it's showing respect to treat their situation seriously. In addition, as we enter a company or grow into a new job, we can leave the levity to others.

At my company, there are few managers-in-training who are a barrel of laughs. Learning the ropes is definitely serious business.

On formal performance appraisals, it might be a good idea if we introduced the category *Can Laugh At Themselves*. In an organization where a little self-deprecation is encouraged, people are more likely to take risks and, therefore, make mistakes. In the current global marketplace, where there are few precedents anymore, plenty of errors of judgment are going to be made.

Incidentally, Coca-Cola eventually hired back the man who put New Coke on the market. Those who can't laugh at themselves should be penalized. Their over-earnestness can be an albatross around the neck of the organization. ☹



▲ We've all worked for humorless bosses. In such offices, you can cut the tension with a

knife, and usually, results aren't what they could be.

▲ There's no excuse for total, self-absorbed seriousness. It pushes others away from you.

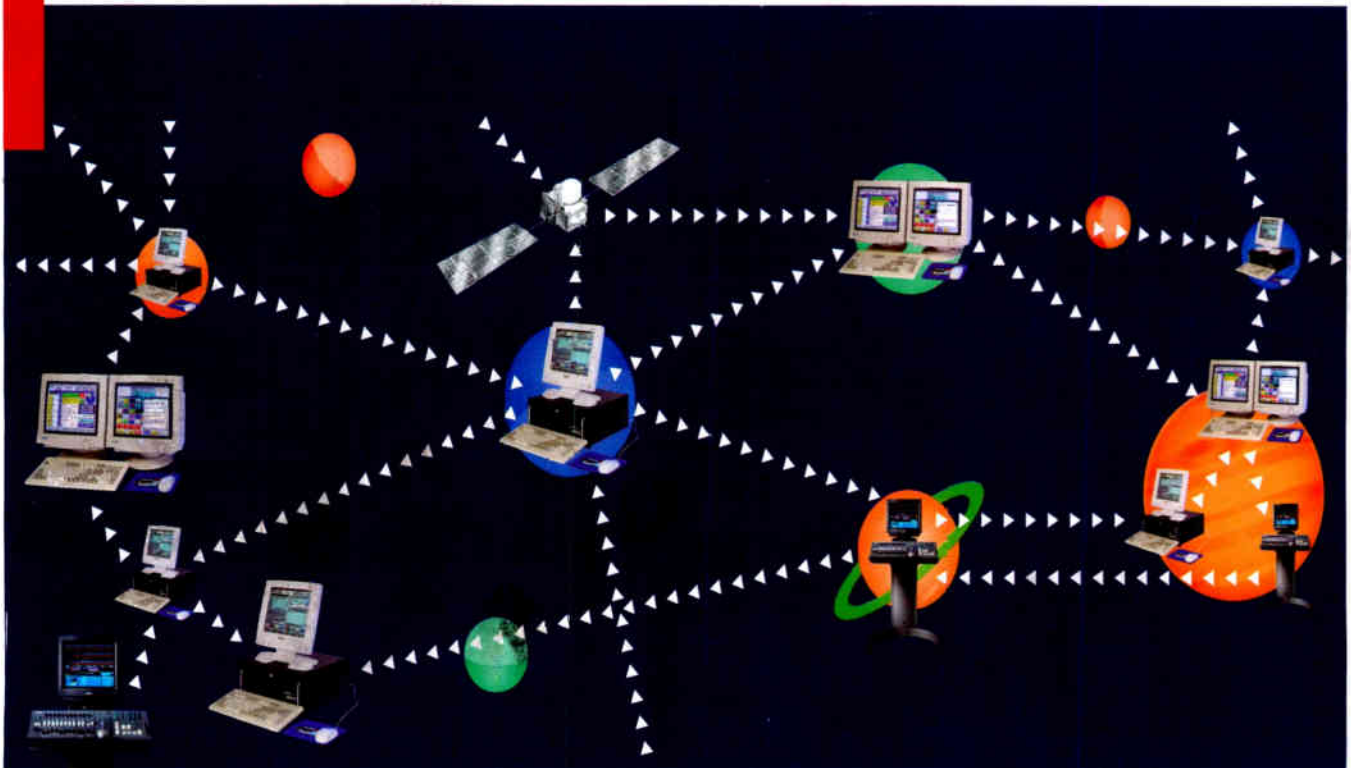
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Harvey Mackay is CEO of Mackay Envelope Corp. He may be reached at [harvey@mackay.com](mailto:harvey@mackay.com)  
This article is excerpted from his book *Pushing the Envelope*.



# Your Wide Area Networkability Is Limitless



## **ENCO** **DAD<sub>PRO</sub>32** Digital Audio Delivery System

The demands of today's fast paced broadcast marketplace require maximum utilization of resources to achieve cost effective performance. Thanks to the latest advances in digital technologies, multiple broadcast facilities can now seamlessly share audio inventories, news, scheduling and billing data, and often consolidate other redundant functions.

All of this is possible by combining the advantages of non-proprietary products such as the ENCO DAD<sub>PRO</sub>32 Digital Audio Delivery System with Wide Area Network (WAN) architecture. Audio production may now occur from virtually anywhere within a group, information flow is automatically managed between multiple remote locations, and transfer schedules are configured to take advantage of varying tariffs for maximum efficiency and cost control.

The ENCO DAD<sub>PRO</sub>32 Digital Audio Delivery System provides a powerful professional audio management tool for both live assist and automated on-air operations, production, and inventory control. Support of Wide Area Networking is inherent with DAD<sub>PRO</sub>32, providing capabilities to take full advantage of distributed data and group interconnectivity.



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# Making The Case For Micro-Management

## It's About Accountability



**DAVE "GIFF" GIFFORD**

The cultural changes in our society, heavily influenced by events that shaped the '60s and '70s, have had their affect on people's attitudes in the workplace.

With the changes created by people challenging the validity of the "establishment," with the fallout of a war that killed America's optimistic spirit as well as its young men, with the plague of drugs that still spread like cancer, with the terrifying rise of violent crime, with the evolution of the "sexual revolution," with the emergence of the "women's movement" and its influence on the growth of two-paycheck households, with the breakup of families via an epidemic of separation and divorce, with the pulling up of one's roots, and with new standards for living to adjust to, no wonder people's 9-to-5 attitudes changed as well.

Like it or not (it's called "coming to grips with reality"), you have to manage different attitudes than did previous generations of Radio sales managers. The most obvious manifestation of those differences is the fact that, whereas yesterday's Radio salespeople got up in the morning for their careers, most of today's younger Radio salespeople got up this morning to subsidize their lifestyles. A sweeping generality, to be sure, but one that most professors of management and business historians would be quick to support.

Now, since most salespeople don't like to be micro-managed, how does that affect the way you manage your salespeople?

For starters, since so many salespeople have to drop off and pick up their children at daycare centers, noon sales meetings are probably more accommodating than 8 a.m. meetings. And, since "time-off" incentives have their own special appeal, you might be wise to build certain "lifestyle" incentives into your compensation plan. Also, having observed firsthand how many European and Australian Radio companies flourish despite giving employees four to six weeks' annual vacation, you might

Work time should not be spent on personal issues. Hold your reps accountable.



also consider loosening your vacation policy. Oh, and one more thing: Understanding that salespeople who feel good about themselves sell better and sell more, try treating them like you wish your boss would treat you.

That said, here is the case for "micro-management." Despite the changes in people's attitudes in the workplace, some things have to be micro-managed.

If you want to build a track record you can cash in on, you had better micro-manage how many presentations get made daily, how many new account presentations get made daily, how many "opportunity" calls get made daily (what others refer to negatively as "cold" calls), and you had better find out what happened on those presentations and opportunity calls.

Lesson: Hire the right people (people who can work comfortably in a "highly structured sales environment with daily accountability"); sell them, during the interview process, on why the salespeople benefit as much as the station does by being accountable; be sensitive to their needs as people and treat them with respect and, finally, stop apologizing for asking them to do what they agreed to do when they were hired. ☎

*Dave Gifford is President of Dave Gifford International and Founder of The Graduate School for Sales Management. He may be reached at 505-989-7000 or by e-mail at Giff@talkgiff.com*



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▲ Like it or not, you have to manage different attitudes than did previous generations of Radio sales managers.

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▲ Lesson: Hire the right people, and stop apologizing for asking them to do what they agreed to do when they were hired.



***"Tom, we bought another  
radio station last night."***



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Wondering how to handle growth? More groups have placed their trust in Intraplex than any other digital transmission solution.

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# Increase Revenue

## Stop Being Logical



**ROY H. WILLIAMS**

Three men enter a hotel and ask the price for a room. The desk clerk tells them that they may share a room for only \$30 — \$10 each. Delighted to find accommodations at so cheap a price, each of the three men quickly hands over the required \$10 and proceeds up the stairs to their room.

Moments later, the desk clerk remembers that triple occupancy is priced at only \$25. Being an honest clerk, he summons the bellhop, hands him five \$1 bills, and instructs him to take the money to the men who just went up the stairs.

The bellhop, being dishonest, says to himself, "I can't divide \$5 evenly among three men. Besides, I saw how delighted they were to get a room for just \$10 each. They will be even happier when they learn that the room will cost them only \$9 each. I'll give each man back a dollar and keep the other two for myself." And this he did.

Upon receiving their \$1 refund, each of the three men had exactly \$9 invested in the room, just as surely as if they had originally handed the desk clerk \$9, right?

Here's our dilemma. Each man has paid \$9 to occupy the room ( $3 \times 9 = 27$ ). The bellhop has only two remaining in his pocket. This gives us 29. So, where is the missing dollar?

Mathematics is the only branch of science in which the rules have no exceptions. That each man has invested \$9 in the room

is an utterly immutable and incontrovertible fact. Likewise, is the fact that the bellhop has only \$2 remaining. You can re-add the numbers as often as you like, but you'll not come up with more than \$29.

I share this story to illustrate the point that the truth isn't always logical, and that the logical isn't always true. Most bad advertising decisions are made as the result of just such logic. People waste enormous advertising bud-

gets by trusting "facts" that are perfectly logical but which are also tragically untrue.

Specifically, I refer to the three sacred cows of advertising: gross rating points, media mix, and decision-maker targeting. Although each of these is perfectly logical, they lead us to make decisions that are rarely the highest and best use of our ad dollars.\*

Back to the story of the three

men. The fact that each of the men has \$9 invested in the room is utterly irrelevant. The question, "Where is the missing dollar?" can only be answered by tracking the location of each of the dollars in question.

We know that the desk clerk has 25 of the original dollars. We know that each of the three men has one of the original dollars back in his pocket. We know that the bellhop has the remaining two ( $25 + 3 + 2 = 30$ ).

The location of the money was never a secret. We got distracted when we began examining a "fact" that was utterly irrelevant. You haven't been doing this in your advertising, have you? ☹



To reach new heights with your clients, learn and understand the laws of logic and truth.

People waste enormous advertising budgets by trusting 'facts' that are perfectly logical but which are also tragically untrue.

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@WizardofAds.com





**“It was simple enough for even my most computer-phobic jocks to understand.”**

**–Troy Richards at KCCS**

KCCS had challenges to overcome. With their mixture of talk and music, they needed a digital audio delivery system that wouldn't be high maintenance. Something easy for their air talent to handle. And it had to serve up a professional sound in everything from their voice tracks to satellite material.

After looking at the available options, Operations Manager Troy Richards chose Digital Universe.

**“Digital Universe has been a wonderful addition to KCCS and has resolved many, if not all, of the conflicts we have faced in the past.”**

KCCS salespeople are auditioning spots for clients right from their desktop workstations. Production staff are using sound files more flexibly than ever, with the universal format of uncompressed audio.



**“I want to personally thank you for making my life easier and for building us a system that brings us peace of mind. Thank you also for your excellent customer service. That was your greatest selling point.”**

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# Here's What's Wrong With Your Media Kit

It's About Them, Not You



**TOM ASACKER**

Peter Drucker once said that business has only two basic functions — marketing and innovation. I've spent the past 25 years living, breathing and dissecting the art of marketing. It's an extremely complex and exhilarating field.

I've also spent the past five years practicing and studying the art of innovation. It requires an intense focus on meeting the needs of your audience, better than your competition, in order to have any chance of success.

So, why are the philosophies and fundamental business approaches to marketing and innovation so diametrically opposed? Here's an example of what I mean.

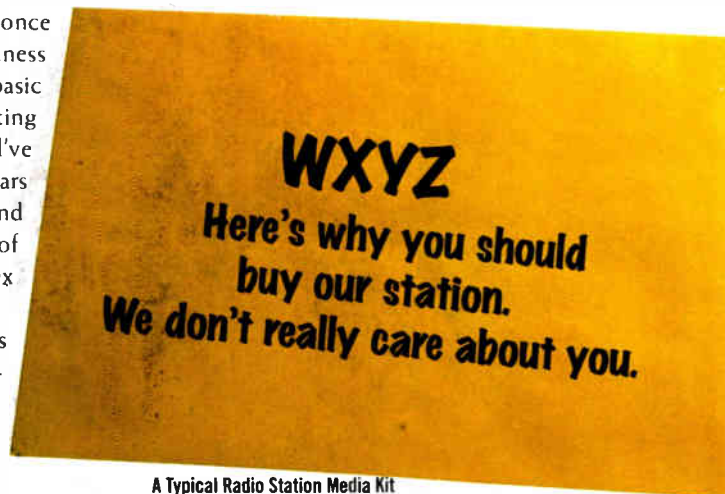
I met with an entrepreneur to discuss his marketing strategy for a new product launch. During our meeting, the entrepreneur passionately described the various human factor considerations designed into his products. His audience was first and foremost in his mind. He had done an outstanding design job.

Then, he handed me his product brochure. What does conventional, product-oriented marketing wisdom teach us to do? What did his brochure highlight? Features and benefits, of course. The completely rational copy highlighted all of the product's differences from his competitors' products.

After discussing these differences, we concluded that any logical person would choose his product over the competition in a nanosecond. He only had one little problem — finding logical people.

Isn't it strange? He tried to design his products to prevent human error, to save his customers time and money, and to enhance their experience with them — to improve his customers' quality of life. And, he did all this knowing that people are not logical creatures.

He took the exact opposite approach when designing his marketing. Instead of trying to prevent human error, he filled his marketing with confusing data and "chest-thumping" superlatives.



A Typical Radio Station Media Kit

Rather than attempting to save his customers time and money, he'll waste it by inundating them with redundant information, sales calls, junk mail and e-mail. Instead of trying to enhance his customers' experiences with his marketing, he'll use his cleverness and try to impress them with eye-popping Websites and fancy corporate brochures. He will try to make his customers like him by telling them all about what makes his company so special.

Here's something you may have a tough time swallowing. He did. It doesn't matter what customers think about you. What matters is how they feel about themselves and their experience in your presence.

Think about what it feels like to be a consumer today. By doing so, you'll discover exactly what your customers need from your marketing to feel good about themselves and their quality of life.

They want to be treated as individuals. They want personal control, and they want to be recognized for their contributions. They want you to respect their time and keep things as simple as possible. They want you to speak only in terms of what's relevant to them (and please don't bore them). And, they want to feel important and appreciated.

But most of all, they want you to be human, which to them means genuine, consistent and caring. Start designing your marketing as you do your wonderfully innovative products — by realizing that your customers are not creatures of logic. Then, focus on the human factors that will truly improve their quality of life. ☎



▲ The philosophies and fundamental business approaches to marketing and innovation are diametrically opposed.

▲ In marketing, it doesn't matter what customers think about you. What matters is how they feel about themselves and their experience in your presence.

▲ Customers want to be treated as individuals. They want you to respect their time and keep things as simple as possible. Most of all, they want you to be human.

▲ Design your marketing as you do your wonderfully innovative products — by realizing that your customers are not creatures of logic. Then, focus on the human factors that will truly improve their quality of life.

*Tom Asacker is President of Humanfactor LLC. He may be reached at 603-629-9474 or by e-mail at [Toma@hfactor.com](mailto:Toma@hfactor.com)*



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*Ray Carroll*  
Account Executive  
KRBE, Houston

A pillar of strength in radio sales, Ray Carroll has *flourished* in a rapidly changing industry for more than 25 years, half that time with Susquehanna. In that period, he's experienced the challenge of representing his station in an increasingly competitive ratings market. But through it all, he's never enjoyed his job more than during the time he's been with Susquehanna. "When you go to work for Susquehanna," says Ray, "you get to work with a lot of good people!" And we're glad he's on *our* team.

Today Ray is capitalizing on new opportunities like NTR, and helping his clients integrate radio with their e-commerce activities. With this kind of versatility, Ray's stature in the industry continues to grow.



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With operations in major markets across the USA, Susquehanna offers a number of employment options. For more information about radio career opportunities, call our Human Resources Department at (717) 852-2132.



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Be in that first 100, or LOSE OUT.

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February 2	Charlotte
February 4	Nashville
February 21	Denver
February 23	Salt Lake City
February 25	Las Vegas
February 28	New Orleans
March 1	Austin
March 3	Dallas
March 20	Boston
March 22	Philadelphia
March 24	Atlantic City
March 27	Cincinnati
March 29	Indianapolis
March 31	Milwaukee
April 12	San Diego
April 14	Seattle

Register now for \$199. On October 1, the fee increases to \$299, and on the day of the event, it's \$350. There is a 100% money-back guarantee.

Cancellation policy: Cancellations not accepted, but substitutions are permitted.

\*For dates in 2000, checks should be received by December 1, 1999.

# We're taking this show on the road! The Super Success Formula for Radio Sales

Ten hours of power-packed selling strategies from two of the hottest young radio sales trainers on the circuit. This will be a tag-team-style seminar, which will be fun, energetic and activity-driven. Sessions start at 8 a.m. and go until 7 p.m., with a one-hour lunch and four 15-minute breaks.

Enjoy a rock-concert atmosphere with casual dress. After the seminar, take home a seminar manual, as well as a graduation certificate.

## About the trainers...



Chuck Mefford is one of the country's leading sales trainers and the author of *The Power of Win-Win Selling*. He is also one of the highest-rated speakers in America, consistently graded as the best at RAB and NAB shows.

Sean Luce, one of the top, up-and-coming Radio sales trainers and speakers, has published two of the fastest-selling books in Radio — *Luce's Laws* and *Luce's Leadership Laws*. He was awarded the 1998 *Radio Ink* Sales Manager of the Year in Radio and has consistently rated as one of the top speakers on the Radio circuit.



*Here are some of the topics that will be covered in the seven 75-minute modules:*

1. How to make money with the Internet
2. Hottest NTR categories
3. Recruitment revenue ideas
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6. Power presentations and proposals
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11. After the sale: get your customers back for more!

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# Online

# Instigator

Matt Drudge has been dubbed the "Rush Limbaugh of the Internet" — not bad, especially when the one doing the dubbing is Rush himself (see sidebar, page 30 ).

Drudge considers himself "a prosecutor," not a reporter. He has no political affiliation: "I'm a wanderer." He is not wealthy: "I drive a beat-up Geo Metro." And to be quite honest — given all the time he spends on his Website — he says, "I'm trying to figure out how to update it in the shower." His office an eyesore: He works out of his small apartment in Los Angeles, and his Dick Tracy hat looks as old as the comic strip.

 [www.drudgereport.com](http://www.drudgereport.com) None of this matters. Drudge has figured out how to gain an audience that network news anchors and mainstream media can only dream of. He gets attention, lots of it, and from people in power. He reports on the news, and he spins it the way he wants to spin it. He breaks news, sometime scooping national news organizations with hundreds of employees.

It's amazing what one person can do with a PC and a phone line.

