



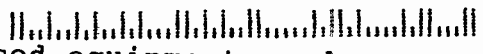
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**R**adio  
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VOLUME IX - Issue #34 - January 16, 1992



**AWAITING TRIAL** - Lincoln, Nebraska based equipment vendor Jerry Kautz has been pick up by federal authorities and is being held in Lincoln. He is charged with defrauding 34 persons out of \$212,635 for various broadcast equipment. The money was taken as pre-payments on sales by his Imperial Transmitters firm. He's plead not guilty. (Radio World)

**PEOPLE** - Former President Ronald Reagan will receive N.A.B's. "Distinguished Service Award" at convention luncheon on April 13 in Las Vegas. ... Former baseball great Pete Rose will do a 2-hour talk show on a Florida radio network March through October (from exhibition season to series).

**AMES DEPARTMENT STORES**, fighting to overcome Chapter 11 Bankruptcy, are using a lot more radio. Regional Reps Cleveland office reports they plan to run 20 short flights this year in many markets.

**ONE LESS UNISTAR NEWS NETWORK** - They're dropping News Network #1 aimed at younger audiences. Lack of interest in youth appeal stations outside of morning drive, they say. They'll continue to offer Network #2 targeting 25/54 and C.N.N. Radio News.

**RADIO MIGHT HAVE LOST ITS LARGEST STATION GROUP OWNER** if it hadn't found money elsewhere. The Wall Street Journal said January 13 that Westinghouse had preliminary talks with investment group K.K.R. about buying their stations for \$500,000.000.00. Parent needed money for problem divisions.

**STATION LEASING IN SMALL MARKETS GROWING.** Latest in over-radioed, depressed Beckley, West Virginia. 50 kW FMs Country W T N J will pair itself with 50 kW Oldies W A X S. Somerset, KY deal reported 2-2 SMRNewsletter profile Page #7.

**CORRECTION FROM BOY SCOUTS** - Boy Scout Week is 2-2/8 rather than dates headquarters gave SMRNewsletter earlier.

**LOCAL RADIO'S IMPORTANCE TO SMALL TOWNS** illustrated "powerfully" in New Hampshire. Exeter's Family Service burned down before Christmas. Toys, clothing, food lost. W E R Z went on the air with a successful effort to get replacements.

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789

At the F.C.C. ....

NEW STATIONS (Granted):

PENNSYLVANIA (Port Matilda) STS Broadcasting, L. P. 107.9 3 kW 328'

WISCONSIN (Nekoosa) Berry Radio Co. 93.7 3 kW 328'

AMENDMENTS TO THE FM TABLE (Amended):

ARKANSAS (Heber Springs) 104.7 C2 for 96.7 A M.: K A W W  
(Newport) 96.7 C2 for 104.7 A. M.: K O K R

MISSISSIPPI (Artesia) 99.9 C2 for 100.1 A. .: W Z I X.  
(Grenada) 100.1 C2 for A. M. : W Q X B

OKLAHOMA (Bixby) 105.3 C3 for A. M.: K B X T

(Proposed):

LOUISIANA (Houma) 107.5 C2. Change City of License to  
Chalmette, Louisiana. M.: K C I L

TEXAS (Gilmer) 95.3 C3 for A. M.: K L S O  
(Jourdanton) 95.7 A as 1st.

VIRGINIA (Nassawadox) 92.3 A as 1st.

FIRST COME/FIRST SERVED:

NEW MEXICO (Grants) 105.5 C.

INVOLUNTARY TRANSFERS:

COLORADO (Grand Junction) K Q I L (AM-IV)/K Q I X (FM-C)  
to Airwaves Communications, Inc., Debtor in Possession,  
P.O.Box 340, Grand Junction, CO 81502 (911017 EH/EI)

MICHIGAN (Albion, Battle Creek, Marshall) W A L M (AM - U),  
W E L L (AM-IV) W E L L (FM A) to Thomas Bruinsma,  
Trustee (address not reported) (911220EC, ED, EE)

IMPORTANT:

Announcements (or programs) that are paid for by non-profit groups, government agencies, or other entities must carry a "tag" that tells listeners that they are paid for and identify the group, entity paying for them.

A public notice was issued by the F.C.C. on this last October. The F.C.C. had received complaints that a number of broadcast stations and some cable operators had broadcast such messages without announcing that the station or cable operator received payment for making the announcements.

Many state associations are now funding some of their operation by running announcements for groups like these on member stations. Although the station is not receiving cash, by receiving benefits of association membership, it is receiving something of value for running the announcements. Make sure these announcements carry the required sponsorship identification.

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"VALENTINE'S DAY" (Friday, February 14) Here's an easy-to-do, INEXPENSIVE promotion idea out of Dan O'Day's book, "Great Radio Promotions and Contests" (213) 478 1972 for information:

The 10 days before Valentine's Day listeners try to be the "# caller" when they hear a song with the word "love" in the title. Winners are announced on air via "tape delay." Off the air, the announcer secures name of person, he/she wants a Valentine's gift delivered to and where he/she will be at a pre-determined time. If the deliveries are made 9: A to 5: P, obviously many will be in stores, plants, offices giving your station extra visibility.

Prizes might be candy, flowers - relatively small gifts.

"WASHINGTON'S BIRTHDAY" - It comes on a Saturday this year. Some years ago, a Cleveland, Ohio radio station had its disc jockeys "slip little white lies" into their on air patter on Washington's Birthday e.g. introducing a recording artist by the wrong name, a mis-statement about something that regularly happens on the station, in the town, etc. Listeners who "spot" the incorrect statements and are first to call in get a cherry pie. The station called its promotion, "Cherry Pies for Little White 'Lies."

"OLDIES on the SQUARE" - Walt Williams at W L L K, Somerset, Kentucky tells us he will repeat one of his easiest, most inexpensive promotions this spring and summer.

Each Friday, his adult contemporary station broadcasts live from Noon to 1:00 P. M. from the town square. "We take our remote unit and "boom box" to the square and encourage people to join us. They bring a brown bag lunch from home - or - pick up a take-out lunch from a downtown restaurant. The weekly event is very popular with office workers and brings some extra shoppers to town."

"OUTRAGEOUS" - Ros Stipe called from K M C O (FM), McAlester, Oklahoma, last week. She wanted to know on what day Thomas Crapper day was observed. Believe it or not, we found out in our research files that Mr. Crapper, an Englishman, is credited with inventing the modern day toilet. January 17, the anniversary of his death, is the day established to honor him.

A week, preceding January 17, K N E D is broadcasting the following:

SOUND EFFECT: TOILET FLUSHING

ANNC'R: "Listen Friday, January 17 for details."

The announcement runs without comment. On Friday, K M C O will register listeners via the phone, "the # caller" for the "Thomas Crapper Day" prize - a year's

supply of toilet tissue. - 3 -

\$ale\$ - Making Cold Calls .....

Attempt to determine why the prospect needs your service. After you have determine what needs are to be filled, develop a clear sales strategy.

Your major task is to get the prospect interested enough to set up an appointment. Save your hard sell for the office call.

Write down several approaches to experiment with and find one that works best. Then, refine it and throw away the script to avoid using a "canned" speech.

Asking pertinent questions gives the prospect the impression that you are interested in his organization and plans. Often, good questions can lead to creative problem solving.

Don't get thinking so much about what you're going to say next that you neglect to listen carefully to your prospect's remarks. Listening is probably the most important aspect of the cold call.

Don't forget the final step --- asking for an appointment.

Even if your prospect's response is unfavorable, offer some alternative type of action. For example, you may send additional information or state when you will call again.

Washington Business Journal

\$ale\$ - Time Management .....

1. Your imagination is a positive helper. Imagine yourself starting and finishing a task you've been putting off. Savor the satisfaction of completing the task - in advance.

2. You couldn't eat an elephant in one bite, but given enough time you could eat an elephant one bite at a time. Break the overwhelming project down into smaller pieces. Set interim goals.

3. Assess your priorities. Set goals on a daily basis. Make a daily action plan and focus your attention and your energies on your most important tasks.

4. Tell someone. Set timetables for yourself and share them with others. It builds in accountability.

"Radio Management and  
Marketing Newsletter"

\$ale\$ - Something to Think About .....

"Life is a grindstone. Whether it grinds you down or polishes you up depends on what you're made of."

Jacob Braude



CRIME PREVENTION WEEK (2-9/2-15)

Crime is growing faster in small towns than in the cities. During Crime Prevention Week, \_\_\_\_\_ says, as a good citizen, you should insist on good, professional local law enforcement. \_\_\_\_\_ believes, the fight against crime needs the active support of everyone.

During Crime Prevention Week, \_\_\_\_\_ reminds young people that no matter what the size of a crime, the conviction can follow you for a lifetime. Years from now that record of shoplifting or drug use can keep you from getting a job or promotion. \_\_\_\_\_ says law and order is everybody's job - young and old.

Murder, robbery, burglary are not the only crimes. During National Crime Prevention Week, \_\_\_\_\_ reminds you that cheating on your income tax or shoplifting are crimes too. \_\_\_\_\_ believes prevention of crime is everybody's business.

Most crimes committed are never reported. \_\_\_\_\_ says, many people think so little can be done, they don't bother to call the police. If you are the victim of a crime or a witness to a crime, report it promptly. Be as accurate and complete as possible. \_\_\_\_\_ says, "Join the fight against crime. Be alert. Support good law enforcement."

\_\_\_\_\_ believes the law is worth of being upheld. Teach your children the difference between right and wrong. Crime prevention is not just the job of the police. During Crime Prevention Week, \_\_\_\_\_ reminds you, "example is always the best teacher."

Many shoplifters believe that nobody gets hurt by his or her crime. \_\_\_\_\_ reminds you that shoplifting does hurt some. YOU! Billions of dollars worth of merchandise are shoplifted every year. The money lost is charged to legitimate customers who buy and pay for merchandise. During Crime Prevention Week, \_\_\_\_\_ asks you to report shoplifters and support strict law enforcement.

Crimes against business drive up the cost of doing business. That drives up the prices of the goods and services you purchase. \_\_\_\_\_ reminds you that "white collar crimes" are crimes. Don't look "the other way." Report crimes promptly. Support effective law enforcement in every way you can. A message from \_\_\_\_\_.

Management - Running the Business Better ...

SOLICIT COMPLAINTS? You bet. Ask your customers for feedback. Nip service problems (real or perceived) in the bud before they get out of hand. With your bills, promotional materials, and other customer communication, enclose a form requesting customer opinions to the following questions:

Are our employees polite? \_\_\_ Helpful? \_\_\_  
Well-informed? \_\_\_

Are our people handling complaints to your satisfaction? \_\_\_

How would you rate our customer service in general?

What would you suggest we do to improve it?

"36 Small Business Mistakes  
and How to Avoid Them" by  
Mark Stevens (Reward Books)

THE SIMPLE LIFE? Americans see the road to a better life through improvement rather than the "simple life." In fact, the 20% who advocate "a more simple way of life," is down 7-points since 1976 (15 years ago).

The Roper Poll in  
"Ad Weeks Market Week"

EFFECTIVE ADVERTISING TODAY - "To advertise effectively today, you have to get off your pedestal and put your ear to the ground. You have to get on the same wavelength as the prospect."

Al Ries/Jack Trout in  
"Positioning" (Warner Books)

ALL SALESPEOPLE - "You have to communicate that everyone who works for your business is a sales rep. Everybody does something to affect the final sale and the return of the customer."

Harvey Mackay "Swim With  
the Sharks" (Morrow)

A K K K K AD IS A SALES CALL!  
Sell on K K K K the same way you sell in your store.  
Invite them to come in. Tell them the details.  
ASK THEM TO BUY!  
Thank them for shopping ... Welcome them back OFTEN  
Results Require Repetition!  
ADS THAT YOU DON'T RUN WORK FOR YOUR COMPETITOR!  
Silence Is Expensive!

"A Small Market L.M.A./Network Arrangement" .....

How much is too much. The answer varies from place to place. Somerset, Kentucky (population 12,800) is the county seat of Pulaski County (population 50,400). Retail sales are \$374-million - \$134-million which comes from beyond the county's borders (and the local newspaper's reach) and from tourism. It is home to a number of small, clean, steady manufacturers and has a good agricultural base. An ideal small market, but, it has 6 commercial radio stations.

Radio got an excellent start in Pulaski County thanks to an early owner of Class IV W S F C. Mike Layman came to Somerset with 15 years of small town radio experience and before that small town theatre management and civic involvement. He owned the station for 10 years. Shortly after his death, a longtime, non-broadcaster resident of Somerset told us, "A man like Mike comes along seldom in a lifetime. He did a lot not only for radio, but our town."

In 1958 a competitor, daytimer W T L O went on the air, and in 1964, W S F C added FM (now W S E K). The town and radio did well. The population grew 1-1/2% per year in the '60s, '70s, and '80s from 35-thousand to 50-thousand (46%). In the 1980s, there was a "boom" in radio station population: an AM in 1984, a companion FM in 1985, and a stand-alone FM in 1990. The AM daytimer petitioned in the Class A FM station. An out-of-state speculator "jumped in" and "won" the C.P., quickly "flipping it" for \$150-thousand profit. The station went on the air in 1990.

Since the early 1960s, W S F C/W S E K has had 3 ownership (2 absentees who sold out at profits) and finally a local group headed by the manager of the last absentee owner. The daytimer was purchased in 1974, by the then long-time W S F C/W S E K manager. The 1990 entry is headed by a longtime broadcaster from Alabama, Walt Williams, who manages it. An observer in the market tells SMRNewsletter, "Jim Brown does well. He dates all the way back to Mike Layman. He knows his business and has over 30 years of community participation." About Williams, he says, "Walt's effort is a "textbook example" of how to start a new station. Like Jim he's developed a niche and works it well. The FM, W L L K "The Lake," does a bright A.C. with live disc jockeys playing researched C.Ds. from "Century 21." Brown carries S.M.N's. "Stardust" format with a heavy, very local news effort. The mid-'80s combo has not done so well. Until recently was doing country on AM in competition with Nolan Kenner's 50 kW FM. It was doing "an A.C. type thing" on its 50 kW FM in competition with Williams FM. "They didn't find a niche and they didn't find good management - certainly not good enough to compete with the owner-operators at the competing stations."

Late last year, Louisville based station broker Ed Henson developed a "Network/Local Marketing Agreement" between the owners of W K E Q/W J D J and W S F C/W S E K. The latter will program and sell W K E Q/W J D J. The agreement is for

5 years and at Kenner's option, 5 more years. The owner is paid a flat fee - no percentage. The agreement has been crafted within F.C.C. policies as they are known at at this time.

The 4 operations are being run under "one roof" by the W S F C/W S E K staff of 12 full-time and 1 part-time person: Kenner, 2 salespeople, 2 office people, 2 newspeople, 2 full-time and 1 part-time operators, a full-time engineer, an AM morning person and an FM morning person. No employees have been added initially to the W S F C/W S E K staff. Kenner and 2 salespeople are selling the 4 stations. There are no combo rates. "We approach it like a daily newspaper salesperson approaches the sections of his or her newspaper. The advertiser is presented 1, 2, 3 or all 4 stations, depending on need." The programming:

W S F C - AM/Class IV - a live morning show then to S.M.C. automation for a "light rock" music format from B.P.I., lots of local service features, A.B.C. News Paul Harvey, Larry King all night.  
W S E K (50 kW FM) Modern country on S.M.C. automation, supplied by B.P.I. 3 15-minute primarily local newscasts.  
W K E Q (AM - 500w D/100 w N at 910) C.N.N. News with 2 recorded state/local news inserts per hour - operated on "Smartcaster" automation.  
Also on Smartcaster, W J D J (50 kW FM), the Unistar "Oldies Channel".

Kenner says, "Obviously, we hope to make some money. We believe that public is benefiting. There are now 6 format choices in the market - only 4 before our L.M.A. It's probably a plus for the advertisers - only 3 companies to deal with rather than 4."

Jim Brown at W T L O-AM says, "We've always run our own business. I don't see that changing. Nobody does all the business." Walt Williams, W L L K-FM says, "These things are popping up all over the country. It had to happen here. And Nolan's the logical one to do it."

#### THE LAST WORD

John W. Powell, "the interim manager" writes from his home in Hastings, Nebraska, "I am getting a lot of discouraging small market reports these days. Things are not nearly as bad as they were when "TV" arrived in around 1950 and radio was given up for 'dead.' I remember making 20 calls a day for 2 solid weeks - turning in a grand total of \$9.00. Things got better after that didn't they?"

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SMALL MARKET RADIO NEWSLETTER (Inc.) IS PUBLISHED WEEKLY AND MAILED FIRST CLASS TO SUBSCRIBERS IN 50 STATES, POSSESSIONS, AND CANADA. SUBSCRIPTION: \$109.00 PER YEAR; 26 WEEKS: \$57.00; 13 WEEKS: \$33.00. ADDRESS: 275 19th STREET, OTSEGO, MICHIGAN - 49078 - PHONE: (616) 694 9357 - FAX: 616 692 6789



IN OUR  
9th  
YEAR



**S**mall  
**M**arket  
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VOLUME IX - Issue #35 - January 23, 1992



**A HASTY WEEKEND MARRIAGE** (1-17) saw American Radio Networks taken over by Business Radio Network (B.R.N.) "Cash flow problems" at American dictated the move. American feeds programming to about 200 stations. Its #1 program in large markets is its over night 7 hour sports news/sports talk show (produced by Dick Starr). ... Don Emanuel, 50% owner of American, becomes B.R.N. vice president. His partner, Ed Grahm, according to a reliable source "is out in the cold." Grahm had tried to sell American to Sonny Bloch's Independent Broadcasters Network.

News/talk accounts for less than 10% of all radio listening in the Arbitron rated markets - the ones that matter in sales to national advertisers. There are at least 10 talk networks (4-24 hour operations). How many can survive?

**COMING VERY SOON** - Pocket telephones and interactive television may be as little as 3 years away. The F.C.C. last week moved to open up a portion of radio spectrum to the new services.

**\$72,300.00 IN CIVIL PENALTIES AT WESTWOOD ONE** (owners of N.B.C. Radio, Mutual, and syndicated programming). The Federal Election Commission, according to the Wall Street Journal, found that \$13,000.00 in illegal corporate contributions were made to the 1988 Joe Biden president bid. The F.E.C. said Westwood One Chairman Norman Pattiz arranged for several of his executives and their relatives to make \$1,000.00 contributions. He then o.k.d. reimbursement through falsified expenses.

**FREE SAMPLE OF TWICE WEEKLY SALES TIP SHEET** is being FAXed to stations nationwide for a month by R.A.B. Service will continue after a month to members. Sample ideas from "Radio Sales Today" appear on Page #3. It may become a daily service to R.A.B. members.

**CONCERNED ABOUT NEW POLITICAL RULES?** N.A.B. will have a nationwide teleconference on Thursday, January 30 from 1:00 P.M. to 3:00 P. M., Eastern Time. F.C.C. and N.A.B. legal talent will appear on Satcom C-5, Transponder 23, DATS 8. Test starts 30 minutes before. Video tape: members \$69.95, non members \$109.95. Orders being taken at 800 368 5644.

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789

At the F.C.C. ....

NEW STATIONS (Granted):

FLORIDA (Punta Rassa) Kight Broadcasting L.P. 97.7 3 kW 328'  
GEORGIA (Bostwick) Bostwick Broadcast Partners 92.3 3 kW 328'  
(Broxton) Roundtree-Carver Ent. 103.7 6 kW 328'  
INDIANA (Noblesville) Weiss Broadcasting Co. 93.9 3 kW 328'  
NEW YORK (Chateaugay) Vector Broadcasting, Inc. 94.7 1703w 610'  
(Morristown) Northstar Broadcasting Corp. 102.9 3kW 328'

AMENDMENTS TO THE FM TABLE (Amended):

IOWA (Epworth) 97.3 C3 as 1st. W. 2-25/3-26  
LOUISIANA (Shreveport) 99.7 C2 for 100.1 A. M.: K M J J  
MISSISSIPPI (Okolona) 105.7 A. W. 2-24/3-25  
NORTH CAROLINA (Harrisburg) 92.7 A. W.: 2-25/3-26  
TEXAS (Belton) 106.3 C3 for A. M.: K O O C  
VIRGIN ISLANDS (Christiansted) 93.5 B for A. M.: W A V I

(Proposed):

None reported this week

REPORTED SILENT (by the M STREET JOURNAL):

ALABAMA (Bay Minnette) W B C A (AM-D)  
(Prichard) W L P R (AM-D)  
KANSAS (Girard/Pittsburg) K S E K (AM-IV) K Y P G (FM A) (Sale  
Pending)  
OHIO (Marysville) W U C O (AM-U)  
(Westerville) W B B Y (FM A) - The F.C.C. refused to  
renew the license, finding licensee guilty of  
misrepresentations. A principal claimed he was the full-time  
station manager while he was managing an auto agency 60  
miles away. 5 applications have already been filed for  
what is now an open assignment in the fast growing northern  
suburbs of Columbus, Ohio.