## THE WEBSITE

**INK:** What is the goal of The Drudge Report?

**DRUDGE:** There are no more goals. There was never a goal. There is the power of an individual to be reporter, editor, producer. It is completely beyond any wild expectations to be sitting here communicating with this wide group of people. One out of five of these people are outside the country.

It's a new thing. I can't say this will get old quick. I am the bureau chief, the news president, stockholder, anchorperson, editor, runner.

**When did you discover you could make money at this and that you didn't need to fold T-shirts anymore?**

Only recently have I started make money off the site. I have a TV show and a national Radio show. I don't sell ads on the site. The Website has only one ad because it is a one-page Website.

I am constantly updating the site. I'm trying to find a way to update in the shower.

As for hiring reporters, people call me all the time. On the day of this interview, I have 9,000 e-mails in my inbox. Anyone can be a tipster.

**How do you follow up on tips?**

Sometimes I take tips at face value. Sometimes I compare them to wire copy.




## REPUBLICAN OR DEMOCRAT?

Describe your political philosophy.

I move around. I am not a liberal. I hate taxes. I am pro life. I am not a Libertarian. I am not a Republican behind the anointed one, George W. Bush, without pricking him to see if there is anyone in there. I am a man without a party.

I wish the government would leave me alone. Every day, I get angry that they are taking 40 to 50 percent of my money. **30 ▶**

## Drudge's Views On Today's Media Stars

- Larry King?  Fading
- Rush Limbaugh? King
- Howard Stern? . . . . I don't wake up that early
- Tom Russert? . . . . Adequate
- Dan Rather?  Patriotic
- Bill Clinton? . . . . A blessing
-  George Bush (the father)? . . A good inaugural address

I think that is completely violent. I don't know what services I am getting in return.

The next big fight is against taxing the Internet. Stories about the big White House databases people want to build to monitor all the computer systems is prime meat for me in the next couple of years.

**Do you consider yourself a reporter?**

I am not a reporter. I am a prosecutor.

**When did your Website become popular?**

It was catching on from the word 'go.' Ten readers turned into 100, to 1,000 so quickly. It was tremendous. I never thought I would have 1,000 readers. It grew and grew. Then, there were a few newspaper profiles, magazine articles and a Ted Koppel profile. Now, my site is up to 22 million visitors a month.

When we began to get attention, it was negative. God forbid it would be positive. The day you get positive press from these scoundrel mainstream press people is the day you are done. They criticize anything they can throw at me. It is a battle of the eyeballs, and if they are coming to me, they are certainly not going to the CNN Website. It is a vicious battle.

They have tried to destroy my reputation, from the White House on down. It has been great for business. I am Bill Clinton's biggest fan. When he was impeached and they deposed him, he kept saying my name. That was the meltdown. It's hard to believe you can do a little Website — from your apartment — that gets the attention of the president. I have a phone jack. With that, you can cover the

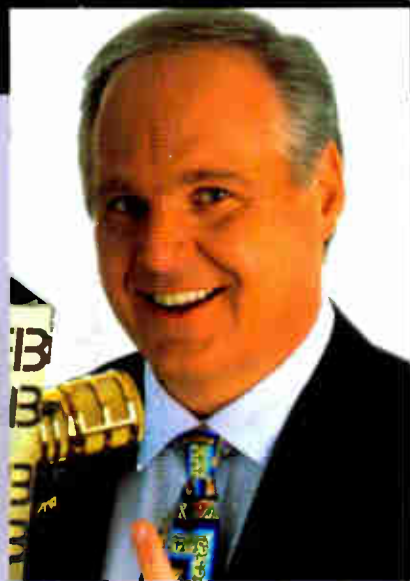
## Rush To Drudge-ment

"Matt Drudge is the Rush Limbaugh of the Internet," says Limbaugh. "It is amazing to watch the parallels of our arrivals virtually from out of nowhere and to compare the way we were both 'treated' by the mainstream press.

"First, the media was curious and did all sorts of profiles, helping to elevate the awareness factor. Then they attacked the method(s) of performance, impugning the honor, honesty and integrity of the work. This was followed by a general assault on the medium.

"In my case, it was Talk Radio; in Matt's, the Internet. Both are criticized as illegitimate and insignificant. Then, both of our audiences are savaged, portrayed as mind-numbed robots incapable of independent thought.

"The culmination is the attempt by the media, after all of this, to pretend neither of us exists in a relevant state any



longer. It really is stunning to compare the way we both were (and are) reported on by the elite media. We both continue to confound the media by, in essence, doing their jobs for them. We both do what they used to do: report it all, without judging what the people were capable of dealing with."

world. It puts me on an even playing field with any reporter in the world.

**What mistakes have you made along the way?**

I can't say that I would change a thing — not even being sued for \$30 million by Bill Clinton's right-hand man, Sidney Blumenthal, for reporting that Republicans said he had committed spousal abuse in the

past. It was a detailed story that included the charge and the denial, and that was it. I said it was a mistake the next day.

Then, two weeks later I get sued for \$30 million. The guy was trying to thwart me. He did not know that I was working on stories that were going to expose his boss as a liar and a molester of interns.

I am not sure I would take anything

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back. Being sued by a White House aide, with the endorsement of the president and vice president, led to my *Nightline* appearance. I broke the Monica Lewinsky story 10 days later.

**How did you, and not *Newsweek*, manage to break the Lewinsky story?**

I broke it before *Newsweek*. *Newsweek* reporter Michael Isakoff had every option to quit his job and hold a press conference. The press would have reported what he said. He could have published it on the Internet as well. He decided not to do any of those things, and for four days, he let me hang out there as George Stephanopolus and Mike McCurry were calling me a liar who defamed people. For four days, I had it all to myself, every aspect of the story.

**What is the status of the Blumenthal lawsuit?**

It is cold as ice. There is no movement on it. It is fun to read every profile on me. They always mention the lawsuit, but profiles about CNN don't mention their lawsuits. The press bias keeps fueling my success. The more they bash and marginalize me, the more success I have.

**A REAL JOB?**

**What do you think you would be doing now, if not this?**

I would still be folding shirts or working at McDonald's. I don't have a college degree. All my interests are in news and media, and I certainly would never work, or I should say, they would never hire me, at

the *Los Angeles Times*. If the Internet crashes and burns tomorrow, I may have to go back to folding shirts.

**What is your impression of the national media?**

In the next 20+ years, they will become absolutely useless. Those who thought they were the bureau chiefs of the country are going to be useless, because the individuals will become bureau chiefs. I think that is wonderful.

The alternative is one massive corporation. All of a sudden, you get this eruption of individuals out there who are able to do what the big boys are doing without the need for an FCC license. It has changed the equation.

**Do you still get requests for interviews from the national media?**

I deflect them all because I have my own gigs. I have one of the top cable news shows in America, as far as the ratings go. I am second to Wolf Blitzer and a few others.

**DRUDGE RADIO**

**How did you start the Radio show?**

Phil Boyce (PD of WABC-AM) sent me an e-mail telling me that he had a sub spot open. He asked me if I wanted to try it. He knew I was coming to New York every weekend. I asked him if we should start in a smaller market instead. I had never done any Radio, except as a guest. During the first show, I broke part of the Lewinsky story.

Phil then moved me to Sunday. We got our first book, and we were No. 1 in NYC

12+. I have since fallen to fourth place with a 6.2, but that is still nice. So, the Radio show was a fluke.

**What is your Radio show about?**

I am on the air with a few callers and a few guests. I thought it would be a great opportunity to do a Radio show in the same spirit of all the news that has not reached the newsstand yet and put my own spin on it. The listeners get to hear a story — filtered through my sensibility — on the Radio before they see it in the newspaper.

Since I have been online, Sunday has always been the best day. All the weekly magazines are closed. All the Monday newspapers shut down early, and all the media people are off duty. I have a great time on Sunday. It is one of my bigger days, as far as traffic to the Website.

I rush this stuff out and twist it like a pretzel. Sunday night is prime because it is when everything happens in the media. It is one of those secret formulas, like the recipe for Kentucky Fried Chicken.

It is the best time to do this. I have done it out of New York for a year and have been loving it.

**What is your opinion of Radio?**

It is the closest thing to citizenship, even more so than the newspapers which have lost their way in this country. When I listen to people like Rush Limbaugh, George Putnam or even Art Bell, they are the closest things to being the pulse of this country. Look at where I live in 32 ▶

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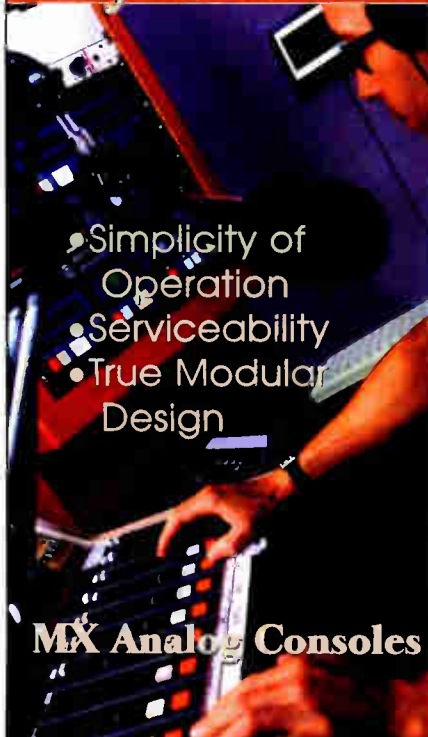


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Hollywood. Even Art Bell has had a tremendous impact in this town.

I always listened to the Radio. I never watch TV. I listened to WOR as a child, and it always kept me company. I think Radio is



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future medium. I know that sounds odd since it is the past medium. I think it will outlive TV. I have my TV off these days. I think Radio is more creative.

**Would you like to do a five-day-a-week Radio show?**

No. The Internet is where the action is, even more than Radio. I am more successful on the Internet. You never have to explain yourself on the Internet. You can do whatever you want, for whatever reason, all the time, and never explain a thing.

### THE LEGEND OF DRUDGE

**Do you consider yourself an Internet pioneer?**

No. I am just a lucky guy who thinks he knows a few things. The Europe version of the Associated Press did the '10 media moments of the century,' and I was Number 10 after Ted Turner, MTV, etc.

**What makes your Internet site different from what anyone else like you is doing on the Net?**

It is a special formula. It is a combination of news yet to come out and my own spin on things. For example, my lead now is locusts in Russia and Asia. Who is doing that stuff?

It is a weird combination. The whole thing is what interests me. I never write about anything that doesn't interest me. It is hard to take for many who think I should be objective and cover everything.

There are no rules in journalism. That is why, when I go to colleges and lecture, the students like me and the professors don't.

The second they start putting rules on broadcasting, newsgathering, and opinions, we are all finished. If you look at all the success stories, like Howard Stern, Limbaugh etc., all of them continuously break the rules.

**Are you in it for the money?**

No. The money thing is an extra that has come recently. I drive a beat-up GEO Metro. I think that is a good thing. I have a weird personality. I am interested in current events, citizenship etc.

**What's next for you?**

I don't know what is left. I had been talking to someone about a movie. I think I am overwhelmed now. I am only as good as the next story. I will spend the rest of my life coming down from this cloud. ☹

## Phil Boyce, Program Director of WABC-AM New York

**Boyce gave Drudge his first shift in November of 1998.**

"I heard Matt as a guest on the Sean Hannity show on WABC," says Boyce, "and thought I heard the magic spark you look for in a potential talk show host. Drudge would have been a complete bomb, if he didn't have the spark to make it entertaining."

While it was reported in the *Washington Post* that ABC News chief David Westin was against turning Drudge loose on a national level with ABC, Boyce says he had no resistance at all.

"I am fortunate," he says, "to work for some people who encourage me to think out of the box. Mitch Dolan, my GM at the time (now Group President of half the ABC stations) was very supportive and thought he heard the same spark I heard. I'm constantly looking for the next big star."

"The only question at first was 'Is there life after Monica?' He's now proving every week that there certainly is. The show is compelling, with a sense that something big is about to blow at any second. It's entertaining and informative, with his quirky personality rolled in."

Boyce says he's happy with his decision as well as the results: "When you are No. 1 in New York City out of the gate, I'd say it's working amazingly well. His Website is a great promotional vehicle, so it's a true Internet/Radio marriage."

"It's very gratifying to me to see this little idea turn into such a big national success. He's now had the biggest national rollout of any talk show in history — and on Sunday night, which is sometimes a dead zone! To top it all off, he's one of the most decent guys I've come across, and all this success hasn't fazed him one bit."



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## Don't Conduct Junk Interviews

Employers routinely waste time in interviews by asking the wrong questions. There are two kinds of interview questions: legitimate questions and junk questions.

Legitimate questions are specifically about the work and about the candidate's ability to do it. These need to be asked first because the answers will determine whether the interview should continue. Junk questions are ones the manager thinks he should ask, either because they're on a list from the personnel department or because he's heard that they're popular.

Some questions may be clever or interesting, but if they're not about the work, put them aside until you've determined that the candidate can do the job. Don't waste your time or the candidate's. Review your list of questions: What's legitimate and what's junk?

Don't conduct junk interviews. 

Nick Corcodilos is the host of [www.asktheheadhunter.com](http://www.asktheheadhunter.com) and director of North Bridge Group in New Jersey. Available to Radio stations for on-air interviews, he may be reached by e-mail at [northbridge@sprintmail.com](mailto:northbridge@sprintmail.com)



## A G M S U R V E Y

### Deceptive Internet Providers Or The Way Of The Web?

Most Radio station GMs have bought into the fact that they must put their station on the Internet. However, in their haste to appear Web savvy, managers are farming out the content construction of their sites to third-party companies who promise them a share of national advertising.


#### The Scenario:

National ads are sold as banners on your station's site. Sometimes, these ads ask your listeners to enter a contest to win a prize, such as an automobile. However, you don't know that the national advertiser is partially owned by a competing Radio company in your market.

#### The Questions:

Do you expect full disclosure of this fact from your content provider? Do you ask your content provider now? Would it make a difference to you? What would you do if you found out that this was happening?

Please e-mail your comments to [edryan@radioink.com](mailto:edryan@radioink.com)

Your answers may appear in a future issue. 

“When looking back, usually I'm more sorry for the things I didn't do than for the things I should have done.”

— Malcolm Forbes

### Put Your Life In Perspective

Ah, the life of a Radio manager. It contains enough drama, suspense and rumors to fill a made-for-TV movie. It can be a job that lasts only six months, with pressures from corporate to increase the bottom line by yesterday and employees who just don't seem to have the passion — like you did when you first got into Radio.

You work long hours and weekends. You carry a cell phone and a pager to return calls, along with a laptop so you can keep in touch by e-mail. Yet, your department heads still complain that they don't get enough of your time.

If you drove off a cliff tomorrow because you were trying to answer two cell phones at the same time, the station would certainly have to close its doors. There's no way it could continue without you.

At least that's what you think. Easy, Superman. Like it or not, your station will move forward if you keel over.

Here's a suggestion. Read the book *Tuesdays with Morrie*, then leave it on your desk. This book will help you put life, family and work in proper perspective.

If you do read it, send me an e-mail with your thoughts ([edryan@radioink.com](mailto:edryan@radioink.com)), and look forward to an interview with Mitch Albom, the author of *Tuesdays with Morrie*, in the Sept. 13, 1999 issue of *Radio Ink*.

tuesdays with  
**Morrie**

an old man, a young man,  
and life's greatest lesson

Mitch Albom

### News and Notes

#### CD Radio Teams With Matsushita

CD Radio has signed a deal with Matsushita, an electronics company and maker of Panasonic products, to design and develop CD Radio receivers. The receivers will be developed for installation by automotive manufacturers and for sale to consumers in the mobile electronics aftermarket.

Panasonic's automotive customers include: DaimlerChrysler, Toyota, Honda, Nissan, GM, Mitsubishi and Subaru.



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## CLUSTER MANAGEMENT

# Energize Your Cluster

## It All Starts with a Plan

by Lindsay Wood Davis

The success of individual stations in a cluster doesn't ensure the success of the cluster as a whole. This has certainly been a difficult truth for many, if not most, cluster managers to accept, or sometimes, to understand.

The paradox is that without individual station success, it is difficult to achieve cluster success. This isn't double talk. In fact, it is a critical concept.

The old days of bludgeon-and-hammer, act-now-and-think-later management should have disappeared from most of Radio on Feb. 8, 1996, the day the Telecom Act became law. The business that we knew so well was thrown on its head, never to be the same.

Unfortunately, much of Radio management didn't make the change, matching the sentiment of this 1947 quote from Winston Churchill, "We have changed the world around us faster than we can change ourselves; we are applying to the present the habits of the past."

In our old world, if our station or stations — because we either had a stand-alone or a combo — were doing well, then we were doing well. That habit of thinking from the past, unfortunately, has been applied to the present. Accepting that this logic no longer holds is a real struggle for many, even among the leadership of some major groups.

But, without this realization and understanding, true cluster success will just not come. The same holds true for your personal success as a cluster manager.

Think of the amount of time you spend planning the success of each station in your cluster. Now apply that same measure to the amount of time spent planning the cluster's success as a whole.

Establishing a cluster plan, and getting buy-in from all of your stations, is the only way to ensure cluster success.



Usually, the first vastly outweighs the second. Yet, cluster managers are overwhelmingly compensated on the success of the cluster as a whole, as opposed to the individual stations from which it is assembled. That's a pretty big disconnect.

You gotta have a plan — a written one. Your plan should: 1) define the cluster's current situation, 2) describe what future success will look like, and 3) detail what steps will be taken to get there.

One of the oldest chestnuts of management is to "plan your work and work your plan." But, without a plan for the whole cluster, one that is understood by the entire staff, you'll end up "applying to the present the habits of the past." The sooner you establish a cluster plan, the sooner you can begin working it. ☐

Lindsay Wood Davis is Senior VP/Sales for Central Star Division of AMFM Inc. He may be reached at 608-221-1541 or by e-mail at [davis703@aol.com](mailto:davis703@aol.com)







## Finding Success In The New Millennium

### Be An Embracer Of Change

**C**hange frightens people, and fear causes problems that, if not addressed, will have bad effects on your staff.

For example, employees who are afraid of change may create small alliance groups in the office to talk about the past and how to preserve it. They want to avoid change. As a result, productivity takes a nose-dive.

There is also another type of fear: fear of making the wrong decisions. This kind of fear can put the organization at a standstill. Decisions are not made, and people blame others. Instead, managers must acknowledge the problems, focus on the solutions and move on.

What would happen in your culture if everyone focused on embracing change? What if everybody accepted higher goals and worked to improve the station's sound? Could it be done?

It could, by challenging every aspect of the station's thinking and asking, "Is there a better way?"

All change is not bad. Change can be an opportunity for growth and financial gain. The Internet is a tremendous example.

And, if the change is bad at first, remember that it will not last forever. Change always offers new possibilities.

Discover new ways to see obstacles as opportunities. The best ideas come from informal social situations in which creativity is up and the pressure is off. Brainstorm with other managers in different fields. Have your staff be alert to innovative ideas. Recruit people who like change.

Kill the phrase "We've always done it this way." Forget how it used to be and look forward to creating a huge vacuum between you and the competitor. ☛

Chet Tart is VP/GM of Radio Ink magazine.

He may be reached at 561-655-8778 or by E-mail at [chetart@radioink.com](mailto:chetart@radioink.com)



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— Andrew Powaski, Director of Sales, WDBR/WQQL/WTAX/WVAX/WYMG/WYXY, Springfield, IL

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— Peter Waak, Managing Director, WOW 105.5/Lugna Favoriter 104.7 RTL, Stockholm, Sweden

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— Lawrence V. Amatore, Managing Partner, KXFX/KFGY/KSRO/KMGG, Santa Rosa, CA

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\*Unilever's Radio Audience Estimates: Nov. 6 am-7 pm, April 1999. Statistical Research Inc.