INVOLUNTARY TRANSFERS:

TENNESSEE (Manchester) W W T N (FM-C) to American General  
Media-Nashville, Debtor in Possession, P.O. Box 170, Arroyo  
Grande, CA - 93420 (911216HZ)  
VIRGINIA (Waynesboro) W Z K T (IV) to John G. LEAKE, Trustee.  
(920106EA)

About the Fairness Doctrine .....

The Commission has denied a complaint filed by the Arkansas  
AFL-CIO and the Committee Against Amendment 2 against K A R  
K-TV, Little Rock, Arkansas. The complaint alleged that the  
station failed to give adequate coverage to the position of  
those opposed to the November, 1990 ballot issue involving  
Arkansas' usery limits, thereby violating the fairness  
doctrine. The Commission noted that any requirement that  
licensees provide balanced coverage of ballot issues is  
entirely derived from the fairness doctrine which was  
deleted in 1987. WATCH FOR POLITICAL FALLOUT IN CONGRESS  
FROM THIS DECISION.

Walker, Bordelon, Hamlin,  
- 2 - Theriot and Hardy, Attorneys

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"HELP WANTED" - A Scranton, Pennsylvania station has come up with a package to attract "new money." The station (W A R M) offers remote broadcasts of its morning show to local industries. They originate in an employee lounge or the cafeteria. Personnel managers, workers, etc. appear on the broadcasts to describe working conditions and benefits. R.A.B. staffers think the idea would be very good for fast food restaurants, giving them a double benefit e.g. recruitment - plus - advertising their breakfasts, lunches, between meals snacks, etc.

"RUSH FOR LUNCH" - The Limbaugh affiliate in Richmond, Virginia (W L E E) has sold a local restaurant on setting aside a room for Rush fans to listen to him (over the restaurant's p.a.) while having lunch. Restaurant has bought schedule. Also some business-to-business accounts.

(The above items from R.A.B.'s. new "Radio Sales Today" - item on page #1 SMRNewsletter.)

" ONE OF A KIND" - Every other Saturday night from 7:00 PM to 10 PM, K S L O, Opelousas, Louisiana goes "live" - all live.

The Class IV AM's music is primarily country/western with about 20 hours of French (Cajun) records, served up by "live" disc jockey-hosts, 3 of whom speak both French and English.

Every other Saturday night, K S L O programming moves 15 miles away to Church Point (population 4,500). A popular area band, Calvin Hollier and his Friendly Cajun's play for dancing by the folks assembled and for listening to those tuned to K S L O.

The every other Saturday night dances started 4 years ago. A ladies civic group came up with the idea to raise money for refurbishing and operating the town's museum. Admission is not charged. Profits from the food and refreshment concession pay expenses. A collection is taken up in the middle of the evening. That collection goes to the museum.

K S L O manager Wandell Allegood when approached for help on the project by the Cajun Ladies of Church Point saw the dances as a unique opportunity to do local programming, assist in a good cause, and do some business. 7 to 14 ads are sold per hour. Customers like the double exposure of having their ads heard on the radio and by the crowd of dancers. Ads are read from the band-stand. Co-hosts are the president of the ladies group, Teasie Carey and Rod Fuselier, a popular K S L O disc jockey.

The unique Saturday night radio show has attracted attention from TV and the press statewide.- 3 -

\$ale\$ - Choose Your Words Well .....

Some words turn customer off instantly. Avoid the following words and phrases that invite the customer to behave in a difficult way:

"You have to ..... A customer's natural response is, "I'm the customer. I don't have to do anything." Instead say, "Would you please -----" or when will it be convenient for you to -----."

"I'll try." This approach is noncommittal and makes customers think you are giving them the brush off. Instead say, "I'll have to find out and call you back" or "I really can't promise you anything until I check with my boss, but, I'll do that right away and let you know."

"But" ..... Often negates everything that was said before. Instead, use "However," which offers a smoother transition to new alternatives or options.

"It's against our policy." ... Customers may boil over when a rep retreats into company policy. Instead, point out what Your station policy is without using the word policy. Words like procedure or approach usually work better.

"Effective Telephone  
Techniques"  
Dartnell - Chicago

\$ale\$ - The Customer With An Unrelated Problem .....

The treatment happens more than I care to think. A fancy name psychologists give the phenomenon is "displaced aggression." Most of us recognize it as scapegoating. People are blaming you , unconsciously, for a problem they are having in some other area of their lives. What can you do? Try this:

Clear the air. Ask, "Is there another problem going on here, that I may not have taken into account?" I did this recently, and my prospect said, "Today just isn't my day. You'll have to forgive me."

Dr. Gary S. Goodman in  
"Selling Skills for the  
Non Salesperson"  
-4- (Prentice Hall)



## What Your Customer Is Reading - The Furniture Store ...

"If you don't ask you don't get." That famous quote is even truer this uncertain year. You can still be in a recession when the rest of your marketplace has moved on to the next cycle of good times if you don't test the water regularly with "hip-shots."

What do I mean by "hip shots? I mean occasional max-efforts - campaigns where you go off budget for short periods of time and blitz your marketplace and let "the chips fall where they may." I mean stick your neck out with additional depth in merchandise to provide a real chance at maximum results. I mean "burn" some items to offer real bargains to your marketplace just as if you knew sufficient sales of profitable items would be generated to offset those low-gross or no-gross specials. But, stay within the envelope of proven promotions. Save creative ideas for the good times.

Here's a checklist of minimum risk campaigns: "No Down Payment. No Interest. No Payment 'til (6 months out)," or "No Interest for Three Years." are events that can be structured in many ways.

The Private Customer Sale can probably be used effectively about twice as often as most of you do it. Private Customer sales prior to a public Saturday event are working well.

The Single Day Storewide Sale ( Everything is on sale) is still the easiest high-percentage shot any store can take for promotional success. Note that it demands extra help to maximize results. Don't play around with items. Make them screaming bargains or don't run prices at all.

Holiday Sales and Pre-Holiday Sales are next on the list of "Naturals" for maximum budgets, merchandising, and staffing efforts. The key is to get to the party early and stay late (break the weekend before and end it on the weekend after).

Seasonal Clearance Sales are winners. I know it's not logical for a furniture store to have clearance sales like stores that have fashion or seasonal merchandise changes - but it works. Distress Sales, when based on a legitimate theme and never used more than once a year generate important gains: Snow Emergency, Lost Lease, and yes, Emergency Overstock Sales have all been used effectively by the leading merchants of our industry. Why not you.

Bedding promotions, recliner promotions, and dinette promotions are still capable of generating sufficient volume to justify their use in your 1992 "hip shot" arsenal. Co-op is the key to any department campaign's cost effectiveness. Don't play around. Run "every mattress in the store" or "every recliner reduced." Anything less will diminish your draw.

1992 is a year to roll with the punches and fire "hip shots."

Bob Keiningham, Pelham, NY  
consultant in "Furniture

F F A WEEK ANNOUNCEMENTS (2-17/22)

The members of the Future Farmers of America work hard at learning their craft and thereby assuring the future of agriculture - America's most important industry. During National Future Farmers of America Week, \_\_\_\_\_ sends best wishes to the members and leaders of the F.F.A. Best wishes for every success from \_\_\_\_\_.

Farming is hard work - but, as any farmer will tell you, it's good work. \_\_\_\_\_ knows that it's important work. Agriculture is America's most important industry. \_\_\_\_\_ salutes the future of agriculture during National Future Farmers of America Week.

The Future Farmers of America chapter at \_\_\_\_\_ school is one of 8,000 across the United States. F.F.A. chapters are working hard to assure America's agricultural future. \_\_\_\_\_ reminds you that agriculture is America's most important business and that F.F.A. is a big part of that future. Best wishes from \_\_\_\_\_.

To learn by doing is the best way of learning. That's what F.F.A. members are doing in the chapter at \_\_\_\_\_ school and in chapters all across the country. \_\_\_\_\_ sends best wishes to members of the Future Farmers of America and sincere thanks for the dedicated work of the chapter leaders. \_\_\_\_\_ reminds everyone that this is National Future Farmers of America Week. The F.F.A. is important to everyone's future.

\_\_\_\_\_ believes that skills developed and lessons learned in the Future Farmers of America are not only valuable to the future of agriculture, but to the entire community. The lessons of good citizenship taught in every F.F.A. chapter will surely make this a better place in which to live. \_\_\_\_\_ salutes the Future Farmers of America in \_\_\_\_\_ during National F.F.A. Week.

Did you know that there are over a half million F.F.A. members nationwide. During National Future Farmers of America Week, \_\_\_\_\_ sends best wishes to the F.F.A. Chapter at \_\_\_\_\_ school. Farming is important to \_\_\_\_\_ and all America. The folks at \_\_\_\_\_ appreciate the contributions being made to the future of farming and America by Future Farmers of America.

It's America's biggest and most important business. The members of the \_\_\_\_\_ F.F.A. chapter are working and learning to assure the future of American agriculture. During F.F.A. Week, \_\_\_\_\_ sends best wishes. F.F.A. members, helped by dedicated learners, are doing good work - and important work. Thank you!

Very Small Market .....

Claxton, Georgia (population 2,694) is the seat of the smallest (by land area) county in Georgia and close to the smallest in population 8,300. Retail sales are just over \$50-million. How do you make it in such a small market?

"By being very careful," W. Don Sports, of W C L A AM/FM says. He's been careful for 33 years.

Don got his start in business with Martin Theatres. "By the mid-'50s that business was just about over in small towns, so, I got into radio at a small station in Northern Florida. I came here 6 months after W C L A went on the air in 1958 - and have been here ever since." He bought it in the mid-1960s.

Claxton has a garment factory, some food processing plants, and agriculture. The population of the town and the county have changed little in the 34 years since W C L A went on the air. "We've always managed to meet our obligations and I've enjoyed owning and running the station." In 1977, his fellow broadcasters honored him by electing him president of the Georgia Association of Broadcasters, the then largest state association in the country.

"I wouldn't be able to take the time to do something like that now. We had 8 people here (at W C L A) back then. We operate with 4 (plus a couple of part-timers now)."

W C L A AM and FM are simulcast and operate 18 hours a day. Sports is engineer, announcer, does some selling - "whatever has to be done." His wife Ida Mae operates the Register Data Systems computer bookkeeping/logging system and does telemarketing. The former bookkeeper, Ann Mikell, moved into sales 7 years ago after being the station's bookkeeper for almost 20 years. "When we went computer, we almost eliminated her bookkeeping job. Everybody told me a bookkeeper wouldn't make a good sales person. Ann and I are glad those people were wrong."

A college student signs on with a live show mornings from 6 to 7:30 A. He returns late afternoons and does production. Programming 7:30 AM to Midnight comes from Satellite Music Network (Country-Coast-to-Coast). State reports come from a state network. Don collects the local news. Through the Marti system in his car special events are carried. "Bob, I think folks down here would tell you we do a pretty good job of covering our little market."

Sports is too modest to say it, but, one of the reasons his station does so well is his multiplicity of talents. One example of his ability. He serves as co-host on the 2-hour live television coverage of Claxton's annual Rattlesnake Roundup race on W T O C-TV, the C.B.S. affiliate in Savannah. His co-host on the telecast is Doug Weathers, the perennial #1 rated TV newscaster in the Savannah market. W C L A

simulcasts and sells the audio of the parade coverage.

Sports is concerned that too many people think that the government can make their business better. "It can't," he says flatly. That's up to you. He is dealing with the two biggest problems he sees in his and other small market stations. First, to meet rising costs and a shrinking labor pool he's automated and computerized his satellite programming, bookkeeping, and logging. To replace the business that has left his immediate market area he's increasing his power from 3 kW to 50 kW. "I'll bet you," he says, "We'll still be doing well 10 years from now."

#### THE LAST WORD

Blackburn Company, the big Washington based brokerage firm, is disappointed that less than 50 people have filed comments in MM 91-140 (changes in the radio rules). The brokerage firm in an obvious effort to get a lot of stations "into play" has come out in favor of eliminating all ownership limits and allow station "leasing." (Many brokers are now realizing handsome commissions in arranging such deals). They have, reportedly with N.A.B. blessing, undertaken a campaign to flood the F.C.C. with letters echoing their view.

How do you feel about the proposed changes? Most of you have a lifetime of hard work and your life's savings invested in the radio business. You have a right to be heard on this subject. You don't have to file an expensive lawyer written comment. Send the letter in your own words. Let the F.C.C. know what you think about the following:

Do you think all ownership limits should be removed?

Do you think the duopoly rule should be removed allowing a single ownership to own 2 or more FM (or AM stations) in the same market?

Do you think "station leasing" should continue?

Send your opinions in a letter to:

Donna R. Searcy, Secretary  
Federal Communications Commission  
1919 M Street, N.W.  
Washington, D.C. 20554

Send copies to: Chairman Alfred C. Sikes; Roy Stewart, chairman Mass Media Bureau; and Commissioners James H. Quello, Sherrie P. Marshall, Andrew C. Barrett, Ervin S. Duggan at the same address.

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VOLUME IX - Issue #36 - January 30, 1992

**A SPIRITED RACE FOR N.A.B. RADIO BOARD CHAIR** is shaping up as Bud Walters, TN, KY, IL group operator announces. His opponent: Wayne Vriesman, radio vice president Chicago Tribune Co. (W G N). Walters seems to have edge: 5 years on board vs. Vriesman's 1 year. Walters owns 11 stations of all descriptions (Class A to C FMs, daytime and fulltime AMs) in markets as large as Nashville, TN - small as Hawesville, KY (pop.: 1,036). Vriesman's entire career has been as employee at Tribtune. N.A.B. precedent takes on extra importance as radio chair will probably rotate into 2 year spot in #1 job: Joint Board Chair ('93/'94).

**TWO MOST SIGNIFICANT N.A.B. BOARD ACTIONS** earlier this month: Dropped Eureka Digital Radio concept for more palatable, but unproven, in-band D.A.B. and endorsed (not unanimously), station leasing.

**DECEMBER RETAIL SALES**, according to the Department of Commerce, were down from November (-0.6%), but up from December, '90 (+0.7%). Building materials +3.6%, autos +1.8%, general merchandise +1.6%, food stores + 0.5%, apparel & accessory stores + 0.8%, drug and proprietary stores +6.8%.

**A 40% ATTENDANCE GAIN** is being reported by Radio Advertising Bureau for its Managing Sales Conference (Nashville (1-30/2-2)). Lower registration fees and "good work by Wayne Cornils" are most widely being credited.

**NATIONAL SUPERVISORY NETWORK DIVERSIFIES** - It is now distributing ComStream VSAT audio systems - allowing stations to program to any location in the U.S.A. in digital stereo for under \$1,200.00 per month. Also offering VSAT technology that can carry digital stereo remote broadcasts from anywhere in continental U.S. for as little as \$250.00 per 24 hours. Infor: 800 345 VSAT.

**SMALL MARKET RADIO SEMINAR** (2-14 afternoon/evening 2-15 morning). Still some available places (at press time). Registrations from: Missouri, Illinois, Iowa, Nebraska, California, Oklahoma, Indiana, New York State, Kansas, Texas, - some of the country's best small market broadcasters. Call to confirm availability: (616) 694 9357.

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789

At the F.C.C.

NEW STATIONS (Granted):

CALIFORNIA (Carmel) J and M Broadcasting Co. 95.5 1,174w  
515'  
(Rancho Mirage) Anne and William Wallace 99.5  
710w 561'  
GEORGIA (Chauncey) Chauncey Broadcasting, Inc. 101.3 50 kW  
492'

AMENDMENTS TO THE FM TABLE (Amended):

MISSISSIPPI (Oxford) 93.7 C3 for A. M.: W K L J  
MISSOURI (Piedmont) 104.9 C3 for A. M.: K P W B  
NEBRASKA (Hastings) 98.1 C - Change city of license to  
Milford, NE. M.: K U H G.  
SOUTH CAROLINA (Kershaw) 106.1 C for A. Change city of  
license to Waxhaw, SC. M.: W L W N C.P.

(Proposed):

CALIFORNIA (Greenacres) 106.1 B for 106.3 A. M.: K R A B  
COLORADO (Oak Creek) 104.1 C3 for 103.9 A. M.: K F M U  
OREGON (Prineville) 104.7 A as 1st.

SPECIAL:

The Commission has amended the FM Table of Allotments for various communities in North and South Carolina. Various licenses and construction permits issued to stations in the communities were modified to reflect the changes:

Carolina Beach, NC 106.7 A  
Havelock, NC 105.1 C2  
Hertford, NC 104.9 C2  
Jacksonville, NC 92.3 C2, 98.7C1, 105.5 C2  
Shallotte, NC 98.3 C3, 103.7 C3, 106.3 A  
Wilmington, NC 97.3 C, 101.3 C2, 102.7 C1, 104.5 A  
Bucksport, SC 107.9 C2  
Darlington, SC 105.5 C3  
Loris, SC 94.9 A  
North Myrtle Beach, SC 105.9 C3  
St. Stephen, SC 106.1 A  
Surfside Beach, SC 103.1 C3

REPORTED SILENT (by the M STREET JOURNAL):

IDAHO (Boise) K U C L (AM - pending sale); SOUTH CAROLINA  
(Ravenel) W M G L (FM A); TEXAS (Beaumont) K K F H (AM D)/K  
W I C (FM C); UTAH (Tremonton) K Z Z K (AM D) K B X Q (FM C)

INVOLUNTARY TRANSFERS:

OHIO (Celina) W K K I (FM A) to William R. Rice, 9102 North  
Meridian, Suite 500, Indianapolis, IN 46260 (920106HK)  
TEXAS (Stillwater) K K N D (FM A) to Frank Gentry, Receiver,  
8706 S. 77th East Place, Tulsa, OK 74133 (911220 HI)

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

THE K L I R SHOPPING CENTER" - It's running for the 6th year or K L I R, Columbus, Nebraska. There, it's a first quarter promotion. It could run any time of the year.

4 to 5 times per day, K L I R is playing a "cart" on which there are 3 advertiser jingles or slogans. The identity of the business has been removed from the jingle or slogan.

After the "cart" plays, the announcer says "I'll take the # call from a person who can tell me the 3 stores in the K L I R Shopping Center featured this hour." If the caller identifies them correctly, he/she gets a \$75.00 gift certificate from one of the K L I R "Shopping Center" advertisers. If he/she doesn't, a \$5.00 consolation award is made. All callers are entered into a drawing for this year's grand prize - a \$1,400.00 Grandfather's Clock.

The promotion airs for 60 days. This year there are 55 advertisers from Columbus and the surrounding area. Each buys a schedule of ads (with their complete jingle or slogan included). Customers are rotated (in clusters of 3 through the games).

"RACE CARS" - Several SMRNewsletter subscribers tell us that sponsoring a race car is not only a good way to get visibility with an attractive audience segment, it can be a money maker.

W M J B, Janesville-Beloit, Wisconsin's g,m. John Timm tells us about their race car. It's a late model which runs in the American Short Track series at an area track (Rockford Speedway). In addition to appearing in races at the track, W M J B puts it in area parades, other events, and at non-conflicting radio remote broadcasts.

The car last year was painted like the one Tom Cruise drove in the movie "Days of Thunder." "Mello Yello" (a Coca Cola product) shared major sponsorship with W M J B. Their signage dominated the vehicle. Smaller sponsorships were also sold.

If there's a race track in your area, a car sponsorship, "from the track broadcasts," season long coverage are tie-ins reported by SMRNewsletter subscribers. If you'd like to talk to John Timm, his number is (608) 757 1059.

Good business and sales advice - a quote from the late, legendary Chicago merchant Marshall Field:

"Goodwill is the one asset that the competition cannot undersell or destroy."