Disney



# QA

## My station is planning to use a prerecorded telemarketing message to notify listeners of special promotions and programming on the station.

### Is this telemarketing scheme legal?

Some broadcasters have begun promoting their stations through recorded messages left on residential answering machines. One noteworthy example of this telemarketing tactic occurred in January 1999, when people across the country received a friendly message from Dick Clark, urging them to watch the American Music Awards on their local affiliate. This type of message may be illegal.

The Telephone Consumer Protection Act of 1991 (the "TCPA") restricts the use of certain telemarketing messages. It is a consumer protection statute enacted to protect the privacy rights of residential telephone subscribers. The FCC has implemented the TCPA in Sections 64.1200 and 68.318 of its rules.

The rules prohibit using an artificial or prerecorded voice to deliver a message to a private residence without the prior consent of the called party. Calls that are not made for a commercial purpose, or that are made for a commercial purpose but do not contain an "unsolicited advertisement," are exempt from the ban. However, other restrictions do apply.

The question is whether a prerecorded message that promotes a broadcast station or its programming would constitute an "unsolicited advertisement." The FCC

Rules define an unsolicited advertisement as "any material advertising the commercial availability or quality of any property, goods, or services which is transmitted to any person without that person's prior express invitation or permission."

Some argue that such messages do not "offer goods or services," so they do not run afoul of the TCPA. Nevertheless, such messages appear to violate the spirit of the rules, so it is likely that they are prohibited.

Neither the FCC nor the courts have determined the issue, but the FCC has said that it will be "monitoring" the activity closely. Stations should refrain from using any artificial voice or prerecorded message that contains a commercial message to call private homes. If your station plans to use such a message, review your plans beforehand with counsel.

*This article contains information of a general nature. It cannot be regarded and should not be relied upon as legal advice. It is no substitute for legal advice rendered by a qualified attorney in the context of a specific factual situation.*

Lisa M. Patera is an attorney at the law firm of Haley Bader & Potts P.L.C. She may be reached at 703-841-0606 or by e-mail at [lpatera@haleybp.com](mailto:lpatera@haleybp.com)



## Radio Hall Of Fame Announces Six Inductees



The Radio Hall of Fame has announced that American icon Kate Smith, syndicated music personality Rick Dees, San Francisco morning news anchor Jim Dunbar, comic actor Gale Gordon, the late Los Angeles Radio legend Robert W. Morgan, and network talk show host Bruce Williams are its 1999 inductees.

The 1999 induction ceremony will take place during a national Radio broadcast and dinner from the Chicago Cultural Center on November 20. Radio Hall of Famer Casey Kasem of AMFM Networks will host the broadcast, which will be carried on major stations coast to coast. Jim Bohannon of Westwood One will return as announcer.

## Laptop Media Kit

**SHAREBUILDER** is a state-of-the-art media kit on a laptop computer developed **exclusively for radio groups**. It's a fully **interactive sales presentation** featuring sound clips and video segments that enables salespeople to represent their stations at a **new level**.



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Close prospects more **quickly** and **up-sell** existing clients

Modular so you can **add features** as they're needed

Starting at just **\$3,000**



*"The client was so impressed with our ShareBuilder presentation that he called in five other managers to sit in on the meeting and asked the AE to start the presentation all over!"*

*Chris Kropp, SM, KTCL, Denver*

To learn more, please contact:

Ms. Joanne Callow  
Cimarron International, Inc.  
10630 E. Bethany Dr. - Suite A  
Aurora, CO 80014  
303.369.0500 x114  
[jcallow@cimintl.com](mailto:jcallow@cimintl.com)

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KICK 101.5 • WAAC 93.0 • WRAT 95.9 • ROCK 105.3 • WKLB 96.9 • WILD 94.9 • KOOL 105.1 • WXPR 97.9 • MIX 104.7 • WXLT 95.5

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ROCK 105.3 • WKLB 96.9 • WILD 94.9 • KOOL 105.1 • WXPR 97.9 • MIX 104.7 • WXLT 95.5 • RADIO DISNEY 1250 • WNAP 93.1 • WZZK 104.7 • KZYR 103.1 • KMEL 106.1 • WGAR 99.5 • KICK 101.5 • WAAC 93.0 • WRAT 95.9

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## Establishing Buyer Confidence

1. Be completely prepared.
2. Involve the prospect early in the presentation.
3. Have something in writing to help build credibility about your station.
4. Tell a story about how you helped another account.
5. Use a referral.
6. Drop names of larger customers or of the prospect's competitors.
7. Emphasize a long-term relationship.

Source: Jeffrey Gitomer

## Sell Substance To Auto Dealers ... Not Just Spots

As the saying goes, "A CEO would give his right arm for an original idea." Car dealers over the country are singing the same tune. Offer promotions that are not merely fluff.

1. **Have a reason for a sale or promotion.** What does "a red-hot and rollin', super sizzlin' summer meltdown" really mean? What benefits does it offer a buyer? None.
2. **Plan the promotion in advance and build it around inventory.** Most dealers buy media, then look out the window to see what they have on the lot. Convince dealers to work in advance.
3. **Cross-promote.** A dinner for two with a test drive is not incentive. It's cheap.
4. **Take advantage of natural sales times.** Memorial Day, Labor Day, Christmas and New Year's are when people spend money.
5. **Forget the remotes, hot dogs and T-shirts.** Make your promotion mean something to the buyer.
6. **Steal ideas.** Research other cities. Find out what dealers are doing in other markets. Call your fellow salespeople.

Source: Chuck Straley

## Sell With These Stats

Since 1990, the buying power of African-Americans has grown 73 percent. This is according to a report authored by Ray Hockstein, Interep's Research Director. Hockstein's figures include the following:

- Income of African-American families has grown 300 percent from 1970 to 1995;
- More than one in five African-American families now earn more than \$50,000 per year;
- One in eight Americans are African-American — 13 percent of the population.

According to Hockstein, "Each year, it becomes increasingly evident that the black consumer base in this country is an extremely important target for advertisers, both in size and spending power."

Source: Interep

## HOW WOULD YOU HANDLE THIS SCENARIO?

A Radio station in Des Moines, Iowa, wrote to *Radio Ink* with the following problem.

"A 10-year client recently stopped advertising with our Radio station. She said that we were bumping commercials from her regular schedule.

"We bumped her commercials because we got buys from national and regional accounts at a much higher rate. We notified her each time we bumped her spots, but after the fourth time in the last 18 months, she told us she had just had enough.

"Then, the client called our rep into her office and went ballistic on him. She was absolutely right. We messed up badly, and in the process, we lost a \$20,000/year account and a great relationship. Her exact comment was, 'I'm taking my Radio business to a station that appreciates my money.'"

*What would you have done in this situation?*

*E-mail your comments to [edryan@Radioink.com](mailto:edryan@Radioink.com)*



## SALES MEETING IDEA-STARTERS

Here are three scenarios you can throw out to your sales team to stimulate conversation at a sales meeting.

1. How do you overcome this objection? "You did not come in at the cost per point we were looking for, so that's why you are not on the buy."
2. Have each salesperson come up with 10 new ways to prospect for new clients. Give them 10 to 15 minutes to create a list.
3. You know one of your sales reps has a problem with constantly interrupting clients during a sales call. You've seen it happen (you do make calls with your reps, don't you?). Discuss the importance of listening to clients. Have your team come up with a list of 10 ways to "listen actively" during a sales call.

"The three great essentials to achieve anything worthwhile are: first, hard work; second, stick-to-itiveness; third, common sense." *Thomas Edison*

# How To Master The Sales Game

## A 5-Step Plan

by Sean Luce

**A**re you a student of the sales game? I used to think that sales boiled down to three elements: 1) qualifying prospects; 2) determining the prospects' needs; and 3) influencing them to part with their money so they can invest in your product in order to increase their business.

To me, this was sales. Yet, over the years, I have found that there are many more elements to the sales game. Here are five techniques that you should be using as you reach for the stars in Radio sales.

**1 Public Relations Firm.** Most of us can't hire a public relations company, but you can be your own. When you walk into a room, is your presence noticed? People should know who you are.

Leading image consultants tell us that a customer will form 11 different impressions about you in the first seven seconds that you meet. Pick up one of Letitia Baldrige's books on professional etiquette. Remember, clothes don't make the man or woman, but they sure go a long way in saying who you are and what you stand for.


**2 Attitude.** When interviewing Michael Jordan at the Houston Summit one evening, I asked him, "What do you think about before you take the court every night in the NBA?" He answered, "The only thing I think about is that the only person who has any business on that court is ME." Take that attitude with you every day and see what a better performance you will give.

**3 Idea Generation.** Are you using spec commercials? If you're not, how are you presenting your product? If you buy a car, do you usually buy it without a test drive? The same goes for Radio sales. The superstars use spec campaigns

— not one, but always two — so they can give the prospect a choice.

**4 Self-knowledge.** Self-knowledge leads to self-mastery. A samurai maxim says, "The greatest warrior is the one who conquers himself." Self-knowledge means reading everything there is to know about your field. Watch every videotape and listen to every audiotape, then execute those techniques. Study and master the Internet.

**5 Master Questioning.** What is your percentage of information-based questions vs. problem-related questions? Most of us ask 80 percent information-based questions on the first call. Instead, make it a 50-50 split between information-based and problem-related questions. If you don't get to the problem, you can't find the solution.

Hall of Fame basketball player Larry Bird said that he always tried to elevate his game, every game, one game at a time, by mastering his techniques on the court. You can do the same. 

Sean Luce is the Head National Instructor for the Luce Performance Group. He may be reached at 888-369-1345 or by e-mail at [LuceSe@AOL.com](mailto:LuceSe@AOL.com)



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# Juicing Up Your Station's Revenue

## The Nantucket Nector Way

by Bob Davis

**N**ew product introductions are the lifeblood of developing NTR manufacturing direct programs. Nantucket Nectars was started by Tom First and Tom Scott, otherwise known as "The Juice Guys." In just 10 years, they have expanded their operation from selling their juice on a boat in Nantucket Harbor to becoming a juice company with sales of over \$60 million.

Their new products are called "Squeezed Nectars." They are not-from-concentrate juices, and like their other products, they are all-natural. Squeezed Nectars come in five flavors.

The company is introducing the nectars by a promotion with Trans World Entertainment. It's a redemption program: Consumers get \$2.50 off their next compact disc when they bring in five Squeezed Nectar purple bottle caps. Participating retailers include Coconuts, Camelot Music, Record Town, Specs, Strawberries, and The Wall.

This introduction goes along with Nantucket Nectars' tradition of "Quality Juice Evolution Solution." QJES is their commitment to improve and adapt to provide the best juice possible. Squeezed Nectars will be positioned as a high-quality product with unique packaging and will be marketed along with Nantucket Nectars juice, juice cocktails, lemonades and tea lines.

Nantucket Nectars is carried by distributors that sell other juice and water products. The line is sold in 33 states. For a complete listing and more information, check out their Website at [www.juiceguys.com](http://www.juiceguys.com). In addition to listing the states in which their juices are sold, the Website also provides the names of retailers and the cities that carry their products.

These guys believe in Radio. The ads they are using to "break" Squeezed Nectars feature their grandmothers. You can listen

For more information on the Juice Guys, log onto [www.juiceguys.com](http://www.juiceguys.com)

# We're juice guys.

NECTAR CARB    NANTUCKET NECTARS    SUPER NECTARS

to a sample on their Web page. Their homespun, off-the-cuff Radio ads really work, and their first ads won a Mercury award for excellence in Radio advertising. According to Tom and Tom, "Whenever we do Radio ads, the results are phenomenal."

Get in touch with them and develop a promotion that will tie into their redemption program. Or, develop a sampling program for them. You also might look at developing a cause-related program. Nantucket Nectars supports the "Do Something Coast-to-Coast Challenge." For more information, log onto [www.dosomething.org](http://www.dosomething.org).

To reach Bob Davis at Sell Thru Marketing, call 757-722-9170 or e-mail [bohdavi@infj.net](mailto:bohdavi@infj.net)



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Larry A. Messick VP Broadcast Division





Bill Burton

## Radio's Biggest Opportunity

### Working Women

by Bill Burton

**W**orking women are a powerful and influential source in our economy. Working women spend 63 percent of their media time with Radio. Check around your own workplace to see how real this number is. Women have gained power from the boardroom to be elected leaders. Women have now served in most Cabinet posts, and we have our first woman secretary of state and attorney general.

Women are better educated, graduating more than men from either high school or college, and are in high-paying fields, such as law, medicine, veterinary medicine, and accounting. Nearly 25 percent of all married women in America earn more than their husbands.

#### Numbers to Sell by:

- 46% of the work force (60,800,000 people) are working women.
- 8 million own their own businesses.
- \$2.3 trillion are generated by women-owned businesses.
- 53% of all shareholders are women.
- 80% of all checks are written by women.
- 86% of the wealth of the nation is controlled by women.

#### Nobody's Home

The packaged-goods people and other heavy users of daytime TV have long been chasing the so-called housewife. The problem is, she's no longer at home. She's the working woman, and outside of New York, she's going to work in an automobile and listening to Radio. Radio has the inside track to reach these on-the-go working women because they're in the fast lane, dropping kids off at daycare, going to the cleaners, the supermarket etc. Generally speaking, the busier people are, the better prospects they make.

#### Radio, the Mobile Medium


Automotive manufacturers, pay attention. Detroit, you better stop retooling those factories and start building cars based on women's lifestyles. While American men are buying foreign imports in droves, American women (74 percent) continue to buy American. Women already make up 50 percent of passenger-car buyers, and 41 percent of all vehicle buyers, including light trucks. And you can rest assured these percentages are only going to increase. Remember, an automobile is a Radio with four wheels.

#### Working Women are Heavy Radio Listeners

Last year, an Interep study based on Simmons Research concluded that Radio reaches 80 percent of women in all key buying demographics weekly. More than half of all working women work outside the home — 72 percent when you look at women aged 25-54.

The report finds that women are 21 percent more likely to be heavy Radio listeners than the average adult. When indexed for adults 18+, Radio at a 121 index beats out women's magazines (115), newspapers (110), cable (95), and broadcast television (77). In capturing the attention of working women, Radio reaches all female demos, working and nonworking, with the highest reach in the 18-to-44 range.

*USA Today* recently pointed out what 25-54 women and men do while surfing the Internet: 62 percent listen to Radio. So Radio not only gets you while you're on the move, but it also becomes an interactive medium that allows you to get the commercial to buyers at the same time they're on their computers.

The explosion in technology, coupled with women in the work force, has set up a dynamic springboard to have far greater influence than ever before. You can now reach this busy female consumer in her home, in her workplace, in her automobile and on her computer. Use Radio to target your message to this ever-growing and important female audience, and your place in the new millennium will be an immeasurable success. 

*Bill Burton is President of the Detroit Radio Advertising Group. He may be reached at 248-614-7244.*



## EVENTS CALENDAR

### ARBITRON DATES

Summer 1999: July 1-Sept. 22  
 Fall 1999: Sept. 23-Dec. 15  
 Winter 2000: Jan. 6-Mar. 29  
 Spring 2000: Mar. 30-June 21

### AUGUST

Aug. 31- Sept. 3 — 1999 NAB Radio Show, Orlando, FL  
 ☎ 202-775-3527, Website: [www.nab.org](http://www.nab.org)

### SEPTEMBER

- Sept. 8-10 — Women in Cable & Telecommunications' Executive Development Seminar, Loveland, CO  
 ☎ 312-634-2330
- Sept. 9-12 — Michigan Assoc. of Broadcasters Annual Conference, Mackinac Island, MI  
 ☎ 517-484-7444,  
 Website: [www.michmab.com](http://www.michmab.com)
- Sept. 10-12 — American Women in Radio and Television 48th Annual Convention, Washington, DC  
 ☎ 703-506-3290
- Sept. 10-14 — International Broadcasting Convention, Amsterdam ☎ +44-171-240-3839  
 (contact: Joanne Jones)
- Sept. 13 — Canadian Country Music Awards (Canadian Country Music Assn.), Ottawa, Ontario  
 ☎ 905-850-1144 (contact: Sheila Hamilton),  
 Website: [www.ccma.org](http://www.ccma.org)
- 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 — Southern California Broadcasters Assoc. RADIOFEST '99, Burbank, CA  
 ☎ 323-938-3100
- 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. 23 — International Radio & Television Society Foundation (IRTSF) Newsmaker Luncheon, New York  
 ☎ 212-867-6650, Website: [www.irtsf.org](http://www.irtsf.org)
- Sept. 24 — Alaska Broadcasters Convention, Fairbanks, AK  
 ☎ 907-258-2424
- Sept. 29-30 — Indiana Broadcasters Assn. Fall Conference, Indianapolis  
 ☎ 317-573-0119, Website: [www.Indianabroadcasters.org](http://www.Indianabroadcasters.org)
- Sept. 29-Oct. 2 — Radio-Television News Directors Assoc. International Conference and Exhibition, Charlotte, NC  
 ☎ 202-659-6510, Website: [www.rtna.org/rtna](http://www.rtna.org/rtna)
- 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, Website: [www.or-broadcasters.org](http://www.or-broadcasters.org)

### OCTOBER

- Oct. 3-5 — Society of Professional Journalists National Convention, Indianapolis, IN  
 ☎ 765-653-3333  
 Website: [www.spj.org/](http://www.spj.org/)
- Oct. 4-6 — North American Broadcasters Assoc. NANBA-EBU Radio Conference, Montreal, Canada  
 ☎ 416-598-9877 or E-mail: [pferreira@tvc.org](mailto:pferreira@tvc.org),  
 Website: [www.TVO.org/NANBA](http://www.TVO.org/NANBA)
- Oct. 4-7 — NAB Satellite Uplink Seminar, Washington, DC  
 ☎ 541-343-2101
- Oct. 5-7 — NAB Education Foundation Journalism Seminar, Atlanta  
 ☎ 202-775-3527, Website: [www.nab.org](http://www.nab.org)
- Oct. 12-13 — Ohio Broadcasters Convention, Columbus, OH  
 ☎ 614-228-4052
- Oct. 12-15 — Radio Ink Internet Conference, Silicon Valley, CA  
 ☎ 800-610-5771,  
 Website: [www.radioink.com/conference](http://www.radioink.com/conference)
- 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. 15-17 — First MusicBiz 2005 futurist music conference, San Francisco  
 ☎ 415-227-0894 or e-mail to [info@hatschek.com](mailto:info@hatschek.com)
- Oct. 16-19 — Electronic Retailing Assoc. 1999 Annual Conference, Las Vegas  
 ☎ 202-289-6462
- Oct. 19 — IRTSF Newsmaker Luncheon, New York  
 ☎ 212-867-6650, Website: [www.irtsf.org](http://www.irtsf.org)
- Oct. 19-21 — Society of Broadcast Engineers National Meeting, Madison, WI  
 ☎ 317-253-1640
- Oct. 20-23 — National Broadcast Assoc. for Community Affairs Annual Convention, Minneapolis  
 ☎ 202-857-1155
- Oct. 21 — Bayliss Foundation Media Roast, New York,  
 ☎ 831-624-1536, Ext. 240
- Oct. 21 — Connecticut Broadcasters Convention, Farmington  
 ☎ 860-633-5031
- Oct. 23-25 — NAB European Radio Operations Conference, Brussels, Belgium ☎ 202-775-3527, Website: [www.nab.org](http://www.nab.org)
- Oct. 27-31 — Collegiate Broadcasters Inc. (tied to College Media Advisors), National Conference, Atlanta  
 ☎ 716-395-5626
- Oct. 31-Nov. 2 — Canadian Association of Broadcasters Annual Convention, Montreal  
 ☎ 613-233-4035, Website: [www.cab-acr.ca/welcome.htm](http://www.cab-acr.ca/welcome.htm)

### NOVEMBER

- Nov. 3-5 — 3rd Radio Ink Radio Vendors Summit, Delray Beach, FL  
 ☎ 800-610-5771, Website: [www.radioink.com](http://www.radioink.com)
- Nov. 10-11 — Arbitron's "Beyond the Basics" PD Seminar (includes Arbitron University), Columbia, MD  
 ☎ 972-385-5357 (contact: Bob Michaels)
- Nov. 10-14 — National Assoc. of Farm Broadcasters Annual Convention, Kansas City, MO  
 ☎ 612-224-0508, Website: [www.nafb.com](http://www.nafb.com)

### DECEMBER

- Dec. 10 — (New York Market Radio) NYMRAD's Christmas Party, New York City,  
 ☎ 212-808-4330

### YEAR 2000

- Jan. 6-9 — 2000 International CES (Consumer Electronics Manufacturers Assoc.), Las Vegas  
 ☎ 703-907-7500
- Feb. 5-6 — National Religious Broadcasters 57th Annual NRB Convention & Exposition, Anaheim, CA  
 ☎ 703-330-7000, Website: [www.nrb.com](http://www.nrb.com)
- Feb. 16-19 — RAB 2000, Denver  
 ☎ 972-753-6740, Website: [www.rab.com](http://www.rab.com)
- Feb. 21-23 — Great Lakes Broadcasting Conference, Lansing, MI  
 ☎ 517-484-0744, Website: [www.michmab.com](http://www.michmab.com)
- March 1-4 — CRS 2000, Country Radio Seminar, Nashville, TN  
 ☎ 615-327-4487, Website: [www.crb.org](http://www.crb.org)
- March 1-5 — Canadian Music Week, Toronto  
 ☎ 416-695-9236
- April 10-13 — NAB 2000, Las Vegas  
 ☎ 202-775-3527, Website: [www.nab.org/](http://www.nab.org/)
- May 21-24 — Broadcast Cable Financial Management 40th Annual Conference, San Diego, CA  
 ☎ 847-296-0200
- Sept. 13-16 — Radio-Television News Directors Assoc. Conference & Exhibition, Minneapolis  
 ☎ 202-659-6510
- Sept. 20-23 — NAB Radio Show, San Francisco  
 ☎ 202-775-3527, Website: [www.nab.org](http://www.nab.org)

### MARK YOUR CALENDAR

Oct. 12-15, 1999, Silicon Valley, CA

## Radio Ink Internet Conference

For information,  
 call 800-610-5771.