\$ale\$ - The Real Pro .....

Has learned to learn; keep an open mind that's fresh for new ideas and concepts;

Makes things happen by his or her own efforts

Has complete control of the management of his or her life. Takes advantage of every chance because he or she knows that others are standing in line for the exact same chance;

Has 2 or 3 new battle plans ready at a moment's notice. Plan for anything possible that can go wrong;

Is an innovator who creates more than he or she competes;

Has an almost un-quenchable thirst for self-improvement and and self-evaluation;

Has overcome the fear of the unknown. The sales pros that I know are mountain climbers. They don't always climb upward in feet, it's sometimes a climb by inches. They never turn back. They may rest for short periods, but it's just enough to re-charge their batteries and on with the climb;

They have a high sensitivity to the customers' needs;

Finally, the sales pro know all of his or her major strengths and weaknesses. He or she is first to admit they make mistakes and learn from both positive and negative experiences.

"THE ONE OUTSTANDING TRAIT OF THE SUPERSTAR IS THAT HE OR SHE ALWAYS WANTS TO KNOW ABOUT YOU FIRST."

Bruce Fletcher, President  
Atlanta, Georgia in  
"Atlanta Small Business  
Monthly"

\$ale\$ - The Recession .....

If you repeat something to yourself over and over - even if it's a lie - you'll eventually begin believing it.

The good news is, unlike other professions where people can only react and ride whatever the economic waves take them, you control your own destiny in sales, both in good times and bad. It's said that you can't control the winds, but you can adjust the sails (or sales in this case).

Some ideas: Vaccinate yourself from the messages of naysayers. Look for opportunities.

Work harder. It's not the easiest alternative, but the people who will do the best are those who are willing to do things others won't. MAKE MORE AND BETTER CALLS!

Art Sobczak  
in "Competitive  
Advantage"



## Management - Fringe Benefits Employees Want .....

More than 2/3rds of Americans say that employers should provide free medical and dental insurance, according to the Roper Organization. At the same time, growing numbers of people believe their employers should also bankroll such benefits as paternity leave, day care, and flexible work hours. Roper's findings:

Free medical insurance	77%	Free life insurance	62%
Free dental insurance	70%	Flexible work hours	60%
At least 3 months maternity leave	67%	<u>Paternity</u> leave	36%

(Ad Week's Marketing Week 1-13)

## Management - What's Hot ...

What business executives are asking about. The list is compiled monthly by Find/SVP, a New York based business intelligence firm. They say they receive 7,000 questions a month from their clients. Just compiled:

### Popularity Ranking - 1991's Hottest Topics

1. The Recession
2. Environmentalism
3. Healthcare Cost Containment
4. Diet Centers & Diet Products
5. Quality & Value Marketing
6. Mexico
7. AIDS and Cancer Therapies
8. Credit Cards
9. Asian American Demographics and the 1990 Census
10. Bottled Water
11. Events in the Soviet Union/  
Eastern Europe
12. RX to Over the Counter Drug Switches
13. Outsourcing
14. Frozen Yogurt
15. Cable and Pay-Per View TV
16. The Olympics
17. Warehouse Clubs
18. Athletic Footwear
19. Home Remodeling
20. The Cellular Phone Market

## Management - True or False? .....

80% of customer problems are caused by management policies that are cost driven, rather than customer driven.

When companies differentiate themselves from their competitors with customer-driven service, customer will gladly pay a premium for their products or services.

Most companies that have initiated a customer-driven service have found that the returns on investment average 10 to 1.

ALL TRUE.

Joan K. Cannie in  
- 5 "Keeping Customers for Life"

About This 'n' That .....

R.A.B. SMALL MARKET RADIO ADVISORY COMMITTEE is meeting today (1-30) before the opening of the Managing Sales Conference. Cary Simpson, W T R N, Tyrone, PA and other stations is chairman. 1992 committee members are:

George Carl, KVON, Napa, CA	Chuck Thornton, WAGE, Leesburg, VA
Linda Cummings, WDEA, Ellsworth, ME	Denny Tincher, WKEY, Covington, VA
Dan Latham, WBEX, Chillicothe, OH	Rick LeCompte, WZNF, Urbana, IL
Roger Utnehmer, WERL, Eagle River, WI	Lou Vito, WPKO, Bellefontaine, OH
Frank Newell, KJMO, Jefferson City, MO	Bud Walters, Cromwell Group
Dick Sherry, WDAD, Indiana, PA	Bill Willis, WFLQ, French Lick, IN
	Dave Whipple, WNAE, Warren, PA
	John Stolz, KTWS, Bend, OR

WANTED - Taped copies of the "Old Scotchman" series by the late Gordon McLendon (recorded back in the early '50s). Call Bill Futterer, (919) 895 4041 - W A Y N, Box 519, Rockingham, NC 28379.

WANTED from TM Library, "The Producer," Commercial Images, Disc #3, "Living is the Name of the Game." Please send it on a cassette to Jerry Papenfuss, KAGE Radio, Box 767, Winona, MN 55987. Phone # is (507) 452 4000 - FAX is 407-452 9494.

COUNTRY RADIO SEMINAR dates are March 4 through 7 at Opryland Hotel, Nashville, TN. Save \$60.00 by registering up now to 2-14-'92. Phone for information: (615) 327 4487.

TOM BODETT 's "SHOP AT HOME" CAMPAIGN may be the most purchased series of its type this year by small market stations. Hundreds have signed up. Deadline nears. Price for the 11 cut customized set is \$518.00. Phone (612) 656 9259.

ALSO SELLING WELL: Bob Vizza's 350 page collection of ad scripts at \$99.00. Information: (317) 447 5253.

SOMETHING NEW AT N.A.B. (Las Vegas 4-12/16): The "Radio Table-Topic Luncheon." Registrants pick their subject for discussion over lunch. Tables will have signage identifying "table topic." Each table will have discussion leader.

DEBUT AT CONSUMER ELECTRONICS SHOW (Las Vegas) - The new Alpine model 1310 ID logic tuner. Motorist can locate his favorite format in an unfamiliar (or familiar) area by the touch of a button. Set features a computer chip with a data base of call letters, formats, geographic locations and frequencies. Over 13,000 stations built in. On the market this summer. Already on the market 2 Panasonic sets with similar gadgetry, according to "M Street Journal."

ASCAP and BMI - What to Do? .....

(by Dave Fuellhart, Executive Director)  
Radio Music License Committee  
P.O. Box 18915, Baltimore, Maryland 21206  
Phone: (410) 866 5594

Recently, my office has received many phone calls from local radio stations all over the country, asking whether they should sign the new ASCAP Blanket or Per Program Licenses, or whether they should sign the new BMI Interim License. The answer to both questions for most stations is "yes." Unless your station is part of another negotiating group, or you wish on your own to try to negotiate a different license, you should sign the ASCAP license. The BMI Interim License merely extends the current BMI licenses which ran out December 31, 1991 until BMI and our organization finish negotiating new ones.

In order for stations to continue to play ASCAP or BMI music without infringing composers' copyrights the appropriate licenses should be signed.

New license time is the favorite time for ASCAP to try to clear up any old fees billed to stations. Some stations have received letters which appear to threaten the loss of license should these charges not be paid within a certain period (45 days). This scares many small broadcasters who do not have the every day advice of counsel to help them sort through their rights, and their obligations. Many report to me that their calls are not always returned, nor their questions always clearly answered. The recent Court Order which accompanied the new ASCAP licenses to stations includes provisions under which ASCAP may withhold a license from a station applicant. ASCAP is not required to enter into any license agreement with any applicant (station) who: a) indisputably owes any license fees to ASCAP or b) is in default in the submission of reports, or (c) has submitted such reports but failed to pay the license fees set forth therein. However, if within 45 days of written demand by ASCAP, the station pays all indisputable fees, and submits all such reports, then the station cannot be denied a license.

Here is some advice from Radio Music License Committee:

+ PAY only fees which are indisputable - those fees which are late, or were never paid. These are subject to finance charges (for ASCAP, 1% per month prior to 1991 and 1-1/2% per month for any fees due since 1991. BMI is currently 1% per month based on the new Interim License January 1, 1992. If a station does not pay these indisputable fees, it stands a good chance of not being issued a new license until it does.

+ Fees charged as a result of an audit, a portion or all of which may be disputed, require special attention. Write the licensing organization a letter asking them to reply with

a list of specific items and amounts they claim are owed. Where appropriate, tell the organization that the station does not accept the audit assessment, and be prepared to provide information that disproves the audit claim. You should be prepared to sit down with the Music License Organization (MLO) to try to resolve any disputes. SEND THIS LETTER BY CERTIFIED MAIL - RETURN RECEIPT REQUESTED.

+ Once the station has put on record that certain audit charges are in dispute and the station has paid those fees which are clearly indisputable, the music licensing organization cannot withhold a new license.

+ If the station and the music licensing organization cannot agree on a settlement of the dispute, then each has further remedies. BMI disputes may be referred to the American Arbitration Association in New York City. ASCAP disputes could result in litigation. In either case, most disputes do not go this far.

REMEMBER, ASCAP may not withhold a license as a result of fees which are disputed by a station. If this is the case, put the dispute on record with the music licensing organization as described here and pursue its resolution diligently. There is no reason to be frightened or upset by the language of the letters you receive.

Questions may be directed to me at the address/phone number at the beginning of this article (page #7).

#### THE LAST WORD

Confused and inconsistent is the most charitable description of the resolution passed by the N.A.B. Radio Board at its winter meeting. That's unfortunate. N.A.B.'s principal mission is to represent broadcasters before regulators and lawmakers.

The N.A.B. resolution asks that station overpopulation be dealt a strong blow by enacting a freeze on new station assignments and giving tax credits to owners who would "close" their financially ailing stations.

The same resolution further the creation of new stations (2,000 pending) by allowing station leasing. The winner of an auction for a new station in Louisville could not get financing to build and operate it as a "stand alone" 50 kW station. He's building it to rent to Lowry Mays company, owners of the town's #1 and #2 stations already. Long time radio entrepreneur Dick Chapin ended up with the permit to build that market's 11th FM (metro: 175,000). Chapin has found a tenant - a locally based group owner with an AM and FM in that market.

The message N.A.B. sends to F.C.C. to assist the agency in framing a radio policy asks for euthanasia on the one hand and the means to fund a continued population explosion on the other. The current (and more troubling future) state of the radio industry needs clear thinking. This is not it!

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789

**S**mall  
**M**arket  
**R**adio  
**N**ewsletter  
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Barbara J. Doll - Circulation

VOLUME IX - Issue #37 - February 6, 1992

**AN EVIL GHOST** - In December, Birch Ratings went out of business (SMRNewsletter 12-26-'91). SMRNewsletter received phone calls from stations in several areas saying their McDonald's agreement had been canceled by the area ad agency because "of an unacceptable showing in the Birch." In several instances the agencies apparently didn't know Birch had ceased operation.

**17,315 RETAIL BANKRUPTCIES IN 1991**, according to Dun and Bradstreet. That's 35% more than 1990.

**A COUPLE OF 1992 PREDICTIONS:** After 2 years of learning how to deal with a "crazy economy," most stations will enjoy a healthier year, albeit not without a fight. On the other hand, the last of the weakest among us will bail out this year AND C.H.R. will bottom out this year - beginning its comeback. Adult Contemporary will become even more fragmented. Country will be hot!hot!hot! (Jay Mitchell, hdq. Fairfield, IA)

**POLITICAL FILE CURRENT?** The record must be maintained in the file for 2 years. The file must be neat to allow the public to easily observe "what the station has sold or otherwise provided to each and every candidate." The file must contain every request a station receives for political time. The broadcaster is responsible for identifying every candidate seeking time, even though some candidates may try to purchase broadcast time anonymously. (Allen, Moline, and Harold, Communications Attorneys, Washington).

**KENTUCKY NETWORK** (73 stations) has been purchased by Clear Channel Communications, owners of the state's only 50 kW AM and a 100 kW FM in Louisville and reported lease prospect of 50 kW FM in Louisville.

**HISTORIC HAPPENINGS** - Howard Cossell retires after 40 years on radio (and TV). Unistar observes its 10th anniversary. The then "TranStar" A/C Format debuted on 2 stations on 2-1-'82. Today there are 8 Unistar formats on 1,400 stations, they say.

**CLARIFICATION** of item SMRNewsletter 1-30. Dick Chapin is building to rent 11th FM (15th station) at Lincoln, Nebraska.

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

At the F.C.C. ....

NEW STATIONS (Granted):

ALABAMA (Meridianville) Virginia Griffith 94.1 3 kW 328'  
ARKANSAS (Eudora) Eudora Broadcasting, Inc. 101.5 3 kW 328'  
CALIFORNIA (Rio Dell) Douglas Turnbull 107.1 3 kW -535'  
(Santa Barbara) Joelmart, Inc. 107.7 710w 1758'  
FLORIDA (Baldwin) Peaches Broadcasting 105.7 6 kW 328'  
IOWA (Asbury) Tri-State Broadcasting 103.3 25 kW 328'  
KENTUCKY (Stamping Ground) Scott Co. Broadcasting 99.1 3 kW  
328'  
TENNESSEE (Newport) W N P C, Inc. 92.9 6 kW 328'

AMENDMENTS TO THE FM TABLE (Amended):

ARIZONA (Safford) 94.1 C for C1. M.: K X X Q  
MINNESOTA (Marshall) 107.5 C3 for 107.1 A. M.: K B J J  
(Perham) 99.5 A W.: 3-10/4-9  
NEBRASKA (Hastings) 101.5 C for C2. M.: K E Z H  
NEW MEXICO (Armijo) 107.1 C. M.: K U C U.  
TEXAS (Rusk) 97.7 C3 for A. M.: K W R W.

(Proposed):

FLORIDA (Stock Island) 97.5 A as Ist.  
(Inglis) 104.3 A as 1st.  
(Sanibel) 98.5 A. Ch. city/license: San Carlos Park  
M.: W R W X C.P.  
SOUTH DAKOTA (Belle Fourche) 95.9 C1 for A

(Requests):

KENTUCKY (Horse Cave) 102.5 A for 97.7 A. M. Cromwell Group  
OREGON (Rogue River) 97.7 C3. Req.: Michael T. McKenna  
TENNESSEE (Dickson) 95.3 C1 for A. M.: W Q Z Q  
(Lafayette) 102.1 A for 104.1 A. Req.: Cromwell Gr.  
WISCONSIN (Nekoosa) 97.3 A. Ch. city/license to Port Edwards  
Req.: Julie Ann Albrecht.  
(Newbold) 93.7 C3. Req.: Lyle Evans

REPORTED SILENT (by the M Street Journal):

ARKANSAS (Dermott) K X S A (AM- D)  
ILLINOIS (Morris) W C F L (FM-B) Silent - "shut down" by the  
F.C.C. for allegedly turning up its power to twice that  
which was authorized. Station earlier fined \$3,000.00  
and told to cut power to legal level. They didn't.

INVOLUNTARY TRANSFERS:

GEORGIA (Brunswick W M O G (AM-IV) to Lee M. Mitchell,  
Receiver, 333 W. Wacker, 30th Floor, Chicago, IL 60606  
(920109HE)  
KENTUCKY (Murray) W N B S (AM - IV) to Joe Pat James,  
Receiver, 118 South 5th, Murray, KY 42071 (920114EB)  
NEBRASKA (Lincoln) K L D Z (FM-B) to Wm. R. Rice, Receiver,  
9102 N. Meridian, #500, Indianapolis, IN 46260 (920113GS)

MONEY PAGE - \$ale\$ AND PROMOTION IDEA\$

"GOOD NEWS BREAKFASTS" - They are broadcast at 8:30 A. M. Monday through Friday, on a rotating basis in 5 communities in the area served by W E R L, Eagle River, Wisconsin (1 kW at 950 kHz).

Listeners are invited to visit the restaurant in the town which is featured on that morning's broadcast. Typically merchants might report on a good sales increase or adding a new line, a manufacturer might report on adding more workers, a civic group might report on a successful project or a drive chairman on its progress. The programs are recorded and excerpted for use on station newscasts, community service announcements, etc.

The programs originate via Marti from the restaurants with an un-attended studio. Music, ads, and other recorded program material is controlled from the remote point by a piece of equipment made by Systemation of Decatur, Illinois.

RADIO/PRINT COMBO - Dick Sherry, W D A D, Indiana, Pennsylvania reports excellent success with a combination of radio features/ads and tabloid/ads and a cause. They sold a campaign last fall designed to educate young people about drugs and alcohol. Editorial material was supplied by local public officials and service agencies. A similar radio/print campaign has been sold for this spring. Its theme is "Volunteerism."

Dick Sherry says printing cost amounts to about 20% of total ad income. Distribution is handled through the schools with children taking tabloids home.

WAL MART AND OTHER MASS MERCHANTS - A video featuring Dr. Ken Stone tells small town businesses how to compete with the retailing giants. Stone is considered #1 Wal Mart authority. He's on Iowa State University faculty. Cost: \$69.95 (non N.A.B. members \$109.95). Information; 800 368 5644.

"NEW BUSINESS DAY" - Here's an idea that won't cost you anything, but, will make your sales healthier. Dave Gifford, Santa Fe, New Mexico based sales consultant/trainer, suggests setting one day each week as "New Business Day." Each salesperson makes 4 presentations to businesses not on for 6 months (except seasonal).

March Opportunities:

Friday, March 13 "Friday 13th"	March 1/7 Drug Awareness Week
Friday, March 20 1st Day of Spring	Save Your Vision
Saturday, March 21, Agriculture Appreciation Day	All Month - Red Cross Month
	March 15/21 Ag Appreciation Week

A TEST

(For salespeople, telemarketers and  
and anyone else who answers the phone)

	YES	NO
1. Do you try to "put a smile" into your voice when talking on the telephone?	___	___
2. Do you make a point of <u>never</u> sounding impatient?	___	___
3. Do you speak slowly and distinctly?	___	___
4. Do you always identify yourself early in the call?	___	___
5. Do you keep your voice calm, even when dealing with angry customers?	___	___
6. Do you try to maintain a friendly yet professional tone of voice?	___	___
7. Do you try to convey a feeling that the customer is always right?	___	___
8. Do you try to personalize your telephone contacts?	___	___
9. Do you try to keep your phone voice from sounding routine, even though you may answer the same questions dozens of times a week (or day)?	___	___
10. Do you end conversations in a positive, upbeat way?	___	___

SCORE:            8 to 10 YES answers = excellent  
                     understanding of how to use your voice  
                     and communicate successfully..

6 to 7 = Average.

LESS =- You need to work on your  
phone skills.

"Effective Telephone  
Techniques"  
(DARTNELL - Chicago)

(Editor's Note: Most listeners and many advertisers have one contact with the station via the phone. I've always wondered why so many stations have an impressive reception room and manager's office - but allow their phone to be answered in an unprofessional way. The station's image will be much more impacted by how people are treated on the phone than by the looks of the reception room or manager's office.) - 4 -



## About Your Customers' Customers .....

Since the mid-1970s, DDB-Needham has conducted periodic studies on how Americans live and what they think. Some of the findings in the most recent study were reported in the 1-20-'92 issue of "Advertising Age" by Joseph M. Winski. You and your clients may find these findings interesting:

"Our family income is high enough to satisfy our important desires." ... Fewer people believe their income is high enough to pay for the important things, and the percentage who say that has declined through several business cycles, including the sustained boom of the 1980s. The number saying they never seem to get ahead despite pay increases declined steadily during the 1980s but has risen since 1989.

"Our family is too heavily in debt today." ... Fears over personal debt continue to mount. Last year, 38% said their family was "too heavily in debt," up from just 24% in 1976 when the number of people representing that view began to climb steadily. Hopes that income increases will ease the debt load also wane, as fewer people say they expect their family income to be "a lot higher" in 5 years.

"It is hard to get a good job these days." ... The number of people saying, "It is hard to get a good job these days," has climbed sharply since 1989, to 79% of women and 75% of men, approaching the Life Style high of 83% for both men and women recorded in 1983. A large and steadily rising percentage believes "Americans should always try to buy American products." But, support for government efforts to restrict imports actually has declined since 1987.

"I dread the future." ... After dipping in the late 1980s, "dread" of the future has risen since 1989 to 29%. There isn't a significant split among men and women here, but other measures of confidence show differences between the sexes in recent years. While the number of women who "feel under a great deal of pressure most of the time" has soared since the 1970s to 56% from a low of 37% in 1977, fewer men feel that way now than they did then: 56% vs. a high in 1979 of 62%.

"If I had my life to live over again, I'd do things differently." ... If they could do it all again, 60% would "sure do things differently," up from 56.5% in 1988. Paradoxically, 75% say consistently over the years that they "would be content to live in the same town the rest of their life." But, there's been an increase in people who have trouble getting to sleep, and reach for pain relievers "right away" when they don't feel well.

"Most people are honest." ... Trust continues its steady decline. Last year, 66% of women and 62% of men said, "Most people are honest," down from their peaks of 77% and 74% respectively in 1976. And 45% unchanged since 1975 believe, "An honest man cannot get elected to high office." while 79% believe "Most big companies are just out for themselves", up from about 65% in the mid-1970s.

## Management - Tips to Make You A better Listener .....

Spend more than 50% of your time listening, especially if you're a manager. Don't offer your opinion until you've given your employee a chance to air his/her/their view first.

Listen for ideas, not just for facts. Listening only for facts often prevents you from grasping the speaker's meaning.

Avoid jumping to conclusions when someone is speaking. Don't anticipate what a person is trying to say.

Try to stay interested in what a person is saying even if the delivery is boring and wordy. Avoid the tendency for your mind to wander. You have to work at listening.

Don't evaluate or judge how something is said. Keep listening for ideas and avoid the tendency to become upset by strong words that may tend to irk you.

Never rush or interrupt the speaker. Don't change the subject until you're sure the speaker has finished.

Ask questions to clarify points and to let the speaker know you're paying attention.

Tell yourself that every speaker is important enough to listen to. Don't fake paying attention.

Sperry Research

## Management - Idea for Your Next Sales Meeting .....

Whether you have two sales people or six, it's always difficult to keep track of exactly how your salespeople are presenting your station. For your next sales meeting, have an unannounced quiz. As they sit down, hand your salespeople a blank sheet of paper. Then have them divide the sheet into 3 columns. Have them write your call letters at the top of the 1st column. Have them write radio atop the 2nd column. Then, advertising atop the 3rd column. Then, have them write down the 5 most important customer benefits of your station, of radio, of advertising in the respective columns. You want to find out what your salespeople feel. After they are finished, brainstorm each column and come up with a consensus list.

After the meeting, type up each consensus list and give a copy to each salesperson to carry with them in their sales kit. You might want to repeat this each quarter.

Radio Marketing and Management  
P.O. Box 502  
Sandy, Utah 84091

## Gary Fries, the R.A.B. and Small Market Radio .....

"There may have been some people on the R.A.B. staff some years ago who felt that small market station membership wasn't important - maybe even unprofitable. I don't believe that, nor does anyone on our present staff believe that. If the radio industry is going to be viable, all of the parts have to be healthy: local sales at small and large stations, regional and national sales by reps and networks. It all fits together." The words are those of Gary Fries, new R.A.B. president at the most recent meeting of the R.A.B. Small Market Committee meeting. (January 30, Nashville, TN) They came in a far-reaching 2-hour plus "give and take."

Fries came to the meeting without a prepared text or itinerary. Instead he engaged in something akin to the R.A.B. long time staple, "The Consultant Sell." Fries sees R.A.B.'s mission as two principal areas of activity: marketing radio in competition with television, newspapers, direct mail, etc. and training the radio salespeople. Our salespeople are operating in an environment where all ad budgets are 'zero based.' Our salespeople have to understand the customer's strategic marketing plan.

About expanding radio's client list, Fries says that he's asked the two big rep firms (Interrep and Katz) to give him a list of the top 10 under using or non using radio prospects. They gave me 234. We'll start with a target list of 10 and add them 1-by-1 until they're all worked. When asked if WalMart was on the list of 10 to be targeted initially, he said, "For obvious reasons we're not going to list the targeted accounts, but, we know how important WalMart is to you.. We're on the case. I think that our best chance may be working with WalMart vendors. There's some of that going on now."

It was pointed out to Fries that many co-op plans have been eliminated or severely cut back or restricted. A week ago, a New York based publication quoted Fries as saying that there was now room to expand the staff. "I believe one of those new staff people should be a co-op person whose duty would be to initiate or save co-op plans. The R.A.B. has traditionally tracked co-op availability. That effort has been headed up by Joyce Reed since the early 1960s. She's retiring this Spring, but, her replacement is in place.

For the first time, R.A.B. will have a training department to develop sales training tools for stations and stage seminars and other training events. R.A.B. will make those events available to other industry groups e.g. state and local broadcast associations. The Arkansas Broadcasters Association has contracted for 4 2-day "Radio Sales Universities" to be held across that state. The Training Department will be headed by Executive Vice President George Hyde. He'll be joined in the effort by former Midwest Marketing Vice President, Mike Mahone.

Fries has turned his attention to a perennial problem: getting the members to increase their use of the bureau's vast store of research. He has put in motion the re-doing of the orientation video for new salespeople (explaining what R.A.B. tools are available and how to get them); he has discontinued the extra charge to stations for accessing the "On Line Express" by computer modem, and has put into motion a new system to give stations same day or next day service on requests by FAX or "overnight" mail. To avoid a communications breakdown, Fries tells stations, "Don't be surprised if you get a follow up call from us asking if what we sent you was helpful."

About the Small Market Committee, Fries wants it to meet quarterly instead of just once a year, "even if the other meetings are by telephone conference call." He also intends to appoint an R.A.B. staffer to aid the committee.

Fries told the committee that he has no time-frame as far as his R.A.B. career is concerned. "I love this job and intend to be here as long as I feel I am making a difference." As he sees the radio business today, "Each station has to play the hand that is dealt it. Our job is to make that hand better and to help you play it better."

#### THE LAST WORD

In last week's "Broadcasting" magazine (1-27-'92), N.A.B. attorney Jeff Baumann is quoted as saying that his organization expects to ask for an across-the-board freeze on new FM allocations and freeze of construction permits for new stations, even in cases where channels have been applied for. "The idea is to ask for the maximum."

We believe Jeff needs a short course in fairness, the law, and practical politics. The applicants waiting to be granted (about 900) were prepared at high fees by attorneys and consulting engineers and were accompanied by checks to the F.C.C. Freezing applications, filed in good faith, would, it seems to us be unfair and, we think very likely would open the F.C.C. to suits. Furthermore, such an action would open the commission to something every bureaucrat fears most: congressional oversight. Can you imagine the ruckus constituents will raise when their applications are frozen.

Troubling also is N.A.B.'s wishes to change the F.C.C.'s 50 year policy of fostering localism. Baumann said the association will ask the F.C.C. to consider whether a community really needs an FM allocation by looking at the number of stations received in rather than the number of stations in the market.

Baumann says, "We're optimistic." Jeff, "We're not."  
SMALL MARKET RADIO NEWSLETTER (Inc.) IS PUBLISHED WEEKLY AND MAILED FIRST CLASS TO SUBSCRIBERS IN 50 STATES, POSSESSIONS, AND CANADA. SUBSCRIPTION: \$109.00 PER YEAR; 52 WEEKS: \$57.00; 13 WEEKS: \$33.00. ADDRESS: 275 19th STREET, OTSEGO, MICHIGAN - 49078 - PHONE: (616) 694 9357 - FAX: 616 692 6789

**S**mall  
**M**arket  
**R**adio  
**N**ewsletter  
Inc.

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789



IN OUR  
9th  
YEAR



Bill Taylor  
KQSS  
P.O. Box 292  
Miami AZ 85539

Bob Doll - Publisher and Editor  
Barbara J. Doll - Circulation

VOLUME IX - Issue #38 - February 13, 1992

**NOW THERE ARE TWO** - Former American Radio Network partner Ed Graham has put together a new Baltimore based service called United Talk Radio Network. It originates 24 hours a day from W C B M at Owings Mills, Maryland. Info: (410) 938 8800. As reported 1-23-'92, his partner Don Emmanuel has put together a talk network with Business Radio Networks. His offerings include Dick Starr's all-night all-sports show. Emmanuel and his outfit, known as America's Forum, can be reached at (719) 528 7040.

When Sun Network fell out with performers Chuck Harder and Sonny Bloch, each started his own 24 hour talk network. In addition to these 5 24-hour services, A.B.C., N.B.C. and Mutual have part-time talk services. Also operating part-time are E.F.M. Media and Day-Net.

**SOME GOOD NEWS** - Within the past week, the Wall Street Journal has reported 18 retail chains, tracked by Merrill Lynch, were up 8.1% in January compared to 2.4% same month last year - and - 52% of major advertisers, surveyed by DeWitt Media, N.Y., plan to increase ad expenditures this year. Only 25% intend to spend less.

**ZAP NEWS REPORTS** 400 subscribers, a contract with Accu-Weather to provide customized weather forecasts, and signing of former A.P. executive Ben Avery as sales executive.

**MALL MARKET L.M.A.** - W L N H-AM and companion W L N H FM has combined sales and business operations with "80/90" FM, Class A, W W S S, Meredith. Gary Howard, W W S S President and General Manager, says his 3-year old station will offer distinct and separate programming. Merging business/sales is being undertaken because, "We can run more economically."

**NEWSPAPERS JOIN WITH BABY BELLS** instead of going head-to-head, a Newspaper Advertising Bureau meeting was advised recently by management consultant Joel Barker, according to "Advertising Age" 1-27-'92.

**IN N.A.B. BOARD RUNOFFS:** William O'Shaughnessy, WVOX, New Rochelle, NY; David Luther, WBTM, Danville, VA; David Owen, WCVA, Culpeper, Va; Ray Saadi, KHOM, Houma, LA; Lee Shoblom, K B B C, Lake Havasu City, AZ. Results by 3-17

At the F.C.C.

NEW STATIONS (Granted):

CALIFORNIA (Copperopolis) Garry E. and K. Diane Thompson  
105.5 3 kW 328'  
IDAHO (Eagle) Eagle Broadcasting, Inc. 107.9 1.1 kW 2585'  
KENTUCKY (Lawrenceburg) Finley Willis Jr. 102.1 3 kW 328'  
(Morehead) Hays McMakin 96.3 6 kW 328' (McMakin  
owns W K C A, Owingsville in adjoining Bath County)  
NEW YORK (Monticello) Larry Fishman 99.7 6 kW 328'  
OREGON (Newport) Charlotte McNaughton 92.7 12 kW 375'  
OHIO (Hubbard) Stop 26-Riverbend Prod., Inc. 101.9 3 kW 328'  
SOUTH CAROLINA (Pawley's Island) Carocom Media 98.5 6 kW  
328'

AMENDMENTS TO THE FM TABLE (Amendments):

WISCONSIN (Antigo) 106.1 A as 2nd. W." 3-23/4-22

(Proposed):

WISCONSIN (Ashland) 93.3 C1 as 2nd.

(Requests):

CALIFORNIA (Tulelake) 96.5 C3 Req.: Michael McKenna, Long  
Beach, CA  
KENTUCKY (Horse Cave) 102.5 A for 100.7 A. M.: W L M K  
NEW YORK (Alfred) 101.9 A as 1st. Req.: Pembroke Pines  
Elmira, Ltd.  
OREGON (Altamont) 104.7 C1 for 96.5 C1. See McKenna above.  
(Bandon) 96.5 C3. See McKenna above.

REPORTED SILENT (by the M Street Journal):

SOUTH CAROLINA (Dorchester) W V V O (AM)  
WYOMING (Cheyenne) K K A Z (FM C)/K U U Y (650 10 kW U)

INVOLUNTARY TRANSFERS:

PENNSYLVANIA (Mt. Carmel) W X M H (FM-A) to David A. Donlin,  
Receiver, Route #2, Cresswell Gardens, Ashland, PA 17921  
(920129GG)

TEXAS (Terrell Hills) K M M X (FM-C) to Vision  
Communications, Debtor in Possession, Box 1067, San Antonio,  
TX 78294 (920109EB)

FINE:

FLORIDA (Panama City) W P F M (FM) \$15,000.00 - failure to  
comply with F.C.C. E. E. O. Requirements.

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

Some 1-Day March Opportunities

"MARDI GRAS" (Tuesday 3-3) - Good excuse for food/beverage "spot" to run promotion with balloons, door prizes, left-over New Year's Eve noisemakers, funny hats. Sell a remote and pre-event ad schedule.

FRIDAY 13th (Only 2 on the 1992 calendar this year - other is November 13). Soft goods merchants like event to create traffic and clear the stock of "cats and dogs" at 13¢ each or 1 at regular price, second at 13¢, or prices ending in 13¢ e.g. \$2.13. Another good idea: few of a kind specials, while they last, at 13 minutes past the hour.

"ST. PATRICK'S DAY" (Tuesday, 3-17) - Green beer, cabbage, etc. are traditional fare for bars, eating/drinking establishment. Events much quieter and less numerous in recent years. Still some potential business.

On your air, if your format allows, how about some Irish songs? Maybe a "Name That Irish Tune" game with listeners calling to win by identifying an instrumental arrangement of a familiar Irish song.

"FIRST DAY OF SPRING" (Friday, 3-20) - All kinds of retailer promotional opportunities - particularly this year with it falling on a Friday.

"AGRICULTURE APPRECIATION DAY" is Saturday, 3-21 (the Ag Appreciation Week is 3-15 thru 3-21). Get facts about the impact on your community of area agriculture: how many dollars to local economy, local employment, taxes paid by farmers, etc. Make up an "Agriculture Appreciation" telemarketing campaign.

"NEW SERIES", designed to tell the American Farmer's story 'year around is being introduced this week by Radio Concepts, the ST. Cloud, MN firm, which launched the Tom Bodett "Shop at Home" series last month.

Radio Concepts has signed country music stars Waylon Jennings, Emmylou Harris, Don Williams, TNN's Shogun Red, Tom Wopat, Lori Morgan, John Conlee, Eddie Rabbitt, Tracy Lawrence, Marty Stuart. Each does a 30-second farmer tribute followed by a local advertiser 25-second message, then a 5-second musical tag. Price is \$317.00 for unlimited uses for a year. Available, exclusive to market. Information (612) 656 9259.

Incidentally, there are a few areas still open for the Tom Bodett series. Inquiries should be made to above phone #.

\$ale\$ - Overdue Accounts .....

One of the most difficult areas to deal with is collecting on overdue accounts without making enemies in the process --- that is, if we want to keep on selling to the customer. Here are some suggestions to follow when confronted by the problem:

Don't assume the problem will take care of itself if a client is overdue.

Although discussing outstanding bills with customers is an uncomfortable task, putting off making contact will only make matters worse.

When visiting the client, bring along a business associate with you who can be a witness to what is said. Speak to the client in private - away from his employees and customers. Be respectful. Be considerate.

Sympathize with his position, listen to his reasons, but calmly emphasize your position in the relationship.

Be willing to compromise by accepting partial payment now. If you leave with nothing, you should seriously consider stopping all advertising.

Be aware of when you are getting the "runaround."

Watch for signs indicating the customer may be going out of business. If you observe this, ACT FAST.

The "last ditch" effort is to sue the client or turn him or her over to a collection agency. Do this when chances of keeping the client as a customer have vanished and the money that is owed is a justifiable amount.

"Specialty Salesman"

\$ale\$ - Customer Problem?

Be empathetic - not sympathetic. You don't want to get caught up in the person's feelings. Making a judgement about the other person can affect what you hear. It can cause your thinking to become very narrow. Listening should be hearing and understanding - NOT JUDGING.

Dr. Alberto Cereghino,  
Business Communications  
Expert in "Competitive  
Advantage". Portland, OR



About Your Customers - Ad Agency People .....

After completing its most recent consumer "Life Style Study" (see SMRNewsletter 2-6-'92), Martin Horn, a DDB-Needham Vice President, decided to run the same questions "past personnel of his agency." He published the "Life Style" questionnaire in the agency's "house organ." He got over 200 returns - probably a good sample. The returns point out that agency people are different - they don't think like the customers of agency clients. Horn, in his surveying of ad people's thought and opinion, may have unearthed a severe shortcoming in the major advertising efforts. In an age where we're told to think like the customer:

<u>Issue:</u>	<u>General Public:</u>	<u>Agency People:</u>
"My favorite music is classic rock"	35%	64%
"My favorite music is easy listening"	51%	27%
"I want to look different from others"	62%	82%
"There is too much sex in prime-time TV."	78%	50%
"TV is my primary form of entertainment"	53%	28%
"I went to a bar or tavern in the past year."	50%	91%
"I like the feeling of speed."	35%	66%
"There should be a gun in every house."	32%	9%
"Couples should live together before getting married."	33%	50%
Job security is more important than money."	75%	52%
"My greatest achievements are still ahead of me."	65%	89%

After reading the results of his opinion survey of agency people, Mr. Horn asks, "Assuming the target customer is to be 'just like us, we may end up with advertising that talks to no one - other than ourselves."

About This 'n' That .....

PRIORITIES FOR SPRING: E. Harold Munn, Coldwater, Michigan based Consulting Engineer, is recommending the following to his clients:

- Check your tower marking (painting), lighting, fencing, and security. Make arrangements for maintenance early - before the rush. Provide for weed and vegetation control around the tower base.
- Cut operation costs by considering transmitter and audio equipment upgrade. Operating efficiencies can cut your maintenance cost and improve your "sound."
- FM operators consider your antenna condition for possible replacement. AM ground systems and AM and FM lightning protection should be checked prior to the summer thunderstorm season.

PROMOTION SUCCESS STORY - J.F. Way writes from K M R N, Cameron, Missouri (population 4,500) that he's signed up 13 advertisers at \$996.00 for a run of R.R.N's. "69¢ Dollar." "It's a little less than we had hoped to do, but, some of the retailers are telling us that it's the first retail promotion they've ever seen that has everyone in town talking about it. We've gotten so much of that kind of talk that we're going to do it again this summer."

K M R N is running the barter version of "69¢ Dollar", selling as many as 1,000 (\$690.00 worth) in 9 minutes according to J.F. (Info on "69¢ Dollar - 800 451 3622),

NOT FOR EVERYBODY, BUT - IF you carry per-inquiry (P./I.) advertising, a Chicago area firm has several available now:

- "The Snore Stopper Comfort Collar" - \$18.00 value, you offer at \$12.50 and get \$6.25 per order;
- "The Personal Travel Shaver - battery operated (works with 2 1.5 volt batteries). Comes with built-in mirror and cleaning brush. \$24.95 value. You advertise at \$16.50 and get \$8.25 per order;
- "Sun Visor with Built-in Binoculars" - big hit with sports fans, bird watcher, kids. \$21.95 value. You advertise at \$15.50 and get \$7.75 for each order you generate. Incidentally, each offer includes a bonus quartz watch.

For info: 800 735 8931. (Advice from your editor: Before you run this or any other P.I., have them send you a sample).

VIDEO AIR CHECKS OF DEE-JAYS from large and small stations all across the U.S. Over 200-cuts, including some that you wouldn't air on your station. Write, phone, or FAX Art Vuolo at Critical Mass Media, Box 219, Ypsilanti, MI 48197, FAX 513 871 0489, phone 513 871 6900. Price is \$29.95 plus \$3.00 S/H in U.S., \$6.00 S/H in Canada. Art calls this a "non profit - just for fun project." He makes his living selling another radio related product.

"Three Generations" .....

K T T X/K W H I, Brenham, Texas has had ownership of a single family, since it went on the air 45 years ago. The founder was Tom S. Whitehead, Sr. Today his son, Tom, Jr. serves as president and the third generation, Tom D. Whitehead is general manager. His wife Carla is the station promotion director. His brother, Mark, is chief engineer.

"My grandfather came here just before World War II. He was sent here by the newspaper chain for which he worked to do 'a turnaround.' When his bosses gave him a chance of buying them out here or going on to another 'turnaround,' he stayed. He got into AM radio in 1947, sold the newspaper and got into FM radio and cable in the 1960s. We sold the cable in the late 1980s."

After having a taste of all three, radio, cable, and newspaper, Tom says, "Radio is the toughest, but, it's the most satisfying. I'm sure that's why we've stayed in it."

The Brenham radio operation is a real study in contrasts - the old and the new side-by-side: the station's nighttime programming comes off the satellite - the country format via Jones Satellite. Along side this new technology, is a regular commentary which started as a newspaper feature in the 1930s, "The Spectator." The 2-minute program is included in the station morning, Noon and evening 1 hour news/information blocks. "The Spectator" deals with local, state, and national issues. "Local issues dominate the subject matter," Tom says.