Website:  
[www.radioink.com/conference](http://www.radioink.com/conference)

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## SEPTEMBER

### QUICKFIX™

**"Nuts & Bolts Party"** — National Singles Week typically comes the third week in September. For the occasion, the station will have a singles night at a club, hotel or restaurant with a fun way to match listeners. Host a nuts-and-bolts party. Give the single girls a nut with a number, give single guys a bolt with a number. They have to walk around the bar and find their match. As they find their match, the two will be interviewed onstage for all to see. People who hit it off will gather at the end and play games for free dinners, movies etc.

**"Hardest Worker in America"** — The station will host a contest to find the hardest working person in America. One person will write why a co-worker should win. Both the worker and the co-worker will win a big prize provided by the station and a sponsor.

### DATES TO REMEMBER

- 1 National Day Without Crime
- 4 Newspaper Carrier Day
- 6 Labor Day
- 8 National Fight Procrastination Day
- 11 Rosh Hashanah
- 12 Video Games Day
- Grandparents Day
- National Pet Memorial Day
- 13 National Boss/Employee Exchange Day
- 13-19 National Housekeeper Week
- 15 Begins Hispanic Heritage Month
- National Caregivers Day
- 17 Citizenship Day
- National Waitress Day
- 17-23 Constitution Week
- 18 National Kids Day
- 19-25 National Dog Week
- Religious Freedom Week
- Singles Week
- National Farm Safety Week
- National Music Appreciation Week
- 20 Yom Kippur
- 22 1st Day of Fall
- Dear Diary Day
- 22 End Summer Arbitration
- 23-26 National Imperfection Week
- 23 Begin Fall Arbitration
- National Win With Courtesy Day
- 25 National One Hit Wonder Day
- 27 National Hunting & Fishing Day

## OCTOBER

### PLANAHEAD

**"Prize Cassettes"** — This promotion will get foot traffic into an electronic store (or any retailer) and promote the Radio station. The station will give away "WKYZ Prize Cassettes" on the air. Prizes will range from dinners to concert tickets, and there would be one grand prize. Winners will go to the retailer, choose their cassettes, and listen for what prizes they have won. Host a remote and give the first X # of listeners a cassette. The station will produce the cassette with music, promos, and station information along with the prize. Listeners should keep the cassette.

### DATES TO REMEMBER

- 1-5 No Salt Week
- 3-9 Fire Prevention Week
- Get Organized Week
- Mental Illness Awareness Week
- 4 Child Health Day
- 4-8 National Customer Service Week
- 14 National Dessert Day
- 10-16 Home-Based Business Week
- National School Lunch Week
- National Pet Peeve Week
- 11 National Coming Out Day
- Columbus Day
- 15 Grouch Day
- 16 Bosses Day
- Sweetest Day
- 17-23 National School Bus Safety Week
- 19 Evaluate Your Life Day
- 19-23 National Business Women's Week
- 22 33rd Country Music Awards
- 24 United Nations Day
- Mother-in-law Day
- 24-30 National Consumers Week
- 25 Make a Difference Day
- 31 Halloween
- Daylight Savings Time Ends

\*Radio Ink assumes no responsibility for the reliability of the promotion 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@mmdsprint.com.

## NOVEMBER

### THE BIG PLAN

**"Count the Country"** or **"Count the Hits"** — This contest is designed to be a major Time Spent Listening contest for the Radio station. Listeners are told when to begin a period of time for counting Country or the Hits. To win the prize then, they are told when to stop counting and call to tell the number of songs played. All winners can be registered to win a grand prize. Ideally, it would be best to give \$106 (dial position) to each winner. Have a client provide other major prizes, trips, or concert tickets! Grand prize should be a big trip, cruise, cash or a car. Example: "It's time to play 'Count the Country.' Count the number of Country hits, beginning now until I tell you to stop...then be the sixth caller, tell me the correct number, and you will win a cellular car phone with 1,000 free minutes, plus you will be registered for the trip for four to Hawaii." At 7:20 a.m., give the contest playing times for the day. Tie in clients who will post at their locations the times the counting will begin.

### DATES TO REMEMBER

- 1-7 Drug-Free Babies Week
- 2 Skeptics Day
- Election Day
- 3 Sandwich Day
- 6 Sadie Hawkins Day
- 7 New York City Marathon
- 11 Veterans Day
- 12 National Young Readers Day
- 14-20 American Education Week
- 15 American Enterprise Day
- 18 Great American Smoke-out
- National Clean Out Your Refrigerator Day
- 19 Have-A-Bad Day Day
- 21 World Hello Day
- 21-27 National Adoption Week
- 22 National Stop the Violence Day
- 25 Thanksgiving Day
- 26 Busiest Shopping Day



### Tattoo Parlor

:60 Outrageous Ink Tattoo

**Anncr:** January 17th, 1996. A lovesick young man by the name of Timmy strolls in to Outrageous Ink Tattoo to declare his devotion to the love of his life, Rachel. Three months later ... (sfx: slap) **Female:** Jerk. **Anncr:** They decided to see other people. November of that same year, our Timmy has again fallen in love. This time, it's Veronica. Certain of their love, he goes to Outrageous Ink Tattoo. Shortly after that ... (sfx: slap) **Female:** Jerk. **Anncr:** They became 'just friends.' Ever the romantic, in March of this very year, the fair Barbara captured his affection. Once again, our Timmy went to Outrageous Ink Tattoo to forever display their love. However, just a few weeks ago ... (sfx: slap) **Female:** Jerk. **Anncr:** They began to drift apart. But, don't worry, Timmy. Outrageous Ink Tattoo, on Nicholasville Road, specializes in cover-up tattoos. There's no need to live with a tattoo that you don't want. Cover it up with a new one. They also do great original art work, or you can pick from the wall. Always safe. Always clean. Outrageous Ink Tattoos on Nicholasville Road. Open Monday through Saturday, 3 till 11.

Jason Phillips, Jacor Broadcasting, Lexington, Ky.

### Shoe Store

:30 Brunswig's Shoe Store

(sfx: door opening) **Woman:** What on Earth ... ?! **Man:** (gasping, out of breath) I just ... had to ... run over ...

Brunswig's ... sale! Twenty-five percent off all current styles of Nike track, running flats, baseball, and Little League shoes! Best prices around! If you see ... ad ... with a better price on ... same style of shoe ... bring it in! Brunswig's will beat it! No wonder they've been in business for over a hundred years! **Woman:** Brunswig's Shoe Store on Market in Chehalis? I've already been there. **Man:** What?!!!! **Woman:** Yeah, I was about to go running in my new shoes. **Wanna come?** (sfx: sigh and loud thump, as if man fainted) **Heather Helling, KELA-AM/FM, Centralia, Wash.**

### Boat Dealer

:60 Van's Sport Shop

(background: Love Boat theme at beginning, ... The love boat, soon will be making another run!) (sfx: Authentic #91 — surf throughout spot) **Julie:** (very perky) Gee, Captain Stubing. Why so glum? **Capt.:** (in slight Brooklyn accent) I dunno, Julie. Being out on the open water just isn't as much fun as it used to be. **Julie:** Gee! And you're the captain of the grooviest boat in the world! **Capt.:** (sobbing) I know ... I know. **Julie:** (really excited) Hey, look! It's Caesar Romero! **Caesar:** Hello, I couldn't help overhearing Captain, have you ever been to Van's Sport Shop in Minerva? Van's is the factory outlet for Play Time and Sea Ark Boats. Van's specializes in deck boats, fishing boats, I/C's, pontoons, and runabouts. They're open Monday through Saturday. Van's Sport Shop in Minerva will get you back on the water, having fun again in no time!

**Julie and Capt.:** Wow! (background: Love Boat music underneath for tag) **Anncr:**

Right now at Van's Sport Shop — a 16-foot aluminum fishing boat with console and 9.9 horsepower motor — only 4,399 plus dealer prep, tax and title; and, an 1800 I/O with 135 horsepower Volvo and trailer — only 9,299 plus dealer prep, tax and title. See you at Van's! **Jeff Lauer, WZKL-FM/WDPN-AM, Canton, Ohio**

### Dry Cleaners

:30 Loohn's Cleaners

(sfx: cash register, ringing up) **Man:** Okay, Ma'am ... that's one broomstick skirt, two matching tops, one casual-wear dress, three pairs of front-pleated pants, two cotton-knit-blend blazers and one rayon-lycra blend vest??? **Woman:** Yes ... that's correct. **Man:** Your total, with tax, is 789 dollars and 22 cents. **Woman:** (screams ... faints) **Man:** Ma'am??? Are you okay??? **Ma'am?** **Anncr:** With the high cost of even casual clothes these days, keeping them in the best shape possible will make them last longer, with the help of Loohn's Diamond Cleaners! Even if they're machine-washables, bring 'em to Loohn's Diamond Cleaners! Dry cleaning is not expensive; it's an investment!! **Patricia LaBarge, Corning SabreCom Inc., Elmira, N.Y.**





## MOVERS & SHAKERS



### MARILYN A. KUSHAK

Marilyn Kushak has joined the board of directors of the NAB. Kushak is a partner and major shareholder in Midwest Family Broadcasters' WMAY, WNNS, WQLZ Radio stations. She is VP of sales and marketing.

### ROSEMARY ZIMMERMAN

Rosemary Zimmerman, a 20-year Radio veteran, has been appointed NSM of Jefferson-Pilot Communications Company's WLYF and WMXJ in South Florida. She will be responsible for all national sales revenues.



### GRANT WOODS

Former Arizona Attorney General Grant Woods will be featured on Chancellor Media Corporation's KFYI Phoenix, Arizona, Monday-Friday during afternoon drive. The drive-time Talk show will address issues including politics, law, lifestyles and sports. The program will also incorporate some of Woods' most popular features over the years, including the granting of the "Woody" to the week's biggest knucklehead, regular essays in *Generally Speaking*, and the appearance of regular guests, including The Amazing Herbie, the World's Greatest Shoeshine Man.

### TREY BENDER

Trey Bender has joined One-On-One Sports as a *Sports Flash!!* anchor. He will provide sports updates for the network. Bender has previously worked as a Radio Sports reporter and Sports director, and has play-by-play broadcasting experience in TV and Radio.



### SUE OSIER

Sue Osier has been named Executive in Charge of Harris Broadcast Communications Division's Operation and Manufacturing Center in Quincy, Illinois. She will continue to serve as Director of Manufacturing and Quality for Harris' Quincy facilities in addition to assuming responsibility for the day-to-day management of Harris' largest operation.



### REGINALD EDWARD THOMAS

Reginald Thomas has been named General Manager of Radio Disney KYOK-AM in Houston. Thomas has 15 years' Radio experience, most recently with the Seven Hills in Moscow, Russia. Thomas was also the Vice President of International Sales for Metromedia International Inc.'s Radio group in Eastern Europe. He began his career in 1984 as an AE in Baltimore.

### JAY KEAY

Jay Keay has been named to the newly created position, Managing Director for Infinity Promotions Group in New York. He previously served as Director of Business Development for CBS Radio stations in New York.



**SEND US YOUR PICTURES** If you have a new employee or someone at your station has been promoted, please send us a good-quality, in-focus, color photograph accompanied by a press release. Mail to: Movers & Shakers, Radio Ink magazine, 224 Datura Street, Suite 701, West Palm Beach, FL 33401; Attention: Mary Crawley



## One-On-One Sports Salutes This Month's New Teammates.

**KKGM - AM1250**  
Kansas City, MO

**WJCI - AM1460**  
Champaign, IL

**WENG - AM1530**  
Englewood, FL

**WMFR - AM1230**  
Greensboro, NC

**WTMS - AM1560**  
Melbourne, FL

**KSBQ - AM1480**  
Santa Maria, CA

**KIWA - AM1550**  
Sheldon, IA

**WSPQ - AM1330**  
Springville, NY

**WALQ - AM1420**  
Wilson, NC

With One-On-One Sports, our newest affiliates can now offer their listeners no-holds-barred sports talk between our entertaining personalities, opinionated listeners, and the biggest newsmakers in sports. To find out what One-On-One Sports programming can do for your station, call us today.

**For Information, Call Chuck Duncan 847-509-1661**

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**KCTD Los Angeles, CA**

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SPORTS  
AM620**

**WJWR New York, NY**

# WHEN IT COMES TO BREAKING NEWS,

## *Does your wire service measure up?*

In one year, over 600 radio stations have made Metro Source their source for news. When news breaks, we're on-the-scene, reporting from wherever events are unfolding.

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**AND MUCH MORE...**

Only one service gives you all this. For more information or a Metro Source demonstration call **1-800-800-NEWS**.



## **The Successor to the Traditional Wire**



**Experts Say 40-60% of Radio Revenue will be**  
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**Come Hear the**  
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**Radio and the Internet.**

**Are You Ignoring The Threat Of The Internet On Radio?**

- Broadcast.com recently sold for \$6.8 billion to Yahoo.
- Yahoo! creates Yahoo Radio with Spinner.com.
- AOL buys Spinner.com Internet Radio for \$400 million.
- Search engine Lycos forms Lycos Radio.
- Viacom buys Imagine Radio for millions to form VH1 and MTV Radio.
- Rolling Stone forms Rolling Stone Radio; artist David Bowie to program stations.
- CMGI to invest \$100 million to rival Broadcast.com with I-Cast.
- GTE and Sun Microsystems partner with WebRadio.com.
- Motorola/Cisco create world's largest wireless Internet, investing billions.
- Microsoft/Qualcomm form wireless knowledge to broadcast Internet Radio.
- Procter & Gamble says it is shifting 2/3 of its \$3 billion ad budget to Internet.
- Sony Records creates downloadable CD-quality audio sites in MPEG III audio.
- Internet population in America grows from 22 million to 110 million in four years.
- 50% of U.S. population between ages 16-34 use Internet.
- 17% of those over age 50 use Internet.
- 43% (34 million) of Internet users are women.
- 64% of online shoppers are male.
- 71% of online purchasers are male.
- 48 million shopped on the Web — up 37% in one year.
- 20 million purchased products on the Web — up 100 percent.
- Internet advertising in 1998 hit 1.9 billion (112% increase), exceeding billboard advertising.
- Expected Internet advertising by 2002: \$8.9 billion.
- 7.3 billion e-mails are sent daily.
- 320 million Internet users worldwide by 2002.
- 35% of U.S. population on Internet.
- 33% of U.S. households on Internet (56% by 2003).
- \$38 billion spent on e-commerce last year.
- 16 million households use online banking.
- 10% of Americans use Internet for banking, investing and regular purchasing.
- Dell sells \$18 million per day on Internet.
- There are 7 million Websites.
- There are 45,000 advertising-supported Websites.
- 19% have listened to online Radio (up 22% over last year).
- 13% spend less time with Radio due to Internet usage.
- Auto-By-Tel.com sells \$1 million per hour in auto sales online every day.
- Dot-com advertising to do \$200 million in 1999.
- \$1 million made by one Radio station in 1999 online with no spots.
- One station made \$600,000 on two Internet-only brand extension stations.

## Face It: Your Future is the Internet

By B. Eric Rhoads,  
Publisher, *Radio Ink*



**a**t virtually every Radio conference, I watch as tightly-knotted crowds pack themselves into rooms and I say to myself, "They're about to discuss the Internet." Later, I stand unseen in the doorway and listen as Radio's own "Internet experts" spew weird and dangerous misinformation. I can almost hear the audience thinking, "Is the Internet a threat to Radio, or just an opportunity?" After listening awhile, I shake my head sadly and walk away. It's never pleasant to watch the blind leading the blind. Seated in the audience, I study all the faces in the room. I've never seen any of these people before. There's not a single Radio face anywhere, but that stands to reason; I'm part of an Internet conference at Stanford University, a conference attended by only the movers and shakers of the Internet. These are the real guys — the bad boys you read about — not a bunch of Internet wannabes. Within the first hour, I make up my mind: "Radio Ink is going to host the first Internet conference for Radio and I'm going to hire these same Internet gurus to focus their attention on the unique opportunities and challenges facing Radio. It's time for Radio to move into the next millennium."

The experts at The Radio Ink Internet Conference will explain in detail the convergence of the Internet with Radio, e-commerce, streaming audio and traditional advertising. The primary focus of the conference will be income generation for Radio. Learn how Radio can best capture the opportunities the Net offers in sales, promotion and programming. This conference, unlike any Radio conference there's ever been, will be strictly limited to 607 attendees. No tape recorders will be allowed. I've spent most of the past 14 months attending Internet conferences, trying to grasp its meaning to Radio. I want you to come and learn the truth.

# See These Top Internet

(If you are not familiar with these names



**Mark Cuban**  
CEO/Founder  
broadcast.com



**Will Poole**  
Senior Executive  
Microsoft



**Kevin Ryan**  
President/CEO  
DoubleClick



**Chris Kitz**  
CEO  
NBCInteractive

## Plus:

**Terry Simpson,**  
*XOOM.com*

**Amy VanHook,**  
*Susquehanna Interactive*

**Mike Weiss,**  
*Former VP, WebRadio.com*

**Kristin Gordon,**  
*Radio In' Inter, -t Editor*

**Chad Meisinger,**  
*CEO, First Internet Media*

**Brad Brunell,**  
*Microsoft*

**Nathan "Bill" Pearson,**  
*CEO, RadioWave.com*

**Mitch Ribak,**  
*Internet Community Concepts*

**Adam Guild,**  
*Interep Interactive*

**Cathy Taylor,**  
*Editor, AdWeek IQ*

**Brian Glicklich,**  
*Premiere Radio Networks Interactive*

**John Rizzuti,**  
*CEO, Rizzuti.com*

**Gary Fries,**  
*President, Radio Advertising Bureau*

And more than  
50 other experts!

## Cutting-Edge Internet Sessions

### ■ **The Internet's Effect on Radio's Top Spending Categories**

Hear Internet companies who are targeting some of Radio's biggest advertiser categories, and how they intend to convert that business to the Internet. Learn the effects on your local advertisers, how they could be hurt and how they will be helped. This session will enable you to give your advertisers an edge regarding the Internet and understand how these categories can change.

### ■ **Radio's Biggest Emerging Category: Dot-Com Advertisers**

Two years ago, they didn't exist on Radio; suddenly, dot-com advertisers are spending millions on Radio. Why Radio? What do they want and need from us? How can we capture even more of these dollars? Hear from the advertiser themselves. Meet new leads that could be spending on your station.

### ■ **Is Anyone In Radio Making Real Money On The Website?**

Most people in Radio look at the Web as a losing proposition... money spent but none returned. Banner advertising hasn't paid off. Selling station T-shirts isn't working. What is working? Meet stations who are making real, substantial income on the Internet and learn how they are doing it. Hear the future of income for stations.

### ■ **Internet-Only Radio: Competition or Convergence?**

Internet-only Radio stations are cropping up everywhere. Are they like pirate stations of the past, or are they a serious threat to listening? Should your station do your own to extend your brand? Can standalones hurt Radio listening? Meet those who are running Internet-only Radio stations and hear what they think about your future.

### ■ **Online Retailing: What you can provide to your advertisers and make money from, too**

You're hearing more and more about e-commerce, but do you understand the possibilities of how you can capture income from those who spend money with your advertisers? Meet e-commerce specialists, and learn what your station can do to benefit advertisers and your bottom line.

### ■ **Internet Branding: Your Station's Missed Strategy**

What can we do to enhance our value to Radio listeners in our own market? Hear how some stations are using unique strategies and how Web experts recommend we brand our stations further.

### ■ **What Listeners Want From Your Stations**

You may be surprised. Hear the updated Arbitron study on Internet listening. Hear Web experts tell you what they have learned. Learn how you can gain loyalty and lock your listeners to your site for their daily needs.

### ■ **Making Money On the Net In Radio: 7 Strategies**

We've determined that there are seven solid moneymaking models for Radio stations. Our experts anticipate as much as 40 percent of your income may come from the Internet within three years. In many cases, only those who get in early and establish a beachhead will own these moneymaking strategies in their areas. See how you can be the one who prospers.

### ■ **Radio Promotion: The Internet's Untapped Opportunities**

Contesting is taking a new turn that Radio never considered. Learn how major Net players are using gaming strategies

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Questions... see us at Booth # 433



# Legends In Person

all the more reason you need to attend!)



**David Samuel**

CEO/Founder  
Spinner.Com



**Paul Saffo**

Director  
Institute for the Future



**Peter Winter**

President  
Cox Interactive Media



**Steve Hicks**

Vice  
Chairman/President  
AMFM Inc., New Media Division



**Greg Verdino**

VP and GM  
Internet Information Services  
Arbitron NewMedia



**Len Jordan**

President  
RealNetworks

All sessions are held in the auditorium; there are no breakout sessions. We believe this information is so new, it is important for all attendees to hear together. Subject to change without notice.

or, the Net to lure audiences. See how stations are using unique applications available only on the Internet to interweave audience with your station.

**Exciting Products Which Will Change Your Perspective On Your Opportunities**

See demonstrations of the products we've discovered that will be important for Radio to embrace. Make a leap forward to technology applications that will generate income, increase listenership and return site visitors.

**The Truth That Broadcasters Deny**

The Internet brings new possibilities that Radio has not considered, including listener-programmed Radio stations that are personalized and can be heard on portable listening devices. What impact will this have on Radio? How will the digital revolution in Radio provide opportunity and threat? How will satellite-delivered Radio fit into the mix?

**What Should A Great Radio Website Accomplish?**

If you think your Website is good, think again. We've asked three top Internet experts to critique Radio station Websites at random and tell us what is

good and what is not. They'll check sites of those registered and let you know how you're doing in relation to the rest of the Web. Plus, you'll hear them talk about what makes compelling Websites that people will visit time and again. This includes the 7 Cs of a great Website.

**Can You Still Make Money With Banner Advertising?**

Are banners over? How are stations selling them and succeeding? Are they sold by your existing staff or by separate salespeople? Can you make your site pay for itself? Is it possible to make a profit? What can you get for a banner? Is there a national sales possibility?

**The Unique World Of Internet Advertising**

Meet Internet advertising firms and learn the advantages of Internet advertising versus traditional advertising. See how the Internet is being offered on a national basis and why companies like P&G are devoting so much time and energy to the Net. Learn about the Internet Advertising Bureaus, statistics about Web use by consumers, and the national Web sales strategy.

**Internet Strategies Of The Radio Groups**

Just when you thought Radio was their main focus, you'll learn how some of the top Radio groups in America are making major plays on the Internet. Learn their thoughts about advertiser services, online buying and how they intend to use the Web as a revenue source.

**Technology And The Future**

Where is all of this going? What's the next step? What are the technologies on the horizon that most Radio people don't even know are coming? Learn these and other important movements from the world's top technology trackers — advisors to top corporations around the globe.

**To Stream or Not To Stream**

What about Real Audio, Microsoft Media, Broadcast.com, WebRadio and others? Hear new developments about streaming, which will open the Net to millions more listeners. Hear the pros and cons of streaming your station.

Sessions subject to change without notice.

**Feeling a Bit Behind About The Internet?**

**FEAR NOT.**

Attend Our Pre-Conference Internet Basics Course.

We've all been caught off guard by the rapid growth of the Internet and its impact on Radio.

If you barely understand the Internet, attend our pre-conference basics course. You'll be placed in a computer lab and taught the basics of e-mail, the World Wide Web, browsers, bandwidth, Internet buzz words, and the basics of the Internet. You'll even learn how to build a basic Webpage, so that you'll know how to manage one.

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Hours	Tuesday October 12	Wednesday October 13	Thursday October 14	Friday October 15
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12:00 pm		Lunch	Lunch	Adjourn Conference
3:00-5:00 pm	Registration	Sessions	Sessions	
5:00 pm	Sessions Cocktails	Break for Dinner	Break for Dinner	
7:00 pm	Dinner	Evening Sessions	Evening Sessions	

# Who Should Attend And Why

The Internet is now such an important part of Radio that Radio professionals who want continued success in the industry need to attend. You will learn about changes that will affect advertising, management, sales and programming.

## Bring The Team:

You can't expect to hear this information for the first time, take it home and translate it in full to those working on your internet strategy. Having your management team hear everything along with you enables you to brainstorm your own needs during breaks, lunches and dinners while the information is fresh, and while you have a chance to ask questions. This will create synergy and fresh, innovative ideas and applications for your stations. This is an important place to send the entire team, because you won't find these speakers at a traditional Radio convention.

## General Managers:

Your presence is necessary to lead your station into this critical revolution. You will need your station back if you assume that various stations you

people to bring the info home. Without your support and clear understanding, you risk failure.

## Sales Managers:

HUGE dollars are quietly being made on the Internet. One mid-market Radio station is selling an extra million dollars a year! As advertising changes, we bring you strategies for advertising and e-commerce. You need to know how the Internet does business and what happens to local retail.

## NTR Directors:

The Internet is providing a huge growth opportunity in the area of nontraditional revenue. There is big money to be made in this arena, and we'll show you what stations are doing to make it.

## Program Directors:

PDs face loss of listening due to time shared with the Internet, Internet Radio and other media. You face changes in promotions, research and listener needs. This conference will help you understand how to compete, what you face, and how to create alternative solutions.

Also for Webmasters, Noncommercial Broadcasters, Educators, and College Students.



## Register Today! Only 607 Seats!

Seats are not held until payment is received in full. One form per person, please.

Online: [www.radioink.com/conference](http://www.radioink.com/conference)

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#### Cancellation, substitution and refund policy:

No full refunds will be issued for any reason, including illness and family emergency. There are no refunds for "no shows." Substitutions are allowed only with the WRITTEN permission of the original registrant before full registration selection begins. To issue a partial refund (less 20% cancellation fee), Streamline Publishing must receive a written cancellation notice no later than September 30, 1999, three full weeks before the opening day of the conference. Any cancellation received after September 30, 1999, cannot be refunded. No exceptions, please. All requests for refunds must be received in writing. Fax to 561-655-6930. Please note that non-registered guests and family members will not be admitted to conference or events. If you require special assistance covered under the Americans with Disabilities Act, please call 1-800-655-8778 by September 30, 1999.

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### 2 REGISTRATION OPTIONS

Radio Ink Internet Conference \$995 Before September 17th \$1,295 After September 17th \$

Internet Basics Course \$295 Before conference Oct. 12, 9am-4pm \$495 \$

TOTAL \$

**Hotel:** Please make your reservations at the *Westin, Santa Clara*. Call 1-800-228-3000 and ask for the Radio Ink Internet Conference Discount.

**Air: American Airlines** Call 1-800-433-1790 and ask for the Radio Ink group rate (Star number or AN Number 4109U0.)

**Auto Rental: Avis** Call 1-800-331-1600 and give the Avis Worldwide Discount number: J097595





## Before You Make A Change Consider The Timing

by Alan Mason

In Radio management, timing is everything. Taking action to retrench your present format, or abandon it may be the right principle, but unless your timing is right, you mistakenly risk before an economic or ratings peak.

Despite thousands of market projections, the future remains unknown. Every strategic Radio decision must be made in anticipation of — but not with certain knowledge of — future conditions, competitive reactions and developments.

It happens all the time. A management team pulls the plug on a format too soon, only to be followed by a sensational book for the now-departed format. The station is left with regrets and what-ifs.

There are two phases to every Radio decision: pre-launch and post-launch. During the pre-launch period, all planning, evaluation and "selling" (to the group and/or the board) occur. The post-launch era involves making it happen. Performance during both phases is a measurement of your team's management capability. For too many stations, results are less-than-expected because of breakdowns in control.

Effective management of pre- and post-launch action will quickly expose the shortcomings of performance. Judgment of timing accuracy, however, can only be measured by history. And history is always written by the winning side. As a rule, the longer the time period between launch and available data — usually ratings which assess the outcome — the closer the hindsight of Monday morning quarterbacks approaches 20-20.

Here are five techniques to help control your action:

1. Get a clear and singular statement of the situation.
2. Share it with your core team, then with your hierarchy.
3. Use quality research to validate your thinking. Numbers know no bias.
4. Be doubly certain you're reading the research accurately. Don't create a "New Coke situation" by misinterpreting the findings.
5. Lincoln was fond of saying, "If I had eight hours to cut down a tree, I'd spend six sharpening the axe."

Plan your attack calmly and carefully. Timing is everything. ☐

Alan Mason, Managing Partner of Audience Development Group, can be reached at 561-625-6815 or by e-mail at [alan@goodratings.com](mailto:alan@goodratings.com)



### A Vivid Reminder

Nashville commuters had the opportunity to view a powerful "drive safely" message. The wrecked Lexus owned by Country music legend George Jones was raised on a crane and displayed for the public. Jones was seriously injured this year while driving a Lexus.

A large sign hanging from the vehicle urged motorists to drive safely. Radio station Music City 103.3 Nashville carried a live broadcast from the site. ☐



### Moonlighting Heroics

D'Shawn "Puffy" Johnson, PD for WMJM Louisville, literally took a shot in the arm recently. The 11-year veteran of Louisville Radio is also a 12-year veteran of the Louisville police force. In that capacity one evening, he was chasing an Alabama parolee suspected in the shooting of a fellow officer and two other men, one of whom died. Shot in the right arm, Johnson switched the gun to his left hand and returned fire, critically wounding the suspect.

Ironically, just hours before the chase, Johnson and other city officials had received a "Community Support Award" from a local agency. ☐ Source: Blue Chip Broadcasting

# The Winning Formula For Creating A Young Talk Powerhouse

by Walter Sabo

Here are five important insights into building a new, winning Talk station aimed at the under-40 crowd.

**1 Talk isn't music, so be patient.** There is only one way for an audience to discover and like your talent — by spending lots of time listening to them. Every FM Talk station that stuck with the format for more than one year is a profit and/or ratings hit today. No other format has that track record. But, the first year is going to show very little growth. It's worth the investment, but don't panic.

**2 Change the sales department.** Many operators tried to keep their music-trained sales department, and it has never worked. Talk is an entirely different sell. The primary qualification for an aggressive Talk salesperson is that he must love the format. If he is offended by the content of the programming or just doesn't get it, he cannot possibly sell the concept to clients. Don't try to be a hero on this point. Cut your losses immediately. Bring in people who love the idea and will fight for the dollars. In the first year, that's all you're going to have to bring in revenues.


**3 Keep fear out of the building.** The fastest way to kill a new Talk show is to frighten the talent. Don't go running into the studio, screaming at the hosts that you'll lose money if they keep talking about a certain subject. Stirring things up is the format.

**“Don't go running into the studio, screaming at the hosts that you'll lose money if they keep talking about a certain subject. Stirring things up is the format.”**

Reaction from the crowd is the goal, not something to be embarrassed about. Worry if your office voice mail isn't filled with complaints.

**4 Market, market, market.** Our medium derives all of its revenue from advertising, so if we don't believe in doing it for ourselves, we're just liars. Sell the end benefit to the consumer. What's in it for the listener? A picture of your hosts on a billboard is no benefit. "We're talking now" is a bad promise to a young listener. Discover what your target listener likes to talk about, pledge to them that the station talks about that topic, then deliver on the promise.

**5 Get good advice.** This isn't a plug, it's a warning. Younger-skewing FM Talk stations are entirely different than Talk that appeals to people over 55. And, it requires a different set of management skills than does music. Make sure your expert advisers can prove success. Many people today are good at scheduling syndicated shows or maintaining successes created by others, but those are not the skills you need for a launch. Check and double-check the background of the advisers you select.

Finally, don't be shy. Even if you've been in the business for 20 years, nothing you've done is going to get the reaction of a Talk station launch. Step up to it and enjoy it. It means your advertisers are buying into an active, not passive, environment.  Walter Sabo is President of Sabo Media. He may be reached at 212-808-3005 or by E-mail at SaboMedia@CompuServ.com



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# Seven Strategies To Strengthen Your Station

by Michael Luczak

Somewhere between adding a unit an hour and running to the next NTR meeting, remember that your station is licensed to "serve the public interest." Working with charities can be a strong tool in the programmer's audience-building arsenal. The emotional connection with your listeners and the resources of local charities can help to grow audience.

Change your perception of "public service." Think about The Jerry Lewis Telethon. It is now part of our culture. You can turn the requests you receive for help into station events that can become marketing tools.

Here are some strategies you can try:

**1.** Create a yearly event that belongs only to your station. Pick one charity to benefit. Enlist their help for distributing printed materials. Many organizations have volunteers who can ease labor concerns.

Any NTR project you are working on can add on a charitable cause as a beneficiary. From a kid's fair to a car show, there is a charity that will welcome the opportunity to be part of your event.

**2.** Think outside of traditional holidays. Christmas campaigns are nice, but why not get behind a cause in January when inventory is light? You will have more airtime to devote to your cause. January is also a good time for Radiothon weekends.

**3.** Make one of your personalities a cause spokesperson. Get their mug on TV and in printed materials.

**4.** Support causes year-round. Create an umbrella term for all station public service: "WXXX's Committee for Community Caring" or some similar title that fits your station's style. Ultimately, you create the image that your station is

always helping.

**5.** Ask for success letters. Frame them and adorn your lobby and hallways. What speaks more to a visitor: a gold record from a forgotten pop star or a sincere letter from a community group thanking you for your support of a noble cause?

**6.** Act quickly and respond to emergencies. Use Radio's advantage of immediacy to make a statement. If tragedy strikes, don't talk about it. Do something.

**7.** Be proactive. Pick a cause your target understands: for example, teen suicide prevention for a CHR, or Vietnam veterans for a Classic Rocker.

Some of the benefits are:

- Your staff members and personalities get out in the community in a positive light. What better way to be perceived by your listeners than in a helping role?
- You establish relationships with your town's stakeholders. These leaders know your clients. They can be influential in returning favors.
- Listeners feel an emotional bond with the community that is evoked through your station's actions. A local effort for a local cause creates a positive emotional response.
- You raise the profile of a station. Why not have your call letters backing a good cause in print and on air?
- You help someone else raise money. You make life-long friends. No one ever forgets someone who helped raise money.
- Listeners get directly involved and feel as though they are a part of something good.

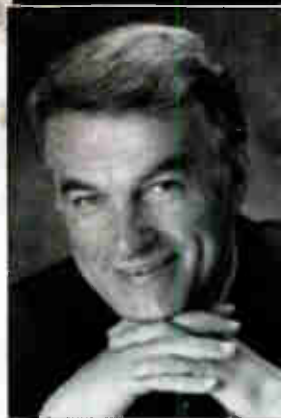
Opportunities for "cause marketing" present themselves daily. Remain open to examining all requests for help. No cause should be dismissed because it is too large or too small. ☐

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](mailto:michaell@erinet.com)



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2004  
GRADUATION



**NEWT IS ON THE AIR.**

Former House Speaker Newt Gingrich and Premiere Radio Networks recently launched *The Age of Possibilities with Newt Gingrich*, a daily, 90-second Radio commentary. Tackling topics ranging from computers, the Internet, health, government, politics and people, Gingrich says the commentary is a forum for ideas and optimism but also for straight talk and, when necessary, outrage. For more information, contact Jennifer Johnson at Premiere Radio Networks, 818-461-5418. ☎

**LEGENDARY BROADCASTERS TELL STORY OF RADIO IN INDIANA**

A new book, *In the Public Interest: Oral Histories of Hoosier Broadcasters*, follows Indiana's broadcasting history from the first time a Radio voice crackled across the airwaves to the development of multimedia corporations. Among the 27 broadcasters who provide oral histories are Jeff Smulyan, Amos Brown and Tom Carnegie. For more information, contact Ellen Gullett of the Indiana Historical Society at 317-232-1878. ☎

**BAYLISS SCHOLARSHIPS AWARDED**

The John Bayliss Broadcast Foundation has awarded a \$5,000 Bayliss Radio Scholarship for the 1999-2000 academic year to each of 19 college and graduate-level students at 15 colleges and universities nationwide. These students — who are pursuing Radio career goals ranging from programming, announcing and engineering to broadcast journalism and station management — were selected because of their high academic achievement, extracurricular Radio activities, passion for Radio and desire to contribute to the overall advancement of the Radio industry.