Another 2-minute talk feature is "Over the Back Fence," birthdays, anniversaries, and good deeds done by local individuals and groups. "Within 50 or so miles of here there are at least a half dozen stations off-the-air. Bad economic times are partly to blame. But, more to blame, was the operators naive thinking that all you have to do is 'ride the satellite' Radio is not now, and from what my father and grandfather have told me, never was that simple a business - even when there was a lot less competition."

K T T X/K W H I was a 1990 "Crystal Award" winner, 1 of 10 U.S. radio operations to be selected. The judges chose the Central Texas station because of its community conscious news, sports, and public service programming, a lot of which is "outside the box" for a modern country formatted station:

- "Washington County Healthline" - a 15 minute program conducted by local physicians;
- a 60-minute weekly polka program targeted to large Polish, German, and Czechoslovakian communities;
- a district spelling bee (carried for 35 years);
- Non sectarian mini messages from area ministers.

The stations carry a very heavy schedule of high school, local junior college, university and pro sports. A simulcast operation primarily, the station "splits" in order to give live coverage to conflicting events.

"We sell basic advertising, announcements and programs, but, we also make sure that we always have something special: tie-ins to causes and events. We also carry at least one station originated promotion per quarter. We had excellent success with reindeer races, which Steve Handrich originated up in Berlin, Wisconsin (W I S S). We added one feature. We did remotes from stores with a part-time young lady dressed in an elf's costume and a dog outfitted in reindeer rubber antlers. At every remote there were folks on hand to greet them."

"We're going to repeat last spring's promotion. Listeners cast ballots for their favorite d.j. (We even had the Jones satellite d.js. record tie-ins.) The d.J. getting the most votes got a trip to a Mexican resort. All the voters names were entered into a drawing for a similar prize. No, there were no hard feelings. The winning and the losing disc jockeys were good sports."

Tom believes his family's long time ownership, his big staff (14 full-time, 5 part-time) and the station's full service programming and aggressive promotions keep his operation vibrant - despite Texas's economic problems and the coming of a head-to-head competitor within the past 5 years.

#### THE LAST WORD

It is no secret that New York state is one of the country's most economically challenged areas. Joe Reilly, the executive of the state broadcaster association, has for a couple of years toured the state, interviewing a cross-section of members around the first of the year. We thought you might like to compare your feelings with those of the radio operators in the "Empire State:"

52% found 1991 a poor to bad year - 34% good/great.  
66% say their local economy is poor or bad - only 4% good/great.  
16% will cut staff in 1992. 27% did in 1991.  
70% expect to do more business in 1992 - 2% less.  
45% say "drop ins" have hurt their business. 39% said that last year.  
Who is your biggest competitor? Print 40%. Cable 29%.  
The cable figure has doubled in a year.  
What are the 2 biggest problems you face in 1992? 1. The economy. 2. Increase competition. Last year, #2 was employee relations.  
Are you enjoying your job as much as you did 5 years ago?  
Yes - 59%. No - 41% - same as a year ago

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**S**mall  
**M**arket  
**R**adio  
**N**ewsletter  
 Inc.

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 Miami AZ 85539

Bob Doll - Publisher and Editor  
 Barbara J. Doll - Circulation

VOLUME IX - Issue #39 - February 20, 1992

**WAS IT THE RECESSION - OR?** - Jim Williams, Ventura, CA based radio sales trainer says his research on the subject indicates that radio's 1991 revenues were down by approximately the same number of dollars cable TV ads gained.

**EXPAND OWNERSHIP OPPORTUNITIES TO MINORITIES**, including policies that would make it easier for minorities to purchase existing FM stations. N.A.B. tells the Commission this could be accomplished, in part, by expanding distressed sale and tax certificate policies. The request is part of an N.A.B. filing asking for a freeze on FM station licenses.

**JUSTICE DEPARTMENT ASKED** to collect \$6,000.00 fine levied on W L U P-AM, Chicago for broadcasting material the F.C.C. believes "obscene, indecent or profane." The station has refused to pay the fine saying the F.C.C. is violating its "First Amendment Rights."

**V.W. PAYMENT PROTECTION PLAN** is generating a lot of activity, the company says. The offer made since 1-20-92, says the company will pay car payments and insurance for up to 12 months, if buyer is later laid off.

**FIRST "80/90" STATION MAKES FIRST OF KIND OFFER** - Roger and Mary Jo Utneher, new owners of W B D K, Algoma, Wisconsin, are offering businesses in their listening area \$1,000.00 worth of free radio ads for buying a new car or truck from any dealer "on the station." For businesses that don't advertise, Roger says, "give the ads to your favorite church, civic or service organization." "It'll help the dealers and it'll get some new folks trying us," Roger says.

**DOUBLE OR NOTHING?** Normandy Broadcasting Corp., owners of a Class A FM at Glens Falls, NY filed for a more powerful B1 assigned to nearby Queensbury, NY. They lost in hearing because the F.C.C. judge said. "Normandy cannot be relied upon to provide truthful information." Lawrence N. Brandt has filed for Normandy's Class A relying on the "lack of candor character issue" to unseat the incumbent.

**NEW N.A.B. SCIENCE/TECHNOLOGY STAFFER**, Andy Butler, has N.Y.C. and Baltimore station experience and M.S. U.ofM., Rolla, MO.

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789



At-the F.C.C. ....

NEW STATIONS (Granted)

CALIFORNIA (Sun City) Sun City Communications 92.9 3 kW 328'  
GEORGIA (Dalton) North Georgia Radio 104.5 3 kW 328'  
(Gray) Gray Communications 96.5 6 kW 328'  
KANSAS (Clearwater) Gary L. Violet 98.7 6 kW 328'  
LOUISIANA (Homer) NWLA Broadcasting Co. 106.7 50 kW 492'  
TENNESSEE (Colonial Heights) Murray Comm, 105.9 3 kW 328'

AMENDMENTS TO THE FM TABLE (Amended):

ARIZONA (Holbrook) 92.1 C1 for A. M.: K Z U A C.P.  
CALIFORNIA (Quincy) 95.9 A for 103.1 A. M.: K N L F.C.P.  
(Shingle Springs) 101.9 B for Bl. M.: K L I Q  
(S. Lake Tahoe) 102.9 C for C2. M.: K Z F F.  
FLORIDA (Port St. Joe) 93.5 C2 for C3. M.: W M T O.  
GEORGIA (Brunswick) 104.1 A. W." 3-24/4-23  
IOWA (Audubon) 96.5 C1 as 1st. W.: 3-31/4-30  
(Hudson) 96.1 A as 1st. W.: 3-31/4-30  
LOUISIANA (Oakdale) 98.5C3. Ch. city to Campti. W.: 3-24/4-23  
MICHIGAN (Muskegon Heights) 101.7 B1 for A. M.: W Q W Q  
MISSOURI (Potosi) 97.7 C3 for A. M.: K W V B  
OREGON (Brownsville) 102.3 c1. M.: K G A L C.P.  
(Cottage Grove) 100.5 as 1st. W.: 3-31/4-30  
WISCONSIN (Birnamwood) 92.9 A as 1st. W.: 3-30/4-29  
(Neenah-Menasha) 94.3 C3 for A. M.: W R O E

(Proposed):

ARKANSAS (Dumas) 106.9 C3 for 107.1 A. M.: K X F E  
(Marianna) 105.3 A for 106.9 A  
GEORGIA (Hazlehurst) 93.5 A. M.: W V O H  
(Jeffersonville) 93.7 A. M.: W W S T.  
(Mt. Vernon) 101.7 A  
(Sandersville) 93.5 A. M.: W S N T  
(Soperton) 101.7 A. M.: W K T M  
(Tennille) 101.9 A for 99.9 A. M.: (Vacant but  
applied for channel)  
KENTUCKY (Hazard) 92.5 A for 104.7 A. M. W J M D  
(Hyden) 104.7 A for 92.3 A. M.: W Z Q Q.  
(Radcliff) 103.5 C3 for A. M.: C.P.  
MISSOURI (Memphis) 100.5 C3 for A. M.: K M E M.  
WEST VIRGINIA (Ravenswood) 93.1 A as 2nd.

INVOLUNTARY TRANSFER:

OKLAHOMA (Ardmore) K K A J (AM-IV) K K A J (FM-C) to  
Sunburst Broadcasting Corp., Debtor in Possession, Box 429,  
Ardmore, OK - 73401 (920204-EA/EB)

MONEY PAGE - \$ALE\$ and PROMOTION IDEA\$

"FARM 40 FREE" - Dan Leatherman, now at K B M X, Osage Beach Missouri, told last weekend's Small Market Radio Newsletter Seminar (St. Louis) about a promotion run the past several years at K C I I, Washington, Iowa. Leatherman was there prior to K C I I's recent sale.

Farmers in the area signed up to win enough FREE seed corn, chemicals, fertilizer, and gasoline - plus - the use of a tractor to raise 40 acres of corn. Sign ups are limited to farm owners with 40 acres of available land.

The donated items are worth about \$5,000.00. "We did not 'trade' the items.. Donors received only mentions in the promotional announcements and other materials," Leatherman said. "Most inserted the fact that they were 'in' the promotion in their radio ads. Most increased their radio schedules to get maximum mileage out of their part in the promotion."

The station made the drawing a major event. It also followed progress of the crop throughout the growing season and announced the sale price of the crop. "We did it with corn. I am sure it would work with most other crops as well," Leatherman said.

"DON'T MISS THE BOAT" - George Lindsey, formerly of W I N N/ W K R P, North Vernon, Indiana (now with The Management) had great success last year with a boat giveaway at the Midwest stations.

The 17 foot cruiser was moved from place-to-place. It was displayed at merchant locations where the public could sign up. Advertisers got a combination of 20 promos, 20 ads, and a 1-hour remote for \$299.00. (Most bought extra remote hours at regular rates).

The boat dealer got co-op on the \$12,000.00 worth of ads run (trade).

"69¢ DOLLAR" - Dave Land, W F I W AM/FM, Fairfield, Illinois reports running "The 69¢ Dollar" for 5 straight years in his town of 6,000 (county 18,000).). A local bank redeems the dollars (cost about \$6,000.00 to the bank).

"The bank sees it as a good 'p.r.' move by promoting shopping 'at home.'"

Land runs it each year in the second quarter. He does an auction in the first quarter. "69¢ Dollar' generates \$20,000.00 extra business and a lot of good will in the business community and our listening audience," Land says. The copyrighted feature is marketed by R.R.N., Inc. 800-451 3622.

(The winners of the SMRNewsletter Seminar Promotion Contest were David Young, K S I D, Sidney, Nebraska and Norb King, K O K X AM/FM, Keokuk, Iowa. One is a christmas promotion. The other a January promotion. We'll carry them on this page at an appropriate time.) - 3 -

\$ale\$ - Overcoming Price Resistance .....

Every salesperson hears a prospect say now and then, "Your price is too high." There are a number of techniques successful salespeople use to handle the price objection. The choice depends upon the salesperson's interpretation of what the prospect really means by his statement. It could mean any of these:

"The price is more than I'm willing to part with to get what you have to sell."

- or -

"The price is fair, but I just can't afford it."

- or -

"The price is higher than I would have to pay elsewhere."

- or -

"I'll just say the price is too high to get rid of the guy."

One successful salesperson gives another twist, "When my prospect says the price is too high, I hear him really saying his desire is too low. So I get to work on increasing his desire rather than arguing about price."

The keys to handling the price objection are to establish benefits, create more desire for them, and to minimize the price compared to the benefits:

1. Identify the real reason for the price objection. Ask questions to get at why the prospect feels as he does e.g. "Why do you feel the price is too high?"
2. Make sure the prospect is making the right comparisons. If not, point out the benefits your offer gives that are worth the difference in price.
3. Combine benefits with price e. g. You get --- and --- and --- all for just ---."
4. Minimize the difference. Show that the difference in price is insignificant when compared to the benefits.
5. Emphasize the service. Don't forget benefits that come with buying from you. They can be worth much more than the price difference to the buyer.

"Master Salesmanship"



About Your Customers (Entrepreneur Magazine 12-'91)

FAST FOOD will continue to increase market share. Star performers will be gourmet food-to-go, healthful foods non-red meats, salads, fat-free products.

CHILDREN'S PRODUCTS - Market will grow 7% per year through 1995. Dual-income parents may have more discretionary income, but they're not buying everything in sight. Good value is still a good pull.

VIDEO RENTAL - Last year rentals increased \$1.5-billion (12.8%) Market is saturated. 100,000 outlets. On the horizon: technology which would allow consumer to choose his/her movie directly from the TV screen.

MATRIMONY - The Average formal wedding now cost \$13,000.00. 70% of brides still purchase gown from small boutiques. Mobile disc jockey and gourmet caterers are still in demand. Experts say big weddings won't falter for at least the next couple of years.

AUTO MAINTENANCE - Specialty shops arrived in the '70s. They did oil changes, muffler work, tire alignment, break repair - never all at once. Vehicles are built better today and maintenance schedules are light. In the future, shops will offer wider variety of services and market share will increase for repair shops specializing in heavy/diagnostic repair using computer technology.

WEIGHT LOSS - After booming for a few years, weight loss clinics and medically administered programs were down from \$4.28 -billion to \$3.6-billion (last year figures available). Instead of high priced programs, consumers are expected to turn to low cost food substitutes, low calorie products, self help books and videos.

EXERCISE/FITNESS - \$31.2-billion business in 1991, according to the Sporting Goods Association. Trend in keeping fit: higher participation in exercises such as walking, jogging, and basketball. Slight downturn: snowmobiling, boating, bicycling because of belt-tightening.

HOME IMPROVEMENT - First time buyers looking at older homes and "fixer-uppers." Current homeowners hanging on to homes longer. 23% of homeowners who have owned their home longer than 5 years have remodeled e.g. 3.9% have added a room, 19.5% painted the interior. The industry is expected to thrive for the next several years.

TEMPORARY/PERMANENT EMPLOYMENT AGENCIES - Placement of temporary workers in technical and professional fields increased 9.1% annually for 5 years. For clerical 5.7%. As long as companies continue to downsize and people look for more flexible work schedules, the temporary/permanent placement industry will be in excellent shape.

Management - Running A Business Better .....

ARE YOU MISSING THE GRANDPARENT MARKET? Between 1980 and 1990, the median income of households headed by people 65 and older increased 22% in real terms compared with 6% for families in general. Average amounts spent on gift to grandchild:

Graduation -----	\$74.00
Birthday -----	\$42.00
Easter/Valentine's Day	\$19.00

(American Demographics 2-'92)

MEATLESS MENUS AT RESTAURANTS - Offer more vegetarian items and feature them prominently, a survey advises. 46% say they are likely or very likely to order a fruit salad. 43% say they are likely to order a main-entree with vegetables and grains. Stir-fry vegetables are top choice for 41%. Pasta with meatless sauce and vegetable pizza popular. 19% of people choose a restaurant because it serves vegetarian meals.

(National Restaurant Assoc.)

ADVICE FOR HARD TIMES - Spend more on advertising and training - not less. When recessions strike, budgets for advertising and employee training are often dealt their biggest blows. That's dead wrong. The success or failure of most companies is directly tied to the perceived quality of the products they make or sell or the services they provide. Maintaining or enhance image has never been more important.

(Competitive Advantage)

IN A COMPETITIVE MARKET, rumors and bad news travel fast. Nothing sets the record straight faster than advertising. It tells customers and competitors that you're ready for business. Advertising that is vigorous and positive can bring shoppers into the marketplace - regardless of the economy.

(R.A.B.)

WHY aren't our newscasters saying "over 93% of the workforce is employed - instead of, "6.9% of the workforce is unemployed?"

Rush Limbaugh  
Syndicated Radio "Talker"

SAGE ADVICE - "You can make more friends in 2-months by becoming interested in other people than you can in 2-years by trying to get people interested in you."

(Dale Carnegie)

CHINESE PROVERB? We're skeptical, but, here it is, "Person who say it cannot be done should not interrupt person doing it."

("Sales Upbeat")

"Not From An Ivory Tower" .....

"Radio station owners and managers must have a clear sense of mission and purpose for their station. This mission and purpose must be pursued without distractions and peripheral, energy-draining activities. A lack of clear sales, programming and community service goals and objectives greatly hampers the day-to-day decision making and leadership needed for a highly successful business.. The need for ownership and management to provide clear and consistent leadership needed to keep the 'ship on course' cannot be stressed enough."

The words are those of Dr. Sammy J. Parker, a member of the faculty of Murray Sate University at Murray, Kentucky. Dr. Parker doesn't pontificate from an 'ivory tower,' but, long years of, "doing as I do." Parker returned to higher education after 12 years building, owning, and operating his own radio station. He has had articles printed in numerous trade publications - the most recent in the 1-27-'92 issue of "Radio World."

Sam Parker took leave of his career in higher education to build his hometown's second radio operation, W S J P, a 2.5 kW Day/250 watt night operation on 1130. The original operation, Class IV W N B S had gone on the air in 1948, 30 years before Parker. It had a companion Class C FM in 1967. Despite his competitor's longevity and Am plus FM presence in the marketplace, Parker quickly made his newcomer the top biller in the Market (city 14,600 - county 30,900 - Retail Sales \$238-million).

Those knowledgeable with the market reported that within 5 years of going on the air, Parker's AM only operation was grossing more than 2-times the combined billings of its AM-Class C FM competitor.

In 1989, when the partnership operating his competitor "split up," Parker bought the FM station. He told SMRNewsletter during the R.A.B. Conference in Nashville recently, "I missed teaching. Owning and operating a good radio station is a full-time job. The faculty position at the university and the opportunity to realize a good profit on my radio station(s) came at the same time."

"Despite the bleak financial figures recently released about the health of the industry, some small-to-medium market radio stations continue to gross over a million dollars a year and earn substantial profits. How do these select 'few' defy the odds and continue to profit in these perilous times?"

Parker's views are not widely held (or practiced). "Job specialization in small market stations is ineffective in the current economic/competitive environment. The radio station should have detailed descriptions of daily, even hourly duties for the staff. Staff members should be

be rotated among news, production, control room, and sports responsibilities." He points out, "The giant car maker Toyota has thousands of employees successfully rotating jobs within their plant in Georgetown, Kentucky (outside Lexington).

About programming, he says, "Small to medium market stations have, in far too many instances, become small carbon copies of large market, niche programming strategies."

"These concepts are not working well and need to be rethought by management. My suggestion is to develop defensive programming designed to offend as few people as possible."

Parker's ideal programming includes, "frequent weather forecasts, community events, recipe programs, real estate shows and strong local news broadcasts. The news programming is a must item."

"High gross, small market stations are giving people what other radio stations find inconvenient, distasteful, or out of form." These kinds of stations earn their loyalty by broadcasting soccer games, high school graduations, 4-H club award dinners, sports banquets, etc."

An attendee of a Jerrell Shepherd workshop on "High Gross-Small Market Radio," Parker, like Shepherd, believes the sales effort is central. "High gross radio stations are not afraid to ask for larger shares of the advertising dollar - using consultation selling and other techniques. They're not afraid to ask for their fair share and more."

(Dr. Parker has a 55-minute cassette called, "High Profits from Small Market Radio." If you'd like a free copy, you may write: Dr. Sam Parker, c/o Murray State University, Wilson Hall, 301-A, Murray, KY 42071.)

#### THE LAST WORD

This week, "Advertising Age," on its editorial page says, "It's too soon to throw a party, but, important parts of the economy are perking. Four major advertisers - Coca Cola, Polaroid, Johnson and Johnson and Sears - just reported strong fourth-quarter results. New-home sales are picking up, which leads to increased appliance and home furnishing sales. Car sales increased in late January, air traffic is taking off, and fast-food sales look a bit healthier."

"Historically, advertising is a lagging indicator of economic health, taking off only after the general economy is moving up. But, in the '90s, it's lead or get left behind."

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VOLUME IX - Issue #40 - February 27, 1992

**BROADCAST MANAGEMENT COMPANIES**, operating under arrangements similar to those found in the hotel business, may become major forces in the radio industry. Several such companies are waiting for the F.C.C. radio rules revision rollout to make their move, according to a D.C. communications attorney.

**SPOUSAL ATTRIBUTION RULES** have been relaxed. If their broadcast ownership interests are not connected, husbands and wives are now allowed to own and operate competing stations in the same market, allowed previously only in rare hardship cases.