The Bayliss Foundation was established in 1985 to honor the life and work of John Bayliss, one of the Radio industry's most dedicated and respected executives. To date, 203 outstanding Radio industry candidates have become Bayliss Broadcasters. NAB President and CEO Eddie Fritts will be roasted on October 21st at the annual Bayliss Media Roast in New York. ☎

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Tracy Johnson & Alan Burns

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Well, that's according to veteran air personality and programmer Scott Shannon, referring to *Morning Radio: A Guide to Developing On-Air Superstars*. The book was written by Alan Burns and Tracy Johnson, and it focuses on the need for programmers, managers, and air talent to understand the process of developing dominant air personalities.

The book costs \$70. Call 619-495-8650, or read excerpts and order by e-mail at [www.tjohnsonmedia.com](http://www.tjohnsonmedia.com) ☎



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# Good, Better and the Best Digital Systems

It's a fact: *More* U.S. radio stations choose *Scott Studios'* than *any other* digital system! 2,125 U.S. stations use 4,916 Scott digital workstations. Nine of the ten *top-billing groups* have *Scott Systems*. They're the *easiest to use!* Scott Systems are intuitive, straightforward, simple, yet the *most powerful!*

Scott Studios is famous for our *uncompressed* digital systems at a compressed price, (but we work equally well in MPEG). Scott Studios' audio quality is the *very best* and plays on laptops or PCs with ordinary sound cards. We dub your startup music library free. Your PD can auto-transfer songs digitally in *seconds* with a CD-ROM deck in his or her office.

Scott gives you industrial quality 19" rack computers, but *nothing* is proprietary: functional equivalents are available at computer stores. You also get 24 hour *toll-free* tech support!

Scott lets you choose your operating system: Linux, Novell, NT, Windows, DOS or any combination. You also choose from *three* systems: Good, better, best. One's right for *you!*

The screenshot shows a digital interface for a radio station. At the top, there's a search bar with the text "R-E-S-P-E-C-T" and "Aretha Franklin". Below this, there are several rows of song titles and artists, such as "Ferry 'Cross the Mercy Jerry & the Pacemakers", "Home Depot Q: Better at Home", "McDonald's Q: Prices may vary", "Eckerd's Q: Sale Ends Saturday", and "Cool 105 Fast Jingle Q: Cool 105". At the bottom, there are navigation buttons for "Stack", "Artists", "Time", "Year", "Cat.", "Auto", "Back", "Forward", "New", and a large ":04" timer. Below the buttons is a grid of letters from A to Z.

The Scott System is radio's most user-friendly. You get instant airplay or audition of any song simply by spelling a few letters of its title or artist. You see when songs played last and when they'll play next. You also get voice tracking while listening to music in context, hot keys, automatic recording of phone calls and graphic waveform editing, all in one computer!

## Good Spot Box

The screenshot shows a digital interface for a radio station. It features a list of spots with details like "1023 Boston Market - 511", "1025 Boston Market - Lunch", "1034 Bath of Yew - Maternity", "1035 Bright Truck Leasing", "1036 Burs Security Syst", "1038 Car Nation - Tuesday", "1039 Car Nation - Wed", "1040 Central Bank & Trust", "1041 Clinica 12", and "1043 Charley Horse Saloon". Below the list is a numeric keypad with buttons for "1" through "0".

Scott's Spot Box delivers the *simplicity* of a triple-deck "cart" player plus *compact disc quality* digital sound.

Spot Box has only the one screen, so announcers always know what's playing. On the left of the screen, three digital players have legible labels for each spot and VU bars show levels. Buttons show countdown times and flash as each recording ends.

At the right of the screen, "Cart Walls" let you pick and play any recording by name, number or category. Or, number keys at the bottom load spots quickly from your log.

Scott's Spot Box includes a recorder and is *very* inexpensive. Options include log imports from traffic computers and music on hard drive.

## Better AXS 2000+

The screenshot shows a digital interface for a radio station. It features a list of spots with details like "Royal California", "Next California", "Southwestern Ball", "California", "Texas Motor Speedway", "Southeast Reynolds", "Royal California", "Next California", "Southwestern Ball", "California", "Texas Motor Speedway", "Southeast Reynolds", "Royal California", "Next California", "Southwestern Ball", "California", "Texas Motor Speedway", "Southeast Reynolds". Below the list is a numeric keypad with buttons for "1" through "0".

AXS' (pronounced ax'-cess) 2000+ is radio's premier digital audio system for automation and live assist. AXS' 2000+ is fully featured, with 99 sets of 28 instant play Hot Keys, log editing in the studio, live copy on-screen, big countdown timers, recording and editing of phone calls, spots and network shows.

You also get auto-fill of network breaks to cover missing spots, a Real Time Scheduler, unattended net recording, timed updates, macros and optional time announce and WAVE file imports.

For stations with large CD music libraries, AXS' 2000+ can also control inexpensive consumer CD multi-pack and 300 CD juke box players.

See Scott Studios' Booth 607 at the NAB Radio Show in Orlando, Aug. 31-Sept. 2

## Best Scott' System

The Scott' System (pictured above) is radio's most powerful digital system!

Your log is on the left side of the LCD touchscreen. Instant access Hot Keys or spur-of-the-moment "Cart Walls" are on the right with lightning-quick access to *any* recording. Phone calls record automatically and can be edited to air quickly. You can also record and edit spots or voice tracks in the air studio or go on the air from production.

Scott' options include *Invincible* seamless redundancy with self-healing fail-safes, newsrooms, 16-track editors, time and temperature announce, and auto-transfer of spots and voice trax to distant stations over WAN or Internet.

You'll easily make the move to digital audio because every system includes a week of Scott School at *your* station!

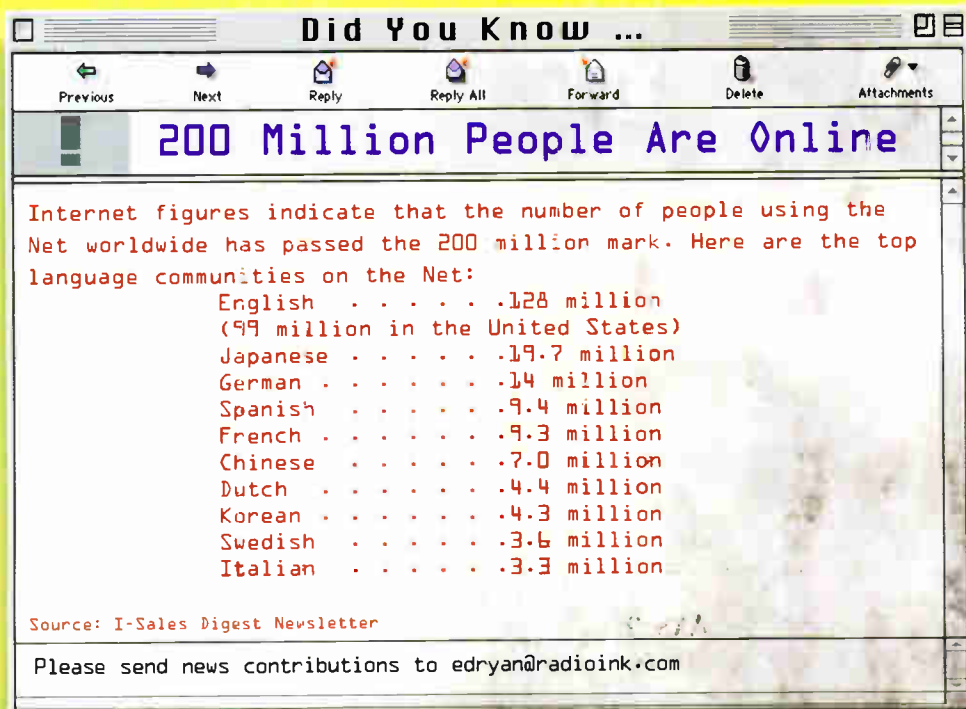
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## Internet Stats

### Internet Expected To Receive 8 Percent Of Advertising Pie

Online advertising spending will soar to \$32 billion in 2005, far surpassing the approximate forecast of \$2 billion for this year and topping the most bullish forecasts. There will be a rapid escalation of online spending in the year 2000. Ad spending across all media will total \$400 billion in 2005, with an 8 percent share for the online segment. Source: The Myers Group

### Company Providing Instant Web Ads

Net-mercial.com has announced the immediate availability of Net-mercials — simple but highly technical transitional Web advertising solutions that load ads almost instantly. Net-mercials are aimed to enhance e-commerce, create advantages for advertisers, build revenues for Websites, and evolve highly targeted Internet advertising, all with seamless integration.

## KIIS-FM Los Angeles Extends Brand On The Net

KIIS-FM Los Angeles will unveil [kiisfm.com](http://kiisfm.com) on Sept. 6, 1999. The product will not be a simulcast stream of the station's FM signal. Instead, an entirely new product has been created for the Web audience.

It will include interviews, new music showcases, breaking music, video entertainment and interactivity. Former Milli Vanilli member Fabrice will be offering advice on the Website's date channel.

KIIS GM Roy Laughlin says, "We believe that the creation of a new life-form exclusively for the Internet is a key addition to our existing [kiisfm.com](http://kiisfm.com) audio stream. Simulcasting AM programming on FM Radio in the '70s was effective, initially. FM quickly developed its own unique programming, as is the case for [kiisfm.com](http://kiisfm.com)."

KIIS-FM is working in conjunction with InXsys Broadcast Networks, a division of BuySellBid.com.



KIIS-FM to launch a new site, [kiisfm.com](http://kiisfm.com), which will extend the brand of the station with Internet-only programming.

## About.Com Unveils Talk Show

On the heels of [talkspot.com](http://talkspot.com)'s demise, Internet-guide site [about.com](http://about.com) has unveiled a new Radio show entitled *Talking About This Week*. While [talkspot.com](http://talkspot.com) attempted a full-blown site, [about.com](http://about.com) is starting slowly, with one hour live per week on Thursdays. Archived shows are also available on the site.

According to host Stuart Sheifet, the program contains six to 12 interviews per show and focuses on issues that occurred the previous week. Sheifet says that the long-term goal is to move the program from a weekly to a daily to reach the at-work audience via computer.

## TECH-TERM: Click-throughs

Ad agencies will ask Internet advertising venues to submit numbers of Internet users who actually "clicked" on their ad banner from the advertiser's Website and "linked" to the client's information.



# Interactive Advertising Agencies

## Are You Calling On Them?

by Ed Ryan, Editor of *Radio Ink*

The Internet's growth and popularity with advertisers has led to the creation of a new breed of advertising agencies. Interactive advertising agencies are popping up all over the country. Traditional advertising agencies are adding entire interactive departments to keep up with the demand for the Internet.

Rich Person is the Executive Vice President/Director of Direct and Interactive Marketing Services for the interactive agency Mullen. He states that an Interactive agency "is in the business of building brands online."

Person explains the shift in client expectations since the Internet has become popular: "The problem has been that a lot of traditional advertising agencies did not get the Internet, period. The result was that independent interactive agencies popped up, and general agencies had to establish Internet divisions to deal with that.

"Clients don't care. They would much rather work with an agency which has all of it in one place — a single strategy to promote the brand. We see it with clients now. They were forced by our own industry to seek out specialized Internet agencies."

**INK: What is your primary focus in helping clients with their advertising? Is it finding the right Websites on which they can advertise?**

**PERSON:** That is a small part. For example, the media group will decide where it is appropriate to advertise and work with our Internet group within the agency. We work on a brand-solutions approach.

There is a difference between Internet advertising groups that work within an integrated agency environment, like ours, and a standalone Internet advertising agency that has its own Internet marketing capabilities. They don't live within an integrated advertising agency environment like we do. Everything we look at will involve TV, Radio, print, banner advertising — a media strategy about where we will go to promote traffic to a client's Website.

The emphasis is on offline media to generate traffic to the site, because it is proven that is going to be more effective. If you are in the Internet business and you have a site, you have to be advertising online as well. We put the majority of the media dollars offline.

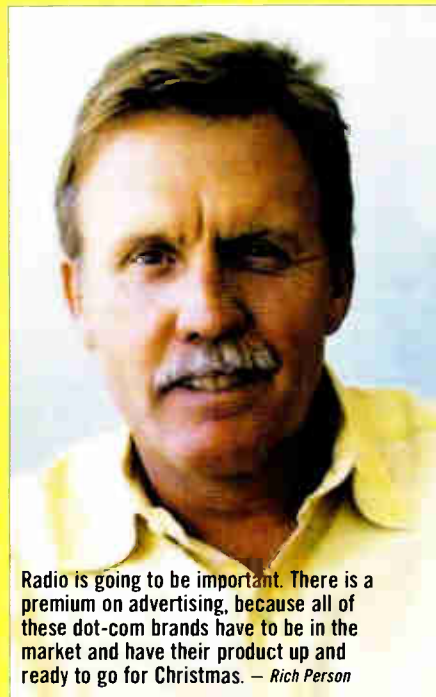
**What types of companies are using offline advertising to attract customers to their Websites?**

There are two types of companies. One is an existing company, like GM, who will be building a Website for the GM credit card. They need to drive traffic to the Website for a specific reason, maybe a particular promotion they are doing to acquire new credit card customers.

There is also a whole new set of customers we call 'dot-com customers,' from insurance.com to furniture.com. They are getting into the e-commerce business and are in a hurry to create a buzz about their brands, prior to Christmas. You will see an incredible amount of dot-com advertising on the Super Bowl and on TV prior to Christmas.

**How can Radio make sure it gets some of this offline advertising?**

Radio is going to be important. There is a premium on advertising, because all of these dot-com brands have to be in the market and have their product up and ready to go for Christmas. This is going to be one of the biggest seasons for e-commerce.




Radio is going to be important. There is a premium on advertising, because all of these dot-com brands have to be in the market and have their product up and ready to go for Christmas. — Rich Person

It will be a rush to grab Radio time, and what they are charging now is amazing. Some of the networks are offering to buy back some spots to re-sell them.

These dot-com companies are all over. Radio people can contact the media people at advertising agencies. We have a lot of clients who are just getting ready to roll out. The first thing we do is reserve the advertising space for them now so we have it.

**It sounds like Radio stations should pay close attention to dot-com companies.**

The dot-coms are coming. One of the key sellers will be the credibility of the brand. If you are on TV or Radio, you are credible. People buy brands they are familiar with — name recognition makes the difference. Last year, only two or three dot-coms were on the Super Bowl, but this year, you will see many more.

This year and the next two to four are going to be big e-commerce opportunities. There will be a major shift in the way people do business. People are getting used to buying online. And, there is a great deal of profitability for those selling products and services online. It is the way business is headed. 

### Top Interactive Agencies

- 1) USWeb/CKS
- 2) Euro RSCG Worldwide Interactive
- 3) Grey New Technologies
- 4) Cambridge Technology Partners
- 5) AGENCY.COM
- 6) Xceed
- 7) TMP Worldwide
- 8) iXL
- 9) OgilvyOne
- 10) Strategic Interactive Group

Source: Adweek



# Tools to Fine Tune Your Skills



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Just Updated: July 1999-June 2000

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by Ken Greenwood

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## Blast from the Past: A Pictorial History of Radio's First 75 Years

by Eric Rhoads

Over 1,000 historic Radio photographs have been packed into this thick, hard-bound, 472-page, oversized coffee-table book. Covers the 1920s all the way through the late 1990s. Only \$39.99

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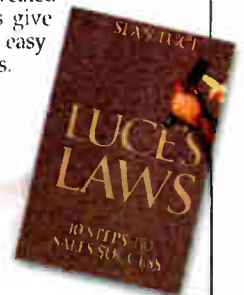
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# Does Your Website Cut The Mustard? Or Does It Cut Cheese?

An important element to a winning Website is the ability to keep your listeners coming back day after day. In the Web world, the term used is "sticky". Here is a review of two randomly chosen Radio station Websites.

*Think your Website cuts the mustard? Let us review it. Send an e-mail to edryan@radioink.com*



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**WWW.WPLJ.COM**  
(New York)

Originally, we were anticipating high marks for WPLJ in New York because we saw the time and date. This led

us to believe the site would have local, current content. We were wrong. The flashing date was as current as the site got. The site was somewhat graphic-heavy, causing us to wait for downloads, even with a 500 MHz machine.

Immediately, we looked on the front page for how to contact the Radio station, but that couldn't be found. And as usual for a Radio station Website, it was programming-heavy. No media kit information or sales information could be accessed easily. Surprisingly, on the front page were rules for a contest — not very glamorous information. And, in the who-cares department: We found lyrics to songs — pretty boring.

We left the site when we clicked on an icon labeled "Town Hall," only to be linked to a page that read, "There are no threads updated in the last 30 days"

**Grade: D**



**WWW.WOWC.COM**  
(Birmingham, Ala.)

On this site we were immediately subjected to frames, an immediate turnoff. Frames make station Websites look

like bumper-stickers. This Web page had a lot of wasted space. The entire top frame is nothing more than a billboard — no useable links. And, the left side of the frame acts as an index, again wasting valuable space. The site did not list contact information, which is most important for a station Website.

It took about six clicks before an advertiser was found on the site. Did the advertiser know it would take that long? Was their banner thrown in as added value?

You would think this AMFM-owned station would have a more savvy Website. There wasn't a single item that encourages listeners to return.

**Grade: D-**

- e.r.





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**ADVERTISER Q&A**

The screenshot shows the Ford Motor Company website interface. At the top, there are logos for various Ford brands: VOLVO, MAZDA, LINCOLN, Ford, Mercury, and Jaguar. Below this is a navigation bar with 'BUYER CONNECTION' highlighted. A left-hand menu lists 'VEHICLES', 'FINANCING', 'SERVICE', 'CORPORATE', and 'BETTER IDEAS'. The main content area features three columns: 'Better Ideas' with a 'SHOCKED' graphic and text about concept vehicles; 'BuyerConnection' with a photo of a man and a list of services including 'New Vehicles', 'Pre-Owned' vehicles, and 'Online Store'; and 'The right tire' with a 'Quality Air' graphic and text about tire services. A footer contains 'Privacy & Copyright © 1999 Ford Motor Company' and 'Ford V77 Program'.

The vision for the [ford.com](http://ford.com) Website is 2:1 marketing — corporate with the dealer to the customer — to develop a lifelong relationship with the customer.

# How Ford's Online Vision Will Impact You

by Ed Ryan, Editor of *Radio Ink*

Have you ever had a great experience while shopping for a vehicle? You could make a case that this question is an oxymoron. How about follow-up? Do those pesky, pushy car salesman ever actually follow-up with you the way they say they will when they are seducing you?

Today's savvy business owners are learning that a one-to-one relationship with customers is the only way to succeed. However, it seems as though car salesmen skipped that chapter in their training manuals.

About three years ago, our family purchased one vehicle, a Nissan, and leased another, a Jeep. Since that time, we haven't heard from either of the salespeople who closed the deals or from the companies that manufactured the metal.

At the end of this month, the Nissan will be paid off, and the Jeep lease will expire. And, wouldn't you know it, our telephone has been ringing off the hook. All of a sudden, I am Mr. Ryan: "How have you enjoyed your vehicle, Mr. Ryan? Can we offer you a free oil change, Mr. Ryan? How's your baby daughter, Mr. Ryan?" — typical, old-school, sales process.

By this time, we had already done our research for a new vehicle. However, it wasn't with some pesky, pushy salesperson following us around the lot, offering us a free hot dog and a balloon. It was on the Internet.

The Internet has made shopping for a vehicle simple. You can make a purchase on the Web or research the automobiles that interest you and hook up with a local dealer. The result is that you are now in control of the sales process. You're more educated.

In a study released by *CyberShopper*, 34 percent of U.S. Internet users who plan to buy a car will research that purchase online. The study indicates, however, that Web users are not yet comfortable with purchasing online; 92 percent want a relationship with a local dealer. But at least consumers will come to the lot better-armed. And consumers have several choices while doing their research. There are brokers, like [autobytel.com](http://autobytel.com) and Microsoft's [CarPoint](http://CarPoint), that act as a meeting ground for dealers. There are local car dealers who have created cybershops for local customers. And, there are the manufacturers who have begun to integrate the Web into their entire marketing function. Take Ford as an example.



David Ropes is the director of Ford's corporate advertising and integrated marketing group. He says his goal is "to make it easier for a customer to spec a product from the Ford Motor Company, any of our brands, and make it easier to contact us and do business with us."

Ropes says online sales for Ford are expected to escalate, however, the relationship is the key: "I would expect that we will see more and more purchasing through the Internet with vehicles," says Ropes. "Our philosophy, however, is 2:1 marketing — ourselves with the dealer to the customer. We believe that because a customer enters into a relationship with us and our dealers, rather than just purchasing a product, we are developing a lifetime relationship with that customer."

It's that type of relationship, if adapted by all dealers, that might drive an autobytel out of business. "It's hard to say what viability they will have against the consumer out there as the manufacturers create a customer-friendly interface over the Internet," says Ropes. "One of the things brokers will not be able to do is facilitate that ownership relationship. Only a manufacturer with its dealer distribution system can do that."

At Ford, dealers have not entirely bought into the idea, according to Ropes. "Some of the best dealers do get it while others are struggling," he says. "We've stepped up and are investing in an awful lot of quality training for the dealers, to give them some tools to handle the customers who want to deal with them over the Internet. They are developing their own sites as well as activating the main one [www.ford.com]. We have actually designed a program for them which allows them to contact us for the development of the site with them so that we can take the assets we have

designed for our site and put them on their site."

A new study released by J.D. Power and Associates reveals that 40 percent of Internet subscribers are willing to use the Net to shop for a car. Furthermore, 26 percent of used car buyers shopped online, according to the 1999 New and Used Autosopper.com study.

Ropes has an Internet vision for Ford that may impact the way Ford spends money on Radio and with other media.

"If you read the trades you will see that it definitely has an impact with some recent decisions we have made in one area, mainly print," he says. "You are having to re-think your

media mix and not rely totally on the traditional media but on a multimedia mix. The question is: How does print, Radio and TV work together with the Internet and where can you leverage them?"

Most Radio stations do well with car dealers. In fact, at some, automotive money is too high a percentage of a station's total billing. As Ropes points out, Radio stations better look over their shoulders.

"We have been public about our deal with CD

Radio, making an investment in that company to put satellite receivers in our vehicles to accept the satellite signal and allow for that range of Radio products to come into our vehicles," he says. "We are also entertaining a number of presentations from Internet-specific, Internet-savvy Radio companies who are claiming to be in virtual Radio."

"The rules of the game as we used to know them have changed, that the only way to reach a customer is through mass media. Today you can reach them on a one-to-one basis, using the Internet, targeting your offerings.

"My advice to Radio stations? Learn to work with it not against it. It is here to stay." ☎



[Because of the Internet] "you are having to re-think your media mix and not rely totally on the traditional media but on a multimedia mix."  
— David Ropes

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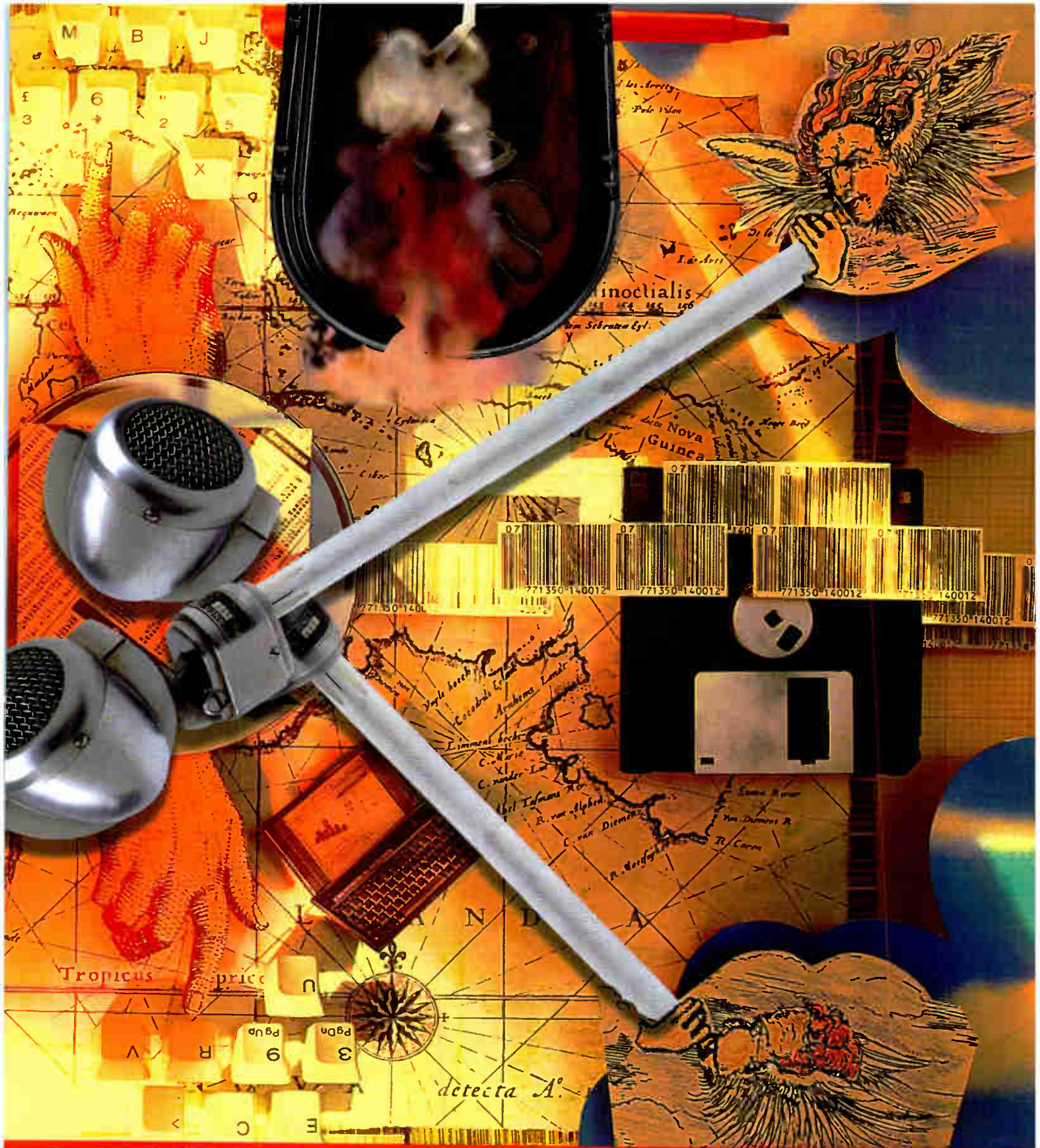
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# CAN RADIO SURVIVE T





# THE NEW MILLENNIUM?



Technology is our friend — at least that's what we've always been told. As we approach the dreaded "Y2K," it seems that the technology that surrounds us is more threatening. Or is it?

Years ago, Radio broadcasters needed to worry only about the competition down the street. Today, our competition is still the station down the street, but it has grown to include competitors that we may not even know we have.

Like it or not, we are surrounded by technology, and these new technologies are here to stay. Like it or not, we have to learn to either accept and embrace these technologies if we wish to survive, or we will be destroyed by them.

The following is the true story about a medium called Radio and its likelihood of survival in the year 2000. Joining the cast of this story are Satellite Radio, Low-Power FM Radio, Internet Radio, Digital Radio, and Pirate Radio — each of which is looking to move from understudy into a "starring role."

Is it possible that the medium so many of us grew up with, the medium so many of us know and love as "Radio" can suddenly be replaced by one of these up-and-coming predators? Only time will tell.

## THE DIGITAL CONVERSION

Before any of us accept new technologies, we usually try to improve what we have first. Such is the case with USA Digital Radio, one of the pioneers in developing technology to transition AM and FM Radio from analog to digital broadcasting.

USADR's technology, In-Band On-Channel Digital Audio Broadcasting (IBOC DAB), is designed to bring digital broadcasting to consumers by using the same AM and FM spectrum (in-band) and the same dial positions (on-channel) that are used currently. This concept will lead to a cost-effective, seamless, market-driven transition for broadcasters and consumers.

IBOC will be of great benefit to Radio listeners. First, there is the obvious improvement in audio quality. Digital FM will sound like CDs, and digital AM will sound like today's FM. There also will be a significant improvement in reception, since digital greatly reduces interference, multipath and dropouts.

USADR is owned by many of the nation's top 10 Radio broadcasters, who collectively account for one half of the industry's revenue. USADR is leading the regulatory process on digital Radio, having filed a Petition for Rulemaking (PFR) with the FCC in October 1998.

The FCC announced its intention to move the process forward by issuing a Notice for Proposed Rulemaking in summer 1999. USADR anticipates that stations will begin to convert to IBOC in the second half of 2000, with the first receivers ready in early 2001.

Robert Struble is USADR's president, CEO and Chairman of the Board and has been responsible for strategic and tactical leadership since 1996. According to Struble, Radio will continue to do very well in the new millennium: "Radio will survive the new millennium by embracing and adapting to change and providing listeners a product which meets their evolving needs. Radio broadcasters have successfully done this over the last seven decades. No other medium has had as many fundamental 'rebirths' as Radio, and the industry is stronger today than it has ever been.

"All the trends are there for continued success — great, targeted content; more cars on the road and more time in cars; strong, sophisticated broadcasters; and ever-growing listenership. We believe that the transition to digital broadcasting, with its promise of offering listeners a superior product, will be yet another chapter in Radio's successful journey."

*How will these technological breakthroughs change Radio broadcasting, what we hear, and how we hear it?*

"It is inconceivable that AM and FM broadcasting will be the only analog medium in an entirely digital world, so the major, near-term technological change for Radio will be the transition to digital, with all the benefits that will entail," says Struble.

According to him, "Digital will mean better audio quality and enhanced data services, so broadcasting will evolve to use these capabilities, both from a

programming and from a business/sales and marketing sense."

Struble also believes that "AM and FM Radios will become more 'intelligent' devices, with new programmability and data applications. Further out, technology will continue to advance, and Radio will adapt. Consumers will have even more choices competing for their share of mind with Radio DVD, Internet, satellite Radio, and several things not yet invented.

"Radio must face these challenges and successfully adapt, as it has in the past against TV, eight-tracks, cassettes, and CDs. Again, we believe that IBOC DAB will provide a technical means for Radio broadcasters to compete with these new offerings, by providing superior audio quality and enhanced data services to listeners."

With all the improvements "digital" Radio broadcasting will bring to the AM and FM spectrum as we know it today, the possibilities for a resurgence of AM stations with FM-quality sound is most likely. Struble believes that there will indeed be a comeback for AM Radio in the new millennium.



ROBERT STRUBLE

Struble notes, "Because of the upgrade in audio quality it will bring about, IBOC DAB will provide AM broadcasters with new opportunities. Digital AM will sound like today's FM, so really viable audio programming becomes an option again. Successful niche audio formats, not capable of being supported economically on FM, should grow.

However, even in a digital world, AM will not be as 'good' as FM. It's a question of physics, because an AM station has only 1/20th the bandwidth of an FM, but AM will be much better off than in today's analog world."

*What role does consolidation play in determining how digital Radio will or will not thrive in the new millennium?*

As Struble puts it, consolidation 72 ▶



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## MILLENNIUM SURVIVAL

greatly enhances Radio's future, but widely diverse ownership will remain a strength of the industry. The well-capitalized, sophisticated players that consolidation has created are willing and able to lead the industry through major transitions. Smaller broadcasters benefit from this leadership."

With the new millennium approaching and new technology around the corner, Struble sees a very positive future and even more technological advances for digital broadcasting in the Year 2000: "As in all other digital consumer products, the technical improvements brought about by digital will get better and better with time. IBOC DAB is designed to allow continual upgrades as new and better technical ideas are developed.

"Sound quality and reception will continue to improve over time, data applications will get better, Radio receivers will get more intelligent and become much more useful to listeners, and transmission technology will get better/cheaper/faster on an ongoing basis. Going digital will put the entire industry on a curve of continuous digital technical improvements, making the product better and better over time."

According to Struble, it really won't be very difficult to gain acceptance of digital Radio, as the quality and the benefits are unprecedented: "IBOC DAB has been designed to appeal to listeners and all of the major industry participants."

For example, Radio listeners will benefit from the enhanced audio quality and reception and the new data services without having to change their behavior. It will be much better AM and FM at the same dial positions—no monthly fees, no funky antennas, no new stations to find.

Broadcasters will become more competitive against the other digital media at a very reasonable transition cost (no new towers, antennas or studio equipment are required, unlike digital TV); they will enjoy new revenue



DAVID MARGOLESE

potential, and they will preserve the existing industry structure (no new station classes or licenses etc.).

Equipment manufacturers will get a chance to sell a whole new class of digital products, and compete on features and benefits not currently available. Finally, regulators will not have to worry about new spectrum, auctions or givebacks, new licenses or tower sitings, making the transition to digital very easy. IBOC DAB is a tech-

nology that will bring great benefits to all in the industry.

### WE COME IN PEACE

As we begin to embrace this wonderful new technology and prepare for the digital revolution and the new sound of digital audio, we must now take the focus of this report on the road. As many Radio programmers, owners, and broadcasters already know, Radio has always had pretty much the monopoly on in-car listening due to its portability.

Now, another choice has entered the arena—Satellite Radio, a satellite Radio feed designed to broadcast the format of your choice directly into your vehicle. CD Radio is one of two companies building a subscription-based, digital, satellite-to-vehicle Radio broadcasting system. CD Radio plans to deliver programming on up to 100 channels, 50 of them devoted to commercial-free music.

CD Radio will broadcast 50 channels of commercial-free music and up to 50 channels of news, sports, and entertainment programming, with digital-quality sound and seamless coast-to-coast coverage, directly to subscribers' vehicles. Listeners will have to pay only a monthly subscription fee of \$9.95 for the service, less than the cost of an average CD.

David Margolese is the Co-founder, Chairman and CEO of CD Radio, which in May 1997 acquired its FCC license to develop the satellite Radio broadcast system. According to Margolese, "The driving force behind CD Radio's

74 ▶



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programming philosophy is our customers, and that means our emphasis is on the music and entertainment they want, not on ad revenue, mass-appeal and ratings.

"CD Radio will maintain complete creative control over what music is broadcast, ensuring that our team of programmers can cater even to niche audiences, and providing listeners with a truly unique audio entertainment experience that spans a full spectrum."

Margolose points out that CD Radio is more than just a jukebox-type of satellite programming: "CD Radio will deliver original music programming, presented by expert hosts who will enhance the listening experience with insights and information about the music. On music channels, subscribers will hear



**"Consolidation can hurt Radio because of the capitalistic, money-oriented view many Radio people are forced to adopt. It is becoming standard for the Radio SM at a particular station to program more time in an hour than the PD."**

— Daniel Anstandig of DAER

what they want, on demand, without the distraction of extraneous content."

CD Radio's new broadcasting facility, located at the company's headquarters in Rockefeller Center, New York City, will be home to the stations that comprise

CD Radio's service. Content for all 100 channels will be up-linked to three custom-designed satellites, currently under construction by Space Systems/Loral and expected to be launched in January, March, and May of 2000.

The benefits of CD Radio's new satellite system are numerous: commercial-free music; unprecedented choice of entertainment programming through a

broad range of channels; digital-quality sound; seamless coast-to-coast coverage with no static or other interference; tightly-focused formats that speak directly to the preferences of listeners; and the freedom to choose precisely what you want to hear, when you want, anywhere in the continental United States.

CD Radio's slogan is "The Next Generation of Audio Entertainment," and they're not far away from making a dream become a reality. CD Radio is anticipating the commencement of commercial operations by the end of year 2000.

### INVASION OF THE LISTENER SNATCHERS

As we continue down our path to the new millennium, we come across

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virtually dozens of other competitors going after Radio listeners as we currently know them. "Virtually" is the operative word in that sentence, as Internet Radio becomes more and more prevalent in our world today.

Internet broadcasters have many advantages over commercial Radio stations. For one, they can program anything they want, any time they want, any way they want to. They can be heard around the block or around the world.

The technology of Internet-based Radio is improving almost daily. Radio has survived television, cable broadcast, satellite television, and still remains the most popular medium in America. However, as the Internet and satellite Radio continue to grow, and essentially offer a more appealing product to consumers, Radio stands to see some stiff competition.

Daniel Anstandig, one such Internet broadcaster at DAER Internet Radio ([www.daer.com](http://www.daer.com)) points out that, "From the aspect of a broadcaster, Radio

programmers are going to have to find new ways to make their product appealing. In the current age of Radio consolidation, greedy owners are buying stations and pushing for big sales to stay ahead, financially, of their competitors and stay attractive to investors.

"The amount of units per hour on a typical commercial station across America is now around 16 or more, and it's still growing. Now, add weather, news, and quirks to the hour, and you have almost 22 minutes of non-music."

Anstandig strives for the opposite with [daer.com](http://daer.com). "On Internet-Radio DAER, we have three minutes an hour of non-music. Which do you think a consumer would better prefer? From an advertiser's perspective, one might be disturbed at the fact that his ad is buried among five or six spots on either side. Advertisers may consider the effectiveness and productivity of their commercials on the medium and determine that their marketing is not conducive

to results on Radio."

According to Anstandig, Radio is still a very viable medium, but it is not immune to the threat of other forms of media deteriorating its position in our lives. "In the research I've seen, people currently use the Radio most in the car. One may note that Radio essentially has a monopoly in the car when it comes to live consumable media. As Satellite Radio and eventually Internet Radio become increasingly portable, Radio will stand to be damaged in listenership."

Anstandig comments, "I don't know that Internet Radio will absolutely replace Radio. It will always be there in some aspect. Keep in mind that Internet Radio is essentially the same as conventional Radio, just with a different programming approach and more interactive features. In the future, it might be possible for Radio to replicate the features Internet Radio has created.

"At DAER, we did a survey about six months ago, asking our listeners

76 ▶

Dear SESAC—  
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if they would listen to our station in the car or elsewhere if they had a portable player capable of receiving our audio signal. More than 80 percent said yes. This is indicative of a demand, at least among the DAER audience, for a portable player or device to receive Internet audio. Once this becomes possible, Internet Radio may offer Radio some stiff competition."

According to Anstandig, consolidation may actually play a role in the deterioration of conventional Radio broadcasting as we know it: "Consolidation can hurt Radio because of the capitalistic, money-oriented view many Radio people are forced to adopt. It is becoming standard for the Radio SM at a particular station to program more time in an hour than the PD.

"As Radio management crams as many ads into an hour of decent programming as possible, without regard to the level of performance of the messages for their advertisers, they will simply continue to spread disinterest among advertisers and listeners, especially as competitors emerge."

Anstandig also points out that the best for Internet Radio broadcasting is yet to come in the new millennium: "I foresee many changes in the way listeners use Internet Radio. A project that is already in testing is the concept of being able to access the Internet via wireless connection. As this type of technology develops, Internet Radio may be heard in cars, on the beach, and in a park. This is exciting, as it provides Internet Radio with the capability to position itself as a competitor to conventional Radio outlets.

"A problem that will no doubt face the development of Internet Radio is the demand for bandwidth required to operate a successful and popular Internet Radio service. In the future, multicasting and other systems designed to optimize the use of bandwidth will be necessary."