**TWO LONGSTANDING COMMISSION PRACTICES:** giving preferences to women and applicants who promise to manage, are under fire. A Federal Appeals Court apparently agrees with petitioners who complained that women owning part or all of stations has not fostered new programming targeted to women and that most applicants who have pledged to operate their stations have done so for only short periods of time, then sold out at a big profit.

**\$20,000 FINE AND SHORT TERM RENEWAL** has been given KRMD AM/FM, Shreveport, LA on E.E.O. charges. The station withstood a complaint from the Louisiana Consumers League that it refused to air programs advising the public how to negotiate auto purchases. The group said K R M D "caved in" under pressure from its auto dealer advertisers.

**OWNERS OF MORE THAN 5 DOZEN SMALL MARKET PROPERTIES** met in St. Louis last weekend - 6 year old informal group founded by Jerrell Shepherd. 1991 business reported up or down by low single digits. Optimistic about '92 after good January. No consensus about "right or wrong" of station leasing - general feeling: "It's here to stay."

**CONGRATULATIONS** to g.m. Ken Kessler and officer mgr./ag. director Linda Devoy at AM daytimer W M C L, McLeansboro, IL, winners of the Illinois Corn Growers Assn. Radio Award.

**THE STATION M.T.V. COULDN'T GIVE AWAY**, W S T T, Thomasville, Georgia has been sold for \$30-thousand to Raymond Malcolm, Canton, OH and Leonard Warren, Tallahassee, FL. (5kw D-730 kHz)

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

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At the F.C.C.

NEW STATIONS (Granted):

CALIFORNIA (Baker) Baker Broadcasting 101.5 4.6 kW 1289'  
CONNECTICUT (Pawcatuck) W H S L 107.7 3 kW 328'  
FLORIDA (Vero Beach) Vero Beach Comm. 99.7 50 kW 297'  
HAWAII (Hilo) Pacific View B'c'g. 95.9 59 kW -231'  
OHIO (Lebanon) McMurray Communications 97.3 3 kW 328'  
VIRGINIA (Virginia Beach) Stacy C. Brody 102.1 3 kW 328'  
WISCONSIN (Lake Geneva) Tom Kwaitkowski 96.1 3 kW 328'

AMENDMENTS TO THE FM TABLE (Amended):

FLORIDA (Crawfordville) 94.1 A as 1st. W.: 4-6/5-6  
(Mary Esther) 105.5 C3 for A. M.: W Y Z B  
IOWA (Cedar Falls) 98.5 C3 as 1st. W.: 4-6/5-6  
MAINE (Fort Kent) 106.5 C3 as 1st. W.: 3-31/4-30  
MISSOURI (Doolittle) 100.7 A as 1st. W.: 4-6/5-6  
(Lake Ozark) 102.7 A as 1st. W.: 4-7/5-7  
TEXAS (Franklin) 101.9 C3 for A. M.: K P X Q C.P.

(Proposed):

CALIFORNIA (Fort Bragg) 95.3 B1 for A. M.: K O Z T.

(Requests):

NORTH CAROLINA (Atlantic) 107.3 C3 for A. M.: C. P.  
(Clinton) 107.3 C3 for 107.1 A. M.: W M X S.  
(St. Pauls) 107.7 A for 107.3 A.

INVOLUNTARY TRANSFERS:

The Inter-Urban Group GEORGIA (Savanah) W I Z A AM;  
LOUISIANA (New Orleans) W Y L D AM/FM; MISSOURI, St. Louis,  
K A T Z AM/FM; OHIO (Cincinnati) W I Z F (FM) to Inter-  
Urban Broadcasting, Debtor in Possession, 2228 Gravier St.,  
New Orleans, LA - 70119 (920205HT etc.)  
MASSACHUSETTS (Greenfield) W G A M (AM-D) W R S I (FM-A) to  
Robert Maccini, Receiver, 1900 Hospital Trust Plaza,  
Providence, RI 02903 (920205 HV/W)  
(Pittsfield) W B E C (AM-U) W B E C-FM (FM-A)  
to Robert J. Maccini, Receiver (see above) (920205EA/B)

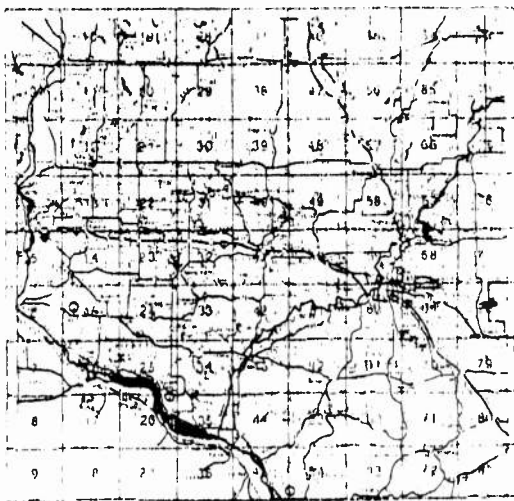
OPERATING AUTHORITY TERMINATED/CALL LETTERS DELETED:

HAWAII (Kailua) K L E I (AM)  
KENTUCKY (Inez) W E J T (AM)  
MAINE (Presque Isle) W K Z X (AM)  
MISSOURI (Macon) K L T M (FM-A C.P.)  
TEXAS (Pampa) K P D N (AM)

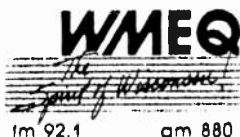
REPORTED SILENT (by the M STREET JOURNAL):

ARIZONA (Willcox) K W C X (FM) ARIZONA (Willcox) K H I L (AM)  
ARKANSAS (Barling) K O L X (FM) FLORIDA (Panama City) W P F M (FM)  
IDAHO (Mountain Home) KLVJ AM/FM  
MISSOURI (Independence) KIDZ (AM) OKLAHOMA (Sallisaw) KKID AM/FM  
UTAH (Kanab) K CK K (FM)

# Color Radar Weather



The numbered grids on the map correspond to grid numbers that will be announced during **Color Radar Weather** broadcasts. To track a storm system, refer to the grid numbers announced during the **Color Radar Weather** broadcast



The piece is such that it could be re-designed to carry names/logos of weather radio sponsors. It could be distributed at their locations and area events.

A lot of research shows that dependable weather forecasts are the primary reason for listener station selection.

ANOTHER ATTRACTIVE PRINT PIECE is distributed by K V O N, Napa, California. The station through sporting goods, tackle shops, food and beverage carry-outs offers "Good Fishing Spots" map. The map was made up by a retired employee of the station fish and wildlife agency. He also does sponsored daily fishing - tip broadcasts on the station. George Carl, vice president/sales manager, calls local and visiting fisherman a "valuable constituency" for K V O N.

## MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

At left and below is a copy of a 8-1/2" by 5-1/2" piece distributed each spring by W M E Q/ W M N E, Menomonie, Wisconsin

### LIGHTNING SAFETY RULES

- These safety rules will help you save your life when lightning threatens.
1. Stay indoors and don't venture outside, unless absolutely necessary.
  2. Stay away from open doors and windows, fireplaces, radiators, stove, metal pipes, sinks, and plug-in electrical appliances.
  3. Don't use plug-in electrical equipment like hair dryers, electric tooth brushes, or electric razors during the storm.
  4. Don't use the telephone during the storm—lightning may strike telephone lines outside.
  5. Don't take laundry off the clothesline.
  6. Don't work on fences, telephone or power lines, pipelines, or structural steel fabrication.
  7. Don't use metal objects like fishing rods and golf clubs. Golfers wearing cleated shoes are particularly good lightning rods.
  8. Don't handle flammable materials in open containers.
  9. Stop tractor work, especially when the tractor is pulling metal equipment, and dismount tractors and other implements in metallic contact with the ground are often struck by lightning.
  10. Get out of the water and off small boats.
  11. Stay in your automobile if you are traveling. Automobiles offer excellent lightning protection.
  12. Seek shelter in buildings. If no buildings are available, your best protection is a cave, ditch, canyon, or under head-high clumps of trees in open forest glades.
  13. When there is no shelter, avoid the highest object in the area. If only isolated trees are nearby, your best protection is to crouch in the open, keeping twice as far away from isolated trees as the trees are high.
  14. Avoid hill tops, open spaces, wire fences, metal clothes lines, exposed sheds, and any electrically conductive elevated objects.
  15. When you feel the electrical charge—if your hair stands on end or your skin tingles—lightning may be about to strike you. Drop to the ground immediately.

### TORNADO SAFETY RULES

- A TORNADO WATCH ..... is issued by the Weather Service when conditions which may produce tornadoes are expected to develop. Continue normal activities during the WATCH, but be aware that there is a possibility of tornadoes. Keep listening to WMNE-WMEQ and watch and listen for tornadoes. Take shelter if you see or hear a tornado or threatening conditions approach.
- A TORNADO WARNING ..... will be broadcast when a tornado has been detected. The WARNING will tell you the last known location of the tornado, and, if possible, its speed and direction of movement. Persons close to the tornado should take cover immediately. Those farther away should take cover if a tornado or threatening conditions approach.
- IF YOU SEE OR HEAR A TORNADO, TAKE THE FOLLOWING SAFETY MEASURES:
- Seek inside shelter immediately. Protect your head and eyes. Lie flat, and make as small a target as possible. If you have a portable radio, take it with you.
- In homes, open some windows, but do not stay near them because of danger from flying glass or debris. Go to the basement, or if you have no basement, go to a first floor bathroom or closet at the center of the house. Lie flat under heavy furniture, or a mattress. If your house offers no protection, lie flat outdoors in the nearest ditch or depression.
- In schools, stay away from windows, and large unsupported areas such as auditoriums and gymnasiums. In a reinforced school building, go to an interior hallway on the lowest floor.
- In public buildings, go immediately to a designated shelter area, or to an interior hallway on the lowest floor, away from windows. Do not go to your parked car.
- In open country, move away from the approaching tornado at right angles, if possible. If there is no time to find suitable shelter, leave your car and lie flat in a ditch or depression. Avoid large trees, metal poles and other possible electrical conductors.
- Mobile homes should be abandoned immediately. If there is no reinforced shelter nearby, take cover in a ditch or depression.
- Do not leave your shelter until the storm threat is past.
- Further weather information will be broadcast over WMNE-WMEQ as soon as it is received.
- The same thunderstorms that spawn tornadoes are much more likely to produce lightning, a deadlier killer than most people imagine. More people are killed every year by lightning than by tornadoes or hurricanes.

\$ale\$ - Smoothing Ruffled Feathers .....

Communicating with irate customers is sometimes like trying to drink from a waterfall - everything is going by so fast, you end up with nothing but a bath. With the right approach, however, you can be very effective in preserving good customer relationships.

Visualize the irate customers as having a "psychological sunburn" - people that if touched when the sunburn is at its peak, may get a violent reaction. You need to help them get over their sunburn by reducing the heat.

This can be done by listening for facts and feelings. The mind has a remarkable high listening speed.

You don't want to get caught up in the other person's feelings. Making a judgement about the other person can affect what you hear. It can cause your thinking to become very narrow. Listening should be hearing and understanding - NOT JUDGING.

Keeping the irate person talking will give you an opportunity to get more facts. Ask open-ended questions with one of these words:

Why?  
When?  
Where?  
Which?  
What?

It indicates that you are really interested in solving the problem.

After you have gathered information by allowing the irate person to talk and ventilate his or her feelings, then and only then, respond with the appropriate solution.

Keep in mind, the other person doesn't care how much you know until he or she knows how much you care.

Dr. Alberto Cereghino  
Business Communications  
Consultant in  
"Competitive Advantage"

\$ale\$ - About Selling on Price .....

Customer expects the same service irrespective of how much they pay. It makes no sense to sell on price.

"Inbound/Outbound"



## A Radio Auction Every Week?

"I am not saying this is for every operator of every station in every small market in the United States. I am saying that it should be thoroughly considered by every operator of every station in every small market in the United States.. Last year, the two major 'shop by television' operations delivered 24-million packages - a lot of them to people in your town. Those two companies (Home Shopping Channel and Q.B.C.) took in a combine \$2.9-billion. The cable systems that carry them got 5% of that - \$145-million split among the nation's cable systems. How many of those packages were delivered to people in your town. How many thousands of dollars go out of town every week to the home shopping channels?" The questions were asked at SMRNewsletter's 3rd annual Seminar in St. Louis by Gary Voss, manager W H P O, Hoopeston, IL.

His station is a Class A FM. His 6,200 population city of license is 20 miles north of Danville, IL (the county seat). He has managed W H P O for a year and a half. Since arriving, Voss has increased his station's business about 40%. "The central issue is the auction. It accounts for 30% of our business."

Voss runs the auction every Saturday morning from 9:00 A.M. to Noon. Merchandise is traded "retail for retail - the advertiser's regular retail price, our open rate. There are no exceptions. And, ads must be run within 30 days of their being offered on the auction."

Voss insists that the radio auction is ideal for everyone connected with the 3-way exchange:

"On a \$500.00 item, the advertiser gets a good size radio schedule and he gets a relationship with a customer he might not have had otherwise. He also got new traffic from potential auction buyers who came into his store to inspect the item."

"The listener who bought the item at say 60% of retail saved a couple of hundred dollars."

"The station banked \$300.00 cash and more than likely got a good customer for regular business."

Voss tells of a community 20 miles north of his station where he's "built a good business. We used the auction to get started. But now, on an average month we'll do business with 52 customers - only 7 will be auction only customers."

Bonus income opportunities: Charity events like pancake breakfasts: "We trade them ads for event tickets we can sell on the auction." Non radio advertising chains and franchises: "We have a lot of them that run every week. They can't get clearance to run regular ads, but, they can trade on the auction. A pizza chain trades 25 deluxe pizzas every month."

## \$ale\$ Management - Call Reluctance :....

"Call reluctance" is more than just the fear of rejection or failure. Sales trainers Dudley and Goodsoon have identified 12 sales call reluctance and 4 "impostors" that look like call reluctance, but really aren't - all of which prevent salespeople from earning what they're worth:

### The 12 Forms of Call Reluctance:

1. Doomsayer: Habitually worries about worst-case scenarios.
2. Over preparer: Spends too much time planning to prospect by over-analyzing, preparing what to say and how to say it, and too little time prospecting.
3. Hyper-pro: Overly concerned with symbols and appearances of success; considers prospecting "demeaning."
4. Stage fright: Fears making group presentations.
5. Role rejection: Feels guilt or shame over having a sales career.
6. Yielder: Fears appearing "too pushy."
7. Social self-consciousness: Feels intimidated by persons of wealth, prestige, or power.
8. Separationist: Fears losing friends, so doesn't initiate contacts or discuss business with them.
9. Emotionally unemancipated: Fears losing family approval so doesn't initiate contacts or discuss business with family members.
10. Referral aversion: Feels emotional discomfort when asking existing clients for referrals or more business for fear of disturbing relationships.
11. Telephobia: Fears using phone for prospecting purposes.
12. Oppositional reflex: Has compulsive need to argue, make excuses, and blame others. Rebuffs efforts to be coached.

### The 4 Imposters:

1. Low motivation, high goals: Also known as "all talk, no action." This person has low energy for the job and simply doesn't care about improving his or her performance. Maybe vitamins will help - or possibly exercise - or, in some cases a new career.
2. High motivation, too many goals: Also known as "goal diffusion." This person can't focus on prospecting because he or she has too many irons in the fire. Some help with values clarification, prioritization, and time management would help.
3. High motivation, no goals: Also known as "all dressed up with no place to go." A good goal-setting session will be most conducive to getting person started.
4. High motivation, high goals, low training: Also known as "I'll prospect when I know what to say." This person is lacking information. Now is the time for a good sales training session. Once the missing information is supplied, this person's trouble should disappear. That is, unless the person is an "overpreparer."

"Sales & Marketing Management" 2-'92

"In the TV Spotlight" .....

"THE DEMISE OF SMALL MARKET RADIO" was the title of a recent 3-part television new "close up" in Salt Lake City, Utah. The series was broadcast on the A.B.C.network affiliate, K T V X. It was prompted by the "going silent" of K T M P, a 5 year old Class IV AM station at Heber City. The station was the launching pad for the career of Barbara Smith, the TV newsperson who authored the series.

"The title was misleading and so were some of the facts," according to Tom Anderson, one of three small market broadcasters interviewed in the series. Anderson is a director of the state broadcaster association and the longtime owner-operator of K O A L/K A R B, Price, Utah. The series, according to Anderson, reported that half of Utah's small market stations had gone off the air in recent months. "Actually," he says, "the total is 5 of 29 small market operations. That about 20% - not 50%."

Anderson was also taken aback by footage "shot" at his stations. "They featured a shot of a 'junk' 1947 Ford pickup in front of a tower in obvious need of repair. I bought the pickup to restore it. The tower is the one I vacated in the mid-1980s when I bought new towers and upgraded my up to 10,000 watts full-time."

One of the 5 stations on the "silent" list in Utah is the 12 year old 10 kW AM daytimer owned by Anderson's Price competitor. "His 3 kW FM is on the air. I'm sure he's not running the AM to save on his power bill," Anderson says.

In addition to the station at Heber City and the AM-daytimer at Price, the following are apparently off the air: a 1kW AM daytimer at Delta (pop.: 1,930); a 5 kW Day with a Class C FM competitor at Kanab (pop.: 2,148) and a 5 kW AM daytimer / Class C FM at Tremonton (pop. 3,464).

A resurrected small market station also got the attention of the TV camera. K T L E, a Class A FM, was taken off the air in June, 1990 by its out-of-state owner. When he filed for a license renewal for the "silent" station, letters of protest were filed by many local citizens, including the statesenator and three members of the county commission. Jack and Mary Kirigin (he's '77) came out of retirement to buy the license. Mary told SMRNewsletter, "We didn't want the equipment. It was old and had not been well maintained. We thought it would be better to start from scratch with new equipment."

The Kirigins got the station back on the air on January 9. "This is an extension of the civic work Jack and I have done here for all the years we've lived here. Since he retired 15 years ago, we're really 'all traveled out.' We're glad to stay put now with our radio station." Jack is a retired government worker and military man. Mary is a onetime employee of a small market station in Colorado.

Although it gets its music programming from the Jones Satellite Network (country), the Kirigins have given their station a distinctive, local flavor. Ms. Kirigin points out that although Tooele is only 35 miles from Salt Lake City, the Oqnirrh Mountains that lie between make the weather quite different. The local military installation is responsible for the station having 3 employees (full-time and part-time) with meteorologist credentials. "Our weather reports are tailored to this area," Ms. Kirigin says. The local newscasts on the station are gathered and delivered by a former state senator. "His long experience in the government and civic affairs around here give him a unique understanding of what the news means to various interests in the community. He brings in both sides of the important questions. Just 'rip and read' wouldn't work here."

Even though the station has been back on the air only about 6 weeks, the Kirigins say that they are "encouraged" by the support they've been getting from the business community and the results their advertisers are reporting. Two K T L E advertisers appeared on the TV series with Ms. Kirigin. Both told the TV audience how important they thought the local radio station was to the community and in promoting their businesses.

The third station operator interviewed was Phil Mueller, owner-operator of K U T A, Blanding, in the remote southeaster part of the state. Mueller "to makes things go", in addition to operating his station holds down a second full-time job as manager of the area's industrial development area. He told the TV audience, in small market radio, "You have to work hard - and you can't count on getting rich."

#### THE LAST WORD

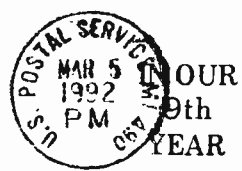
Two longstanding preferences in comparative hearings have been attacked in the court: The preference for integrating ownership-management and the one which favors female applicants.

The court challenges do not hold that either is undesirable - but, that they have been misused in the licensee selection process: owner/managers tended to serve only a short period until they could "flip" their station at a handsome profit - often in just a year. Women owners did not, on the record, provide any special programming for women.