### THE TRADITIONALISTS

We've taken a look at some of the emerging forms of technological innovations in broadcasting that are coming our way, and there are others, but is Radio as we all know and love it really in trouble?

Dennis Wharton, SVP/Corporate Communications for the National Association of Broadcasters doesn't think so.

"It's really hard to predict where Radio will be in five to 10 years, especially with changes in consolidation and Internet broadcasting, but I strongly believe that Radio stations that are tied to the local communities and localism will survive and thrive into the next millennium.

"Radio is a highly adaptive medium. Radio can withstand competitive challenges, as it has done in the past," he adds.

While Wharton points out that the NAB is a strong proponent of digital Radio broadcasting, he also notes that satellite broadcasting and Internet broadcasting are very viable media, and will not pose as big a threat to Radio if stations remain local and adapt accordingly. What the NAB strongly opposes, however, are two of the more difficult forms of competition, Low-Power FM (LPFM) and Pirate Radio Stations.

"Low-Power FM is one issue of considerable concern because of the potential for interference," Wharton says. "The NAB is aggressively fighting what we call a prescription for adding interference to an already-congested Radio band. The NAB has already filed with the FCC a 500-page study discussing this subject. If Low-Power FMs are allowed to broadcast, the interference you already get on the AM band will also be experienced on the FM band, thus limiting the potential for listeners to receive quality Radio from their hometown stations."

Wharton also points out that Pirate Radio stations are illegal: "You need a license to go fishing in this country. Why wouldn't you need one to operate a Radio station? Hundreds of pirate stations have been shut down this year alone, and the NAB applauds the FCC for the actions it has taken against pirate Radio stations."

*Is Wharton worried about the future of the Radio industry in Y2K?*

"Not at all. As long as Radio continues to adapt and remain local, there will always be a need for the hometown Radio station."

Legendary Radio broadcaster and consultant Guy Zapoleon has legitimate concerns about the status of Radio

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broadcasting as we know it, but is also confident that we will survive.

"Both Internet and Satellite Radio have the potential to swallow up a lot of usage being invested in Radio by the average person. Initially, Radio's competition from satellite comes in the car and from the Internet at home and at work. Soon, there will be interfacing technology to give access to every form of communication and entertainment over the Internet, satellite, telephone and Radio from one device. At that point, all these sources for audio are competing on equal playing fields, entertaining us at home, in the car, and at work."

Zapoleon also points out that "Internet sites for Radio stations act as added value to both listeners and clients, and serve to add a cutting edge to the image of existing Radio stations. If Radio continues with its ever-increasing spotloads and homogenized programming, then passionate listeners will find other sources of entertainment. Then, the Internet becomes a good news/bad news scenario for Radio as we lead new listeners to a companion medium that may have the potential to encroach on Radio's dominance as a primary entertainment provider both in and outside the home."

*Will there still be a place for Radio in Y2K? Can Radio as we know it survive?*

Zapoleon is optimistic, but cautious. "Radio will certainly survive as part of how people get their entertainment. What the percentage of the total entertainment consumption pie will be remains to be seen. It will all be about specialization and, most importantly, being top-of-mind and owning a specific product in the consumer's mind.

"Narrow product focus, branding, production values, and effective marketing are certainly the key issues. Most people are comparing the onset of Internet and satellite Radio to how cable influenced network TV. But Internet Radio to AM/FM Radio may be what FM is to AM now. The future depends on Radio's continuing to be relevant to today's pre-teens and teens who are growing up on computers. Thank God for the Pop revolution, which is bringing teens and pre-teen passion for Radio

back as that sound dominates Top 40."

Zapoleon also points out, "As companies get bigger and bigger, as with every successful sports franchise and every successful business, the key is building and managing a great team of people. To paraphrase Tom Peters, 'The secret will be knowing how many people and layers to have before you get too far removed from the front.' The man who creates a successful business must always go down to the 'front' to talk to the customer, if there are too many distractions or too many layers between them, then the business loses touch with the consumers, and the business fails."

Perhaps one of our

MIKE HENRY



DENNIS WHARTON

ALAN BURNS

biggest challenges in this world of consolidation is the way in which Radio broadcasters choose to operate their respective stations. If we really want to survive in the new millennium, then it's basically up to us to ensure that we do.

Consolidation and its after-effects will play a very important role in determining how Radio will or will not thrive.

Zapoleon points out that "the immediate news with consolidation is certainly good, as many companies are

showing strong first- and second-quarter profits. As the major companies have to pay back debt, you will see more and more cost-cutting measures being taken.

"The past year has been about figuring out which economies of scale make sense for broadcasting companies and which don't. Everyone is trying to figure out ways to cut the bottom line without hurting the programming and sales efforts.

"You'll continue to see more and more shared resources among a lot of Radio stations inside the company and market cluster. Networks will provide cost-effective programming, national contests for a company's multiple Radio stations, and exclusive company-wide deals with one vendor to provide cost advantages to large groups of Radio stations. You'll see all these new business realities happening more and more during the next three years."

As Zapoleon points out, "These are certainly great ways for companies to reduce the bottom line and hit yearly cash-flow percentage goals. In order to meet these goals every year, the chances are that companies will keep cutting the money that's earmarked to be reinvested in the product for manpower, marketing and resources.

"This means loss of people inside and outside the company, which limits the number of people feeding ideas into the pipeline. The challenge is for companies not to fall prey to inside thinking that ceases generating fresh ideas and strategies. It's easy to believe that everything that works in New York will work in New Orleans, and that using the same solutions and products over and over is a solution to keep costs down.

"The danger is product stagnation through narrow thinking and stifled creativity, with the end result being the loss of interest from the consumer. 78 ▶

**We may see traditional Radio's audience become more conservative, older, and lower-income, as Internet and satellite will be adopted fastest by early adopters (who tend to be young) and people who can afford [technology].**

Once you develop a template for a format, it's certainly a temptation to take a cookie-cutter approach, creating a template to duplicate the basics of each format.

"But smart operators know that every market is different, with different competitive landscapes and a different age/sex/race makeup. So each product should be customized as much as possible for a given market.

"We've seen the death of a sea of products and companies outside of Radio due to these factors. Read any of Al Ries' and Jack Trout's books on positioning for examples. The current trend of consolidation indicates that the pendulum is swinging to the far right extreme in the business cycle, and the result has been product quantity, not quality.

"It's amazing how simple it all is, and the basics never change. We're always looking for some new truth, some new answer, so we'll probably fall prey to the same mistakes."

As Zapoleon points out, the future for Radio is no exact science, but he does offer the following predictions:

"You'll see Radio getting even more 'niched.' As more and more listeners get exposed to different types of music, they will get more sophisticated as time passes, and there will be more exposure to musical choices around the world with the Internet.

"Stations will become more specialized in their musical focus, narrowing the amount of music styles they play, since many listeners won't settle for music they don't like to get to the music they do like. As it takes less and less of a share to score well in a market, you'll also see an explosion of existing formats, like the ones you see on USSB/Direct TV Music choices, i.e. Metal, Standards, Big Band.

"In every market, there is a group of listeners known as 'Love Alls' who thirst for new trends in music and love wide varieties of musical styles. So, you'll also see new formats that feature a much wider variety of music than you would expect due to this exposure to world music. We'll all get smarter about how to please our customer as we learn more through profiling consumers over the Internet."

As Zapoleon sees it, these new technologies feature one great benefit for the consumer: great content, less waiting. "These new technologies will have a profound effect on the way listeners consume entertainment. Nationwide President Steve Berger told me 15 years ago that we were in an 'instant-gratification world.'"

"Today," Zapoleon explains, "We're in a button-pushing, point-and-click world, as nothing holds our attention for long. So, all forms of entertainment will have to target more narrowly to find their audiences and keep them satisfied and coming back for more, especially the Internet.

"Consumers won't tolerate the intrusions they tolerate today to get their entertainment. So, we'll have to find ways to remember consumers' ever-shortening attention spans — whether it's commercial loads or wading through the time-consuming graphics for ads to appear before they get their 'entertainment' online."

With technology continuing to improve and increase, Zapoleon states that other forms of media are on the rise as well: "Certainly the ability to download music is another challenge for both the Radio and recording industry with MP3 sites giving music consumers the ultimate control over what they listen to in various combinations for a small price or no price.

"Computer software that allows us to control our computers through speech is being fine-tuned now for the average computer user. Then the entire world will be 'online' as the remaining technophobes can talk to their computers.

"Niche-programmed stations will find their way online to super-serve our forgotten parents and grandparents. At some point, we'll literally be able to control our world through computer technology, and the computer (and Internet) will become as irreplaceable as arms and legs."

Mike Henry, Managing Partner of Paragon Research has a similar outlook for the future of Radio as we know it. "Quite frankly, Radio is in a great position. It may not seem that way with the advent of real and imaginary

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technology competitors appearing every day.

"In the long run, however, these technology competitors will likely be viewed as extensions of Radio. People say they listen to 'the Radio,' when in fact they listen to Radio on the Internet. Smart operators will not view the new delivery systems as competitors, but as greater distribution sources."

As for the future of Radio, Henry is very optimistic. "I'm boldly predicting that Radio will still be around in the 22nd century. If Radio focuses on superserving a distinct lifegroup in as many ways as possible, and if Radio absorbs new technology rather than ignoring them, then Radio will certainly have a viable position.

"These issues will have to be negotiated and maneuvered moving forward, requiring more finesse than Radio as an industry has ever exhibited before. Radio will not be replaced unless it loses value with the consumer."

Henry does foresee one major change in Radio broadcasting: "The stations will become even more local, while their Internet presence becomes universal. The Internet combined with the Radio station will allow stations to serve the cume and core more discreetly. Stations will do things on the Internet that they won't do on their AM or FM frequency. Internet sites will become their own creative product, not simply an extension of the on-air product."

Consultant Alan Burns, President of Alan Burns and Associates, offers great insight on the future of Radio and the competition it faces:

"Satellite Radio companies have some fairly innovative things planned, and I expect Satellite to get an audience. Their business plans seem to be based on fairly conservative numbers.

"How successful depends on a couple of things: how far they can go at offering programming not found on traditional Radio, and how low they keep the commercial loads on music channels. Radio's ever-growing commercial load is a great marketing tool for Satellite if they choose to exploit it.

"At this point, never bet against the Internet. We have to stop thinking about Internet Radio: There is Internet audio, video, text etc. People who approach the Internet as just another place to transmit audio are limiting themselves too much.

"Low-power FM is potentially very harmful to smaller market radio stations. Under the last proposal I saw, most low-power stations would be in smaller markets, and commercially most of those need more signals like you and I need bad breath.

"It's ironic, though, that in a way 'big broadcasting' may have brought this on itself: The FCC may justify low-power as a way to bring local voices back to individual markets."

Burns has a few thoughts about Radio's upcoming competitive threats. "It's possible that we may see traditional Radio's audience become more conservative, older, and lower income as Internet and satellite will be adopted fastest by early adopters (who tend to be young) and people who can afford

the satellite subscription or whatever makes the Internet portable in the next few years."

"A wise man told me, 'Never get married to the technology...stay focused on content.' Stop thinking 'Radio' and 'audio' and start thinking more broadly; think content, information, entertainment. If you can create entertaining, useful content, you'll always have a job...and maybe even get rich."

## BE PREPARED

We will have two basic choices in the new millennium: 1) Embrace this new technology. Make it a part of our world; or 2) Fear this new technology. Let it devour us before we know what hit us.

Face the reality. Deal with the technology. Hold on and enjoy the ride. The strong will survive. ☐

*Anthony Iannini is PD and OM for WAFL-FM and WYUS-AM Ocean City. He may be reached at 302-422-7575 or by e-mail at ANTI@aol.com.*

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## OBITUARIES

### JIM LONG

Jim Long, former president/GM of WJR Detroit, has died after a battle with cancer. He was 67. Long had been with WJR since 1964, beginning in sales, then becoming General Sales Manager before retiring as President/GM in 1994. In 1985, he was briefly with WPRO-AM/FM Providence, RI.

Many will remember his name in Detroit headlines when he "took the fall" for Tigers management over the controversial dismissal of beloved baseball announcer Ernie Harwell.



Long is survived by his wife, Joan; son, John – who is GSM for WNIC Detroit; daughter, Jody; and six grandchildren.

### TONI BRADY



Toni Brady, one of the first women in the nation to run and own a Radio station, has died at 75, after a long bout with lung cancer. She began her broadcasting career in 1951 as a record librarian at 1,000-watt WABY Albany, NY. Several years later she and two co-workers purchased the station. Over the next 20 years, she worked as Women's Director, Program Director, Station Manager, Sales Manager and General Manager.

Brady was the first to locally broadcast Rock 'n' Roll in the early '50s, when the music was still considered off-color and therefore off-limits. She took WABY to No. 1 in the local ratings market in 1962, beating WGY and WTRY, both 50,000-watt stations. Brady was among the first in the Albany market to hire black disc jockeys.

She is survived by her husband, Dirk; two brothers; and a sister.

### JAMES SCHULKE

James Schulke, a major force in the commercial development of early independent television and FM Radio, recently died in Ft. Lauderdale, Fla., from complications of pneumonia. He was 77.

In 1968, Schulke convinced the Magnavox Company to fund the development of the National Association of FM Broadcasters. When the FCC mandated separate programming for FM stations, Schulke and the NAFMB established the first separate audience measurement for FM stations, laying the groundwork for its commercial development. In 1996, the Broadcasters' Foundation named him an American Broadcast Pioneer. A daughter, Jamie, survives.

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## COMING NEXT ISSUE

### Consolidation Update

Nearly four years after Telecom was enacted, what's the status of consolidation? Is there a new, unexpected phase on the horizon? Chancellor, CBS, Clear Channel, Cumulus and the other big groups all peer into the consolidation crystal ball.



### Getting Perspective

Mitch Albom is more than a writer for the *Detroit Free Press*. He is a musician, a best-selling author and the host of his own Radio program. Mitch's most recent media attention came as a result of his book, *Tuesdays with Morrie*. His story will put a Radio manager's life in total perspective.

### From Small-Time Jock To Big-Time Celebrity

How does a small-market disc jockey going through a divorce turn his life into a smashing success? Learn how Scott Innes (left in photo below) attained his life-long dream of replacing Casey Kasem as the voice of Scooby Doo.



### Why Salespeople Are Just As Nasty As Media Buyers

Roy Williams shares several of his recent experiences with salespeople. As usual, Roy's column will leave you wondering how lucky we are to receive even 7 percent of the advertising pie.



### Running The Show at ABC

In our interview, Lyn Andrews of ABC talks about her climb to the top of the network and shares some of her innovative thoughts on Radio.

Rising through the ranks at ABC, Lyn Andrews is now running all aspects of ABC's network programming, including talents such as Paul Harvey, Tom Joyner and Doug Banks. Her professional goal has always been to run her own business: "I didn't think it would be with ABC."



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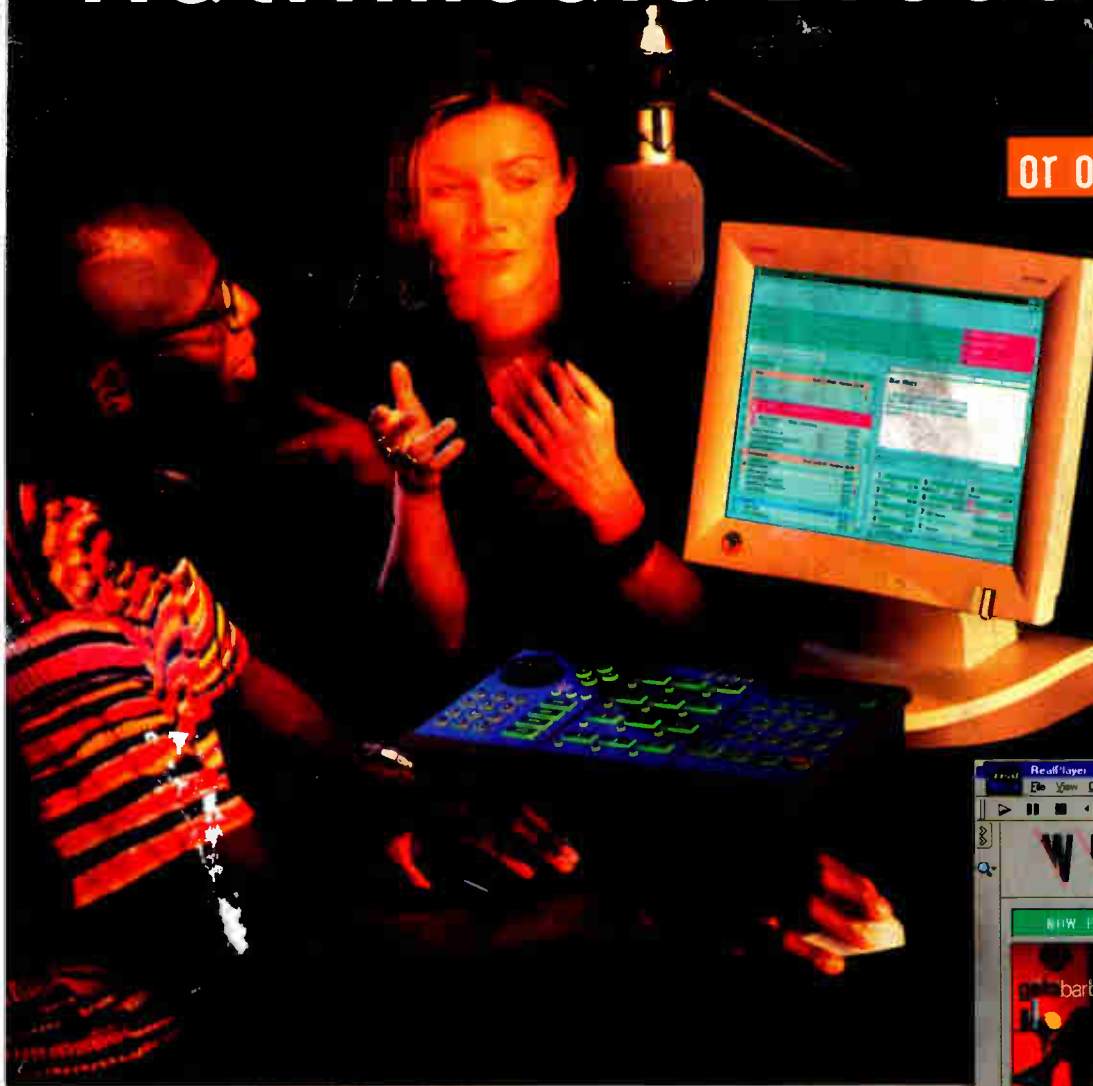


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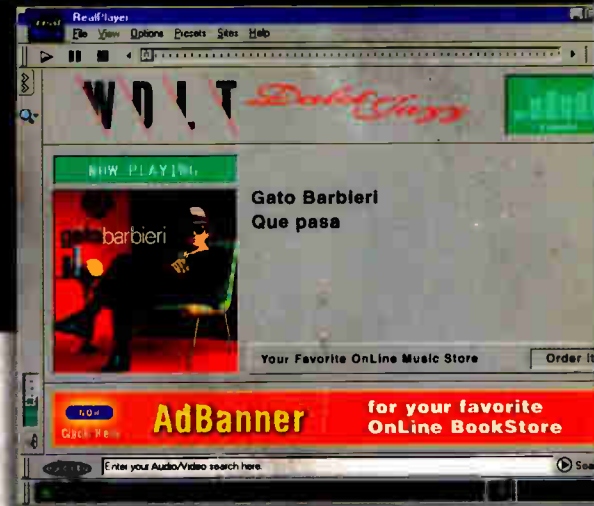
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