The problem was, as so often is the case, good intentions backed by poorly crafted rules and even worse administration SMALL MARKET RADIO NEWSLETTER (Inc.) IS PUBLISHED WEEKLY AND MAILED FIRST CLASS TO SUBSCRIBERS IN 50 STATES, POSSESSIONS, AND CANADA. SUBSCRIPTION: \$109.00 PER YEAR; 26 WEEKS: \$57.00; 13 WEEKS: \$33.00. ADDRESS: 275 19th STREET, OTSEGO, MICHIGAN - 49078 - PHONE: (616) 694 9357 - FAX: 616 692 6789

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VOLUME IX - Issue #41 - March 5, 1992

**NEW RADIO RULES MARCH 12?** Maybe! Leaked to the press, a memo from the Mass Media Bureau to the F.C.C. commissioners. That memo outlines these "options:"

Deletion of national station ownership caps (12-12-12) or as a "fallback position", limit any one entity to 54 stations. (Justification reportedly is the "ailing" AM radio will do better with no ownership "caps." The 54 figure was selected because there are 7.7 times as many stations now as there were when the long standing 7-7-7 rule was enacted in 1940s.)

Duopoly Rules would be amended to allow an entity to own up to 50% of the radio stations in a market with 8 or fewer stations. In markets with more, 1 entity could not buy more stations than the number reaching 25% of Arbitron audience. No sale would be required if audiences got bigger.

"Leases" (L.M.As. or Joint Ventures) preferred action: none. (Let them continue as they are now without F.C.C. approval.) Alternatives: a file requirement; Limit "brokered" or simulcast programming (maybe 50%).

Wall Street Journal; (2-26'92) devoted 21 column inches to radio's economic condition and possible F.C.C. and Congressional action.

**AD BUSINESS UP-TICK** is widely expected in 3rd quarter. Anecdotal evidence: better January-February grosses at many media plus announced planned spending increases by some advertisers.

**SUPER GOSPEL NETWORK** has been lauched (March 1) 24 hours a day, satellite delivered network features bluegrass and southern gospel with live hosts. Information: Jim Black or Bill Malone (615) 264 2441.

**A 500% INCREASE IN MARKET COVERAGE** is reported by "Nashville Record Review," syndicated country countdown hosted by Crook and Chase. Station count: 225 covering 65% of U.S. Program is distributed on a 50%-50% barter basis by T.N.N.R. Information: (212) 916-1041.

At the F.C.C. ...

NEW STATION (Granted):

NEW JERSEY (Belvidere) South Jersey Radio, Inc. 107.1 3 kW  
328'

AMENDMENTS TO THE FM TABLE (Proposed):

NORTH CAROLINA (Atlantic Beach) 107.1 C1 for 107.3 C1  
(Englehard) 101.5 A as 1st.

SILENT (according to M STREET JOURNAL):

ALABAMA (Lexington) W K N I (AM-D)  
TEXAS (Bandera) K H L C (FM-A)

INVOLUNTARY TRANSFERS:

NEW YORK (Herkimer) W Y U T (AM-D) W Y U T-FM (FM-A) to  
Robert E. Remmell, Receiver, 185 Genesse St., Utica, NY  
13501 (920207GW/X)

OKLAHOMA (Ardmore) K K A J (AM-IV)/ K K A J-FM (C) to  
Sunburst Broadcasting, Inc., Debtor in Possession, Box  
429, Ardmore, OK 73401 (920204EA/B)

PENNSYLVANIA (Mount Carmel) W X M H (80/90 A FM) to David A.  
Donlin, Receiver, R.D. #2, Cresswell Gardens, Ashland  
PA 17921 (920129GG)

WYOMING (Cheyenne) K K A Z (FM-C) to James T. Dinneen,  
Trustee, 202 E. 18th St., Cheyenne, WY 82001 (920214EJ)

FINES:

NEW JERSEY (Avalon) W W O C-FM - \$20,000.00 E.E.O.

SOUTH CAROLINA (Charleston) W Y B B \$3,750.00 - Indecency

F. Y. I.:

According to an article in this week's "M STREET JOURNAL," the F.C.C. has been issuing letters to stations that detail certain areas in which the stations need improvement. Among the areas specified: failure to meet Emergency Broadcast System testing requirements and incomplete public inspection files. In addition, some letters detail specific fine amounts that could be levied for such violations as improper base fences at AM stations (\$20,000.00); AM direct antenna parameters not within tolerance (\$12,500.00); over-power operation (\$12,500.00). The letters said that compliance with F.C.C. requirements would be verified in field inspection "in the near future."

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

N.A.B's "BEST OF THE BEST" PROMOTION CONTEST

Small Market Winners - SALES:

"For Sale by Owner" - W I O V (FM), Ephrata, Pennsylvania  
A live, Sunday afternoon "Car Show and Sale" originated  
in a shopping center parking lot. Individuals with cars  
for sale displayed them and the autos were featured on  
the air. Sunday, formerly the station's worst day of  
the week has become a revenue winner.

- Station Enhancement:

"Hero's Hotline - Welcome Home" - K L A W (FM) Lawton,  
Oklahoma - The community's major employer is an Army  
base - Fort Sill. 12,000 of the base's soldiers were  
sent to the Persian Gulf. The station promoted  
homecomings for 43 different groups of soldiers.  
Coverage of each event included remotes with returning  
servicemen and their families.

- Community Service:

"Rocco Zambini's Weekly Redevelopment Report" - K J J K  
A major street repair project in downtown Fergus Falls, MN,  
closed the city's main thoroughfare for several months.  
The project restricted store front access to the  
businesses. The station helped inform shoppers that the  
stores were open for business and updated them on the  
status of the work.

Other winners worth repeating here and could be adapted to  
small markets:

The \$1,000.00 grand prize winner from W R D U (FM),  
Raleigh, North Carolina: "Earth Buddies." Working with a  
local non-profit environmental group and major  
advertisers, remote broadcasts were set up at recycling  
centers. A benefit concert raised funds. An educational  
program targeted children in a recycling educational  
program.

Good anyplace: the entry of W K Y S, Washington, D.C.  
"On Time for School" - To encourage regular, on-time  
school attendance, the station awarded prizes for  
punctuality, scholarships were awarded in an essay  
contest, and the school whose attendance improved most  
was given a party by the station.

"Crafted with Pride" - W H T B-AM, Fall River,  
Massachusetts, lifted the spirits of its New England  
citizens with a 2-day "expo" displaying the products of  
the town's large and small manufacturers.

Special April Opportunities: Wednesday 4-1 April Fool's  
Day; Sunday 4-5: Daylight Time begins; Sunday, 4-19,  
Easter; Wednesday 4-22 Earth Day; 4-19/25 Secretary Week. April is "Keep  
America Beautiful Month" and Cable Month.

## \$ale\$ - The #1 Selling Skill .....

Chris Lytle calls "investigation" the most important selling skill. In a program at the recent R.A.B. "Managing Sales Conference," Lytle suggested, "Instead of spending your sales preparation time thinking about what you're going to tell him, put that effort into thinking about what you're going to ask him."

Your pre-call investigation, Lytle says, should unearth as much information as you can on your own: check his advertising in other media; what store hours are posted on the door?; what does he carry in his stock? Lytle stresses the importance of getting this kind of information on your own, pointing out that asking periphery questions slow down the selling process.

Good, well developed questions help the prospect develop dissatisfaction e. g. "Are you satisfied with the print advertising you are doing?" or "Who's your biggest competitor?" The best questions to ask of a prospect, Lytle believes, help the prospect discover needs, evaluate options, resolve concerns, implement change.

Lytle points to 5 elements of a good question:

1. The question causes the prospect to do some productive thinking to formulate a response;
2. The question forces him to evaluate new information or concepts;
3. The question forces him to draw upon past experiences;
4. The question relates to the clients current business condition;
5. The question relates directly to the client's current business objectives.

A good questions, from Lytle's own experience (calling on auto parts store): "I came by 7 other auto parts stores on the way out here. Why would someone go past the other 7 to shop here." Answer, "Because we have more different parts in stock than any one of the others. Just the other day, we got a call from the owner of a 1962 Cadillac. He needed a clutch. We had two of them in stock. That's why people come here ---."

In Lytle's words, by answering that question, "he gave us the basic subject matter for a very good radio campaign."

It is not asking carefully worded questions that turn prospects off. They're turned off by non relevant ideas. You'll sell more by putting effort into the most important selling skill - investigation - gathering periphery information and asking good questions.

(Chris Lytle: 1-800 255 9853)



Management - About This and That ...

AFTER A PROMOTION - Gather your staff to discuss:

1. Analyze the results of the promotion/special effort.
2. Determine whether the performance objectives were met  
YES or NO?
3. What problems occurred that weren't anticipated?
4. How were the problems handled?
5. Steps to take to avoid similar problem(s) next time.
6. What was well done?
7. What could be improved upon?
8. What overall objectives were not met? Why?
9. What additions could improve the promotion/special  
effort?  
(Program at '92 R.A.B.  
Managing Sales Conference)

BEGINNING ANNOUNCER PAY - Brown Institute at Minneapolis-St. Paul places about 250 trained, but, generally inexperienced announcers yearly. The minimum wage rose to \$4.25 per hour last year. Mike Kronforst, Brown's placement director says starting wages ranged from \$800.00 to \$1,000.00 per month for those he placed. The median was \$219.00 per week or \$942.00 per month. (Minimum wage = \$731.00/mo.)

SALES TRAINING MATERIALS (Seminars, Audio and Video Series, Books, etc.) Who pays? The N.A.B./B.F.M. 1991 Radio Industry Wage and Benefits Study shows that 61% of stations provide no such training, 31% do.. They are available if employee pays for them in 1% of stations. In 7% of stations, the station and employee share the cost, generally 50%/50%. The latter idea, while present in only a small percentage of stations is growing. The feeling is growing. Station managements believe employees put more effort into something in which they have a personal financial stake. Also, the knowledge and skill the employee acquires obviously is a benefit to the station while he/she is employed there. It benefits him/her all through his or her career - at the present station and elsewhere.

YOU DON'T HAVE TO WAIT UNTIL THE "FIRST OF THE YEAR" - Darrell Solberg, Sioux Falls, S.D. based sales trainer says, "Today is the first day of the rest of your broadcast career. Therefore any day is a good day to ask yourself these questions:

1. What will you do to give your personnel better support and guidance?
2. What efforts will you make to be a better manager/leader?
3. What will you do that gets your personnel involved and want to be a member of a winning team?
4. What type of example will you set for people to follow?
5. How will you praise when it's deserved and be corrective when it's needed?
6. What is your commitment to yourself, your personnel, your listeners, your advertisers and your community?

## Management - Keeping Customers for Life .....

True or False?

80% of customer problems are caused by management policies that are cost-driven, rather than customer-driven.

When companies differentiate themselves from their competitors with customer driven service, customers will gladly pay a premium for their products or services.

Most companies that have initiated a customer driven service have found that the return on investment averages 10 to 1.

ALL OF THE ANSWERS ARE TRUE, according to "Keeping Customers for Life, a recently published book by the American Management Association.

Ironically, in a survey of 200 major U.S. corporations taken by the authors, 57% said that customer service was their first priority. But, 73% also said that the only way to survive is with price competition.

Unfortunately, the authors note that most people in business rarely think of themselves as "customer satisfiers." Instead, they see themselves as entry processors, salespeople, managers, and so on.

"The nasty result of this customer indifference," say the authors, "cost the average company from 15% to 30% of gross sales."

Written by Joan K. Cannie with Donald Caplin, the 288-page hardcover offers a 12-point strategy to ensure that a company gets in step with what its customers want. The most important points:

Demand and receive full commitment to customer service from management. Managers "can't just set values or talk values," note the authors. They "have to do values." For example, if executives at Disney World see a cigarette butt on the ground THEY PICK IT UP.

Assess your strengths and the barriers to customer commitment. Determine the key causes of unmet customer needs and the internal causes of customer complaints.

Determine your customers' requirements. Find out why they buy from you, what they like and dislike about you, how you compare to competitors and so on.

Use the information you've gathered to set goals and performance measurements. When setting goals, be sure that employees can easily understand and remember them.

"Communications Briefings"

"He Got There By Accident" .....

The two biggest career happenings in his life were not planned, Ray Reich, owner-operator of W D X Y/W I B Z, Sumter, South Carolina, says. Ray intended to become a dentist, but got a part-time job in college on a small radio station. "Radio was so much fun, I gave up the idea of becoming a dentist."

Six years after breaking into radio at stations in Parkersburg, West Virginia, he was half owner-manager of a station at Steubenville, Ohio, best known as the hometown of Dean Martin. "It was a tough sell town back in the 1970s, but, business was good. Those were the days when the best kind of radio station to own was a daytimer on a good frequency. We were doing very well."

Reich says he wasn't thinking about selling the Steubenville station, "but, a buyer showed up, willing to pay my partner and me a big profit. We sold." After that sale came the second big unplanned event in Reich's career. "I told my Washington lawyer when I asked to do the transfer that we were interested in buying a nation station - this time in the 'Sun Belt.' One of his clients wanted to retire, so we bought W D X Y here in Sumter, South Carolina. We built our FM in 1985."

The 1980s saw tough economic times in the Ohio Valley. "I wish I could tell you I knew exactly when to sell. I didn't - it just happened." What has happened to the economy up in the Ohio Valley is evidenced by an AM/FM operation at Parkersburg, West Virginia. It was purchased by Reich's partner, Calvin Dailey in 1974 at \$450-thousand. In 1979, he sold it at \$1.2-million - a 166% profit in 6 years. Dailey repurchased the station in 1989 at \$600-thousand, a 50% loss in 10 years.

Reich has seen the opposite kind of economy in South Carolina. The county population grew 16% and retail sales doubled during the 1980s. "But," in Reich's words, "the advertising business, not just radio, has become a lot more competitive. You have to work hard to get your share of the business and the competition for good people is keen."

Reich, who has a strong interest in the technical side of the business, has invested heavily in his technical plant. "You cannot afford to have people doing what 'technology' can do better. About 40% of the programming on his FM station comes "off the satellite" from Unistar (Adult Contemporary II). 5:00 A. M. to 7:00 P.M. is done by local personalities, playing the same music as that on the satellite. "We are only 45-miles from Columbia, so we have a lot of competition for listeners. We also have a big military population and a lot of people who have moved here from big markets. They know what a professional radio station should sound like. In addition to program parity,

W I B Z gets its audience and a fair amount of its revenue by associating itself with causes and events in its community. This, even though it is primarily a music station. In a single week in February, remotes via mobile van promoted a Red Cross Blood Mobile appearance and the starting of 3 Habitat for Humanity houses. Both events found advertisers eager to associate themselves with the projects.

Reich says research and listener feedback make it pretty clear that the majority of his FM audience expects music. Talk shows and play-by-play sports are, he believes, a serious "tune out." He has therefore moved his heavy sports schedule to his Class IV AM station. The station also carries A.B.C. news including Paul Harvey and the network talk shows at night.

His M.O.R. format (non rock) is now originating on C.D. with non music elements on a "hard disc" Pristine system (from the Brewers at W M E Z, Pensacola, Florida). The FM announcers record program material daily. It takes about 30-minutes for each of the 3 FM air personalities to record their "AM shifts."

Reich, by taking advantage of the growing list of new technologies, operates his Class IV AM and separately programmed Class A FM 24 hours a day with a staff of 10 full-time, 5 part-time. That includes a sales department of 4 full-time. Reich sees the big challenge now as, "How do we put all this technology to work without losing the satisfaction and fun that made this business so attractive when we got into it?"

#### THE LAST WORD

Those F.C.C. staff recommendations on changing the radio rules seem to us to be pretty reasonable. (See Page #1) They are not perfect - but, this is not a perfect world or a perfect business.

Allowing a single owner to own up to half the stations in markets with 8 stations or less seems reasonable in an era of new economic realities - particularly in small and medium markets. In the larger markets, we're uncomfortable to making Arbitron, a far from perfect product, a part of the ownership rules.

As to "leasing," we remain opposed, but, the least the new rules should do is to forbid leasing where ownership is not permitted.

When the final draft of the rules is completed, we hope that the Commissioners will keep in mind that saving bankers, brokers, and unskilled owners is not the paramount issue in servicing "the public interest, convenience, and necessity."

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**S**  
**M**  
**R**  
**N**

Small  
Market  
Radio  
Newsletter  
Inc.

Bill Taylor  
KQSS  
P.O. Box 292  
Miami



AZ 85539

Bob Doll - Publisher and Editor  
Barbara J. Doll - Circulation

VOLUME IX - Issue #42 - March 12, 1992

**W. A. R. C. GOES "L-BAND" DIGITAL** ~~in the World Administrative~~  
Radio Conference has allocated space in the 1500 MHz band (L Band) for satellite and terrestrial D.A.B. service worldwide. U.S. has military telemetry operations on L-Band effectively blocking U.S., Canada, and Mexico from operating on that band. N.A.B. expects Canadian and Mexican governments and U.S. receiver makers to put U.S. government under tremendous pressure to adjust to the worldwide D.A.B. "L-Band" assignment. N.A.B. sees the W.A.R.C. decision as a "threat to U.S. system of local over-the-air terrestrial broadcasting."

**N.A.B. AGREES WITH SUPREME COURT INDECENCY ACTION** - "We believe the Court correctly decided not to review the D.C. Circuit's determination that a 24-hour ban on the broadcast of speech the F.C.C. finds 'indecent' violates the First Amendment. Now, it's up to the Commission to adopt new procedures to determine when such material is permitted to be broadcast."

**FEBRUARY SALES WERE STRONG AT ALL** ~~THE~~ **THE BIGGEST PUBLICLY**  
TRADED RETAILERS E.G. Wal Mart +10.2%, K-Mart +10.2%, Sears + 9.8%, Dayton Hudson +12.9%, Penney +11.8%. (Wall Street Journal 3-6-'92)

**IT JUST WON'T GO AWAY** - A Florida legislative committee has opened the door for the state to tax advertising the same way it did briefly in 1987. The House Finance and Taxation Committee voted 17-12 in favor of a bill from a Democratic State Representative. It would phase out exemptions for professional services, including advertising, from Florida's 6% sales tax. Advertising would become subject to taxation in 1994. (Advertising Age 3-2-'92)

**10 AM stations will lose their licenses** unless they show cause why they are off the air. The stations are:  
WBRS, Springdale, AR    KMHT, Marshall, TX  
WKIJ, Parrish, AL        WAGF, Dothan, AL  
KOKY, Jacksonville, AR    WAPR, Avon Park, FL  
WFRK, Coleman, FL        WDAT, Amory, MS  
WPSC, Pageland, SC        WORL, Oak Ridge, TN  
5 stations made a similar list in February (see SMRNewsletter 2-27-'92).

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789

At the F.C.C. ....

NEW STATIONS (Granted):

CALIFORNIA (Sacramento) Fahlda B'c'g. Co. 103.5 3kW 328'  
ILLINOIS (Morris) DMR Media 103.1 3 kW 328'  
KENTUCKY (Virgie) Kenneth Osborne 107.5 3 kW 328'  
NORTH DAKOTA (Beulah) Patricia Leighton 97.9 6 kW 328'  
OHIO (Ashtabula) Andrea L. Johnson 98.3 3 kW 328'  
TEXAS (Giddings) Radio Lee County AM 1600 2.5 kW D .5 kW N

AMENDMENTS TO THE FM TABLE (Amended):

ALABAMA (Hartselle) 106.1 C3 for A. M.: W Y A M  
CALIFORNIA (Felton) 93.7 A. W.: 4-21/5-21  
(Independence) 92.5 B for 106.3 A. M.: KDAY C.P.  
IOWA (Sheldon) 105.3 C2 for 105.5 A. M.: K I W A  
MINNESOTA (Detroit Lakes) 102.3 C2. W.: 4-14/5-14  
(Springfield) 94.7 A for 105.7 A. M.: K L P R  
MISSOURI (Charleston) 106.1 C2 for A. M.: K W K Z  
(Marble Hill) 97.3 A. W.: 4-14/5-14  
NEW YORK (Whitesboro) 97.9 A. W.: 4-14/5-14  
NORTH CAROLINA (Topsail Beach) 103.9 C3 for A. M.: W Z X S  
C.P.  
TEXAS (Goliad) 95.9 A. W.: 4-21/5-21  
WASHINGTON (Ilwaco) 103.9 C3. W.: 4-21/5-21  
WISCONSIN (Altoona) 98.1 C3 for A. M.: W I S M C.P.

(Proposed):

KENTUCKY (Bowling Green) 93.3 for 98.3 A. M.: W D N S  
LOUISIANA (Washington) 104.7 C3 for A. M.: K N E K  
NEW YORK (Waverly) 102.1 A for 102.3 A. M.: W A V R  
TENNESSEE (East Ridge) 107.9 C3 for A. M.: W J R X  
VIRGINIA (Blacksburg) 105.3 C3 for 104.9 A. M.: W V V V  
(Roanoke) 104.9 A for 105.3 A. M.: W K C J  
WEST VIRGINIA (Lewisburg) 102.9 A for 105.9 A. M.: W K C J

INVOLUNTARY TRANSFERS:

FLORIDA (Panama City) W P F M (FM-C) to Donald G. McCoy,  
Receiver, 4510 Magnolia Beach Rd., Panama City, FL 32407  
(920220 HI)  
IDAHO (Mountain Home) K L V J (AM-IV)(FM-A) to Media  
Ventures, Receiver, 1700 Montgomery St., San Francisco, CA  
94111 (920220 EA/B)  
IOWA (Sioux City) K M N S (AM-U) K S E Z (FM C) to George  
Pelletier, Receiver, 3630 Court St., Sioux City, IA 51104  
(920225 EC/D)

REPORTED SILENT BY M STREET JOURNAL:

KENTUCKY (Louisa) W V K Y (AM-D); MARYLAND (Brunswick) W T R  
I (AM); NORTH CAROLINA (Saint Pauls) W K K E (AM-D); SOUTH  
CAROLINA (Monck's Corner) W J Y Q (FM-A)

FINES:

NEW JERSEY (Avalon) W W O C \$20,000.00 E.E.O. and SOUTH  
CAROLINA (Myrtle Beach) W G S N (AM) W N M B (FM) \$10,000.00  
E.E.O.

SMRNewsletter subscribers: Watch your mail for a special  
mailing from Marti Electronics. Details of new  
opportunity.

About This 'n' That .....

(Please Note: "Money Page" items appear on Pages 7 & 8)

MORE THAN 12,000 PIRATE STATIONS operate, and in many cases flourish, in Europe. This growth was spawned by the inability of state-run broadcast monopolies to meet the programming demands of European audiences. The pirate operators should be credited for spurring the European expansion into private broadcasting. The total number of pirate stations today roughly equals the total number of legal U.S. radio stations. 4,000 pirate stations operate in the Netherlands alone. Regulators there shut down 10 a day. "European Media Markets" (Kenneth R. Donow, 341 pages, \$129.00 - available from N.A.B.)

REGIONAL SALES WORKSHOPS BY JIM WILLIAMS: 4-3&4, Washington, D.C.; 4-10/11, Minneapolis-St. Paul; 4-24/25, Denver. Details: (805) 643 8835 (6A to 3P, Pacific)

2 HOUR AUTO TALK SHOW ON SATELLITE on the air 11 AM, E.T. Saturday. On SATCOM C-5/T-19/CHL 13-0. Host is Brian Douglas, auto enthusiast and everyday driver. Information: Dave Adams, TransMedia, (415) 956 3118.

IN HOCKEY COUNTRY? You can get live coverage of the National Hockey League Stanley Cup Final Playoffs from Tom Star, Star Communications. Phone # is 800 800 5543.

IDEA FOR APRIL FOOL'S DAY (Wednesday 4-1) from Dan O'Day's "Great Radio Promotions: (213) 478 1972: "Feature an April Fools' song i.e. novelty hit from the past. Prior to playing each one, announce that it's an April Fools' song and open the phone lines, awarding a cream pie (as in a pie in the face) to the first person to correctly identify the song by title (don't require artist, as most novelty songs are recorded by obscure artists and you want the contest to be winnable by a large segment of your audience.)

SOMETHING VERY SPECIAL: Every town has something. In Maryville, Missouri, where Steve Mickleson owns and operates K N I M AM/FM, "Chase's Calendar of Events" says the "World's Shortest St. Patrick's Day Parade" is held each year with floats and marchers winding down the street (4th Street) for less than a block. In 1991 it was 102-feet long. The parade route is painted green. It is shortened annually to keep its record for "shortness." The event's chairman is Mark Allen (816) 582 4791.

RADIO'S NEW vocabulary:

DIVERSITY has been replaced by FRAGMENTATION.  
NEW VOICES are now MARGINAL PLAYERS  
Brokers duties have changed from MAXIMIZING  
seller assets to orchestrating EXIT STRATEGIES.

\$ale\$ - Building Self-Esteem .....

I tell every salesperson I meet that there is one thought that he or she has to believe to be successful:

"I know what is good for the prospect."

If salespeople can't endorse this simple statement, they cannot be successful. To be able to say this, we also need to hold ourselves in high regard.

Most of us defeat ourselves by telling ourselves that we don't amount to very much. We feed ourselves negative messages like, "I feel lousy," and "I'll never get my way," and "Who am I to tell the person what is good for him?"

To keep your high regard for yourself, you should avoid people who are going to be "downers." Complainers can get us so wrapped up in their discolored view of the world, that we become morose and depressed, as well. When you deal with a complainer, ask "What's the good word?" This will either shut him or her up, or get him or her thinking on the right track.

Instead of defeatist ideas, we should be giving ourselves success messages. Here are some of the things we should be telling ourselves:

"I am important."

"I know what I'm talking about."

"I'm going to really help this customer."

"I have the greatest service in the world."

"I'm going to get this sale."

"Life is wonderful."

"Thank goodness I have my faculties, and I can change my life at any time by selling something."

"The future holds great things in store for me."

"Every contact with another person is a learning experience."

Dr. Gary S. Goodman  
"Selling Skills for the  
Non Salesperson"  
(Prentice-Hall Press)



About This 'n' That ...

ABOUT WRITING COPY - A recent study by Robert Burnkrant, an Ohio State marketing professor, asked subjects to listen to a radio commercial, advocating the use of vitamin supplements. In some cases, the commercial ended with the question, "Are you sure your diet is providing the vitamins and nutrients you expect?" In other cases, the commercial ended with a similarly worded statement, "Be sure that your diet is providing the vitamins and nutrients you expect." The content before the ending statement or question was the same. Burnkrant found that those who listened to the commercial with the question were more likely to say they would purchase vitamins than those who heard the commercial with the statement.

WEIGHT LOSS - LOT'S OF POTENTIAL - 62% of women want to lose weight - only 3% want to gain. 42% of men would like to lose weight - 10% would like to gain. The average woman who considers herself overweight is 28 pounds over her ideal weight - men 24 pounds too heavy. (American Demographics 3-'92)

SUBSTANCE ABUSE TREATMENT CENTERS - Nationally, 74% of patients admitted to treatment centers are men, according to the Metropolitan Life Insurance Company. Average stay is 16.7 days at an average cost of \$7,660.00. Alcohol was the substance involved in 66% of cases, cocaine in 12%, marijuana and opiates accounted for about 10% each. Prime age of patients is 30s and 40s. Women are the key targets of advertising - men are most likely the patients. Most ads are focused on "the significant other.," (American Demographics - 3-'92)

OUTLET MALLS, populated by manufacturer owned stores have grown 140% in 5 years. They seem to be springing up everywhere. Few places in the U.S. are further than an easy day's shopping trip away. How much business do they do? "Stores" magazines say outlet malls average \$235.00 per foot per year (vs. \$182.00 in conventional regional malls.) Don Rice "retailing" column in Kalamazoo (Mi) Gazette 2-16-'92

ABOUT 900 NUMBERS - It's \$1-billion business (70% national, 30% local) 60% of calls are for entertainment, 20% are "party lines," 10% promotions, 5% research, 5% other. (Link Resources quoted in R.A.B. "Instant Background".)

BANK BY PHONE - A.T.andT. and Huntington Bank, Columbus, Ohio, are making "Smart Phone" available to the bank's customers. The phone has a built-in modem and 4" by 6" inch touch sensitive screen. On the bottom of the screen can be displayed a numeric or alphabetic key pad and above it several lines of text. Customers can use it for bill payment, home banking, home shopping, ticket purchases, and other transactions from home or office. A.T. and T. plans to publish the architecture of the phone this month so that other phone companies can copy it. They and Huntington Bank hope the "Smart Phone" will be in a few years what the "Touch Tone" phone is now. (A.B.A. Banking Journal 2-'92)

## Management - Recruiting Salespeople .....

"The sales manager of a radio station is like the coach of a college sports team. He or she has 3 primary responsibilities: recruiting, coaching and organization. You'll notice I put recruiting first." The words were those of Bill Bungeroth, president of Consulting Partners and former group sales executive of the Sunbelt and Century radio groups. He was a panel member at the recent R.A.B. "Managing Sales Conference."

Bungeroth says that recruiting sales people is the central issue in managing a station's sales effort. He believes that effort should be on-going. "You keep the process going even when there are no openings" for two reasons: the obvious one is that you never know when an opening will occur. "But, more important," he says, "the fact that there are people coming in to seek a job in the sales department let's your sales staff know that their jobs are important and desirable. There are people who want those sales jobs at your station."

Bungeroth has several not so well known or practiced interviewing and selection methods. He suggests that the sales manager make at least one contact by phone. "When you talk to your prospect on the phone, check his or her telephone technique and level of enthusiasm. Remember, he or she will be using the phone a lot to make appointments, to service accounts (etc.)." He believes telephone skills are very important skills that are often overlooked in the selection process.

He also believes that employed prospects should be interviewed either before work in the morning or after work in the afternoon. He sees that as a matter of fairness to current employers and a sure sign of how interested the prospective employee is.

Bungeroth's on-going recruitment program would include personal scouting, referrals from staff members, customers, friends. "Make sure they know the kind of person you're looking for - the kind of person that fits into your 'corporate culture.'" When you have an opening to fill, he says, "Be sure to use your own station. That's the way to reach people looking for a career or advancement - the kind of people who don't read want ads in the newspaper."

Key to the recruiting prospects, he thinks, is something that few managers ever do: think about and write down exactly what you expect. Know what you're looking for. When you've made your selection, let him or her know what you expect and tie it to reasonable income expectations.

MONEY PAGE - \$ALE\$ AND PROMOTION IDEAS\$

Country Radio Seminar Promotion Contest

Nashville, Tennessee - 3-4/7

Small Market Winners

"DREAM KITCHEN" - In Rome, Georgia, a local cabinet maker approached W R G A with an offer to give away \$2,000.00 worth of kitchen cabinets. The station took him up and added kitchen appliances. The "dream kitchen" was assembled on a portable trailer and displayed inside a local supermarket's 2 locations for 6 weeks each. During those weeks, listeners filled out "lottery tickets." Small prizes were awarded on the station daily when listeners heard their "lottery numbers" on the air.

At the end of the contest, the station picked up the "lottery tickets" from the 2 stores and transported them across the town to the station in the back of a pickup truck. At the station, one ticket was drawn and the number was broadcast over the air. The holder of the lucky ticket called within 5 minutes to claim her prize.

The cabinet maker bought a post contest schedule. He reported nearly \$250-thousand in orders as a result of the promotion and post promo schedule.

"COW CASH" (4th year) At W C O W, Sparta, Wisconsin, October is now bigger than December, thanks to a large part to promotion. Listeners win the "bills" by identifying a country mystery voice (spoken words of star). Additionally "Cow Cash" can be won during remotes at 18 locations in 4 counties. A "Spin to Win" wheel is used.

The money is given at 2 special station events: A "C.M.A. Awards" Party at an area country night club. "Cow Cash" is awarded to the attendees who pick the winners of various categories from sheets distributed. Final event is a Halloween Party in a Community Hall, 30 miles distant.

On the last day of the month, people who have collected "Cow Cash" attend a big auction in downtown Sparta. This year 385 bidders showed up to bid for 97 items (including \$100.00 grocery certificates, C.Ds. and C.D. players, dinners for 2 at area restaurants.

Jim Michaels, who recently join the station as manager says, "Obviously we're proud of the award and will do "Cow Cash" again this year.

"YOU OUGHT TO BE IN A VIDEO" - K X I A, Marshalltown, Iowa invited listeners to "call to win" a part in a video starring Tracey Lawrence. The station's deal with the video maker is that the person will have a part big enough to be recognized. Additionally, the winner gets an \$800.00 Fisher V.C.R.

After the contest ran for 2 weeks on the station, K X I A ran an announcement apologizing "because so many of you have been frustrated trying to 'call to win.'" Listeners were told to continue to try to "call to win" and that they could sign up to win at any of 9 area locations for the final 4 weeks.

"ONE TIME OPPORTUNITY" - K K Y N, Plainview, Texas, asked listeners to show their support for the men and women of Desert Storm" by joining a "Yellow Ribbon Rally" in the town square, 2 weeks after the war broke out. Ad lib and produced announcements were broadcast. 4 days before the event the local newspaper joined in with news coverage.

On the appointed day, according to the broadcast requests, 2,500 people wearing yellow garments, carrying special station provided yellow placards formed a "link." A color picture was taken from a plane overhead. The color picture was put in the newspaper so that it could be mailed to area servicemen and women.

#### THE LAST WORD

Barbara and I attended the "Country Radio Seminar" in Nashville this past week. It was, as always, an enjoyable time and a chance to spend time with a lot of longtime friends and subscribers.

It's interesting that the program, largely devoted to country radio programming, sales, and promotion included 3 sessions on L.M.As. (Station Leasing). The consensus is that station leasing is "here to stay." One attorney told me that there are about 150 such arrangements in progress (twice that many stations). "It would be near impossible for the F.C.C. to undo them now."

About changes in the ownership rules and relaxation of the duopoly rules, changes could be announced this week, but, probably won't be, because of the pockets of opposition in Congress. One young man at a panel raised an issue that's sure to be heard again, "Raising station values may be fine for present owners and the lenders, but it'll block entry of newcomers like me into station ownership. I think we should be considered too." These things are not easily decided in a democracy are they?

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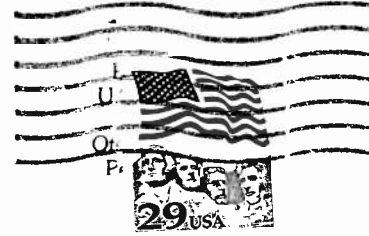
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VOLUME IX - Issue #43 - March 19, 1992

**NOT UNIVERSAL HAPPINESS** with F.C.C. new Radio Rules (spelled out on Page #2). The Wall Street Journal reports, "The rule changes sparked outrage among minority broadcast station owners, public interest groups, and others who fear the changes will force many "mom and pop" broadcasters out of business and lessen diversity of programming carried on U.S. airwaves." The paper quoted Rep. Ed Markey, chairman of the telecommunications committee, as being concerned that the smallest companies will be squeezed out. He threatens to introduce legislation to stop the rule from going into effect as scheduled on August 1.

No grandfathering or likely waivers for stations that have entered into "lease agreements" that aren't legal under announced rules. Several small market "leases" have collapsed. "Leasing" has been going on for about 15 months and 300 or more stations are in "lease" deals which are referred to as "L.M.As." - local market agreements. Stations will be given a "reasonable time" to come in compliance with new rules - probably 8-1-'92. .

**RADIO STATISTIC** circulated with new rule: In 1945, \$1.7 billion dollars was spent on measured media. Newspaper got 55%, magazine 20%, radio 25%. 47 years later, the pie is \$76.2-billion. Newspaper gets 43%, magazines 9%, television 37%, radio 11%. (Associated Press dispatch)

**SMALL MARKET BROKERAGE ACTIVITY** - Mike Rice, based in New England, tells SMRNewsletter, "There has been a definite pickup in people looking for radio stations since the first of the year. They're looking for bargains, but, at least they're looking."

**R.A.B. REPORTS ON RADIO BILLINGS** in 100 major markets for January = total national - 3.3%, local + 0.7%, national + local - 0.1%. Network was off -6.7%. Local revenue was best in the West and Southwest, +8.3% and 3.2%. Worse in East - 3.0%. Midwest = +0.6%, Southeast + 0.3%

**PEOPLE** - Candie Garner, K O T S/K D E M, Deming, NM, New Mexico Farm/Livestock Bureau "Broadcaster of Year." ... Sid Friedman, owner of W P O C AM/FM, Pocomoke City, MD to head new Ocean Media station group.

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

At the F.C.C. ....

NEW STATIONS (Granted):

ALASKA (Dillingham) McCormick B'c'g. 99.1 6 kW 167'  
IOWA (Hampton) John Linder 98.9 6 kW 325'  
VIRGINIA (New Market) Commonwealth Audio Visual Ent. 103.3  
3 kW 328'

AMENDMENTS TO FM TABLE (Amended):

FLORIDA (Dade City) 106.3 A as 1st. W.: 4-21/5-21  
IOWA (Bloomfield) 106.3 C3 for A. M.: K X O F  
(Chariton) 105.3 C2 for 105.5 A. M.: K E L R  
TEXAS (Mineral Wells) 95.9 C1 for A. M.: K Y X S  
(Winters) 95.9 A for 95.7 A.  
VIRGINIA (Clarksville) 98.3 C3 for A. M.: W L C Q

INVOLUNTARY TRANSFERS:

HAWAII (Hilo) K P U A (AM-U) K X X X (FM C) to Wyman Lai,  
Trustee, Box 4617, Honolulu, HI 96812 (920302EC/D)  
KANSAS (Wichita) K K R D (FM C) to Sherman B'c'g. Corp.,  
Debtor in Possession (920224HI)

REPORTED SILENT (by the M STREET JOURNAL):

INDIANA (Roanoke) W Q T X FM-A; SOUTH CAROLINA (Lake City) W V L C-  
(AM-D)

THE REVISED RADIO OWNERSHIP RULES:

Nationwide Ownership "Cap" from 12 AM/12 FM to 30 AM/30 FM  
no extra stations for minority ownership.

Ownership in a Single Market (defined by Arbitron - in  
non-Arbitron Markets number of stations will be decided by  
number of AM and FM stations providing "city grade" signal  
into market):

16 or less stations: 3 stations (no more than 2 FMs -  
provided single ownership doesn't own or L.M.A. more than  
50% of stations.

15 to 29 stations 2 AMs plus 2 FMs;

30 to 39 stations 3 AMs + 2 FMs;

40+ stations 3 AMs + 3 FMs. In markets with 15 to 29  
stations, a single entity's stations can not have an initial  
combined Arbitron 12+ audience of more than 25%. No word as  
to what happens if owner's properties audiences grow over  
25% mark during ownership. Speculation: No forced sale if  
this happens, but could cause problems at renewal time.

Time brokerage: If you can't own it - you can't lease it.  
Leases (called L.M.As. will be counted against an owner's  
ownership limits.) L.M.A. agreements will have to be filed  
with renewals and kept in public file.

Stations that have entered into "L.M.As." prior to this rule  
enactment will have a "reasonable time" to get into  
compliance (terminate "lease"). Probable date: August 1  
this year.

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"EASTER OPEN HOUSE" - The idea not only won a national award for the promotional agency that created it, it increased sales 13% and transaction sizes grew 4% at participating Hallmark stores.

The "Open House" program was designed to combat the encroachment of other card outlets into Hallmark stores' market share. The idea, an event that was worth a "special trip."

Participating stores installed a "Crayola Bunny" who posed with children for free photographs, which slid onto the cover of a free child's book. The pictures were taken with 35mm film that had to be processed overnight. That required a return visit to the store.

Many Hallmark stores will do another "Open House" on Saturday, April 4 this year.

"EARTH DAY" (April 22) Garbage collectors, junk yards, re-cycling stations are all part of the environmental movement. Call attention to the fact that "Earth Day" is being observed on that Wednesday with early week ads sponsored by environment-friendly businesses in your community. The ads should tell your listeners what the business is doing for the environment in your area.

"SECRETARY'S WEEK" (April 20/25) - Many SMRNewsletter subscriber stations reports good results year after year by sponsoring events like luncheons, dinners, wine and cheese parties, etc. Several of our subscribers report changing their themes to "Working Women's Week," to honor all lines of endeavor pursued by women.

For those of you looking for a simple "Secretaries Week" promotion, just set up a "be'the # caller" to register your secretary for our "W W W W Secretaries Week" lunch. Take 10 to lunch at a local restaurant. Have 2 of your air people act as host. You might say, "call when you hear Dolly Parton singing '9 to 5." Sell businesses that deal in office supplies - plus - personal items like clothing, cosmetics, flowers, etc.

\$ale\$ - On Every Call Ask Yourself:

Why should my prospect listen to me?  
What's in it for the prospect?  
Why should he or she do something now?  
If this call is successful, what will result?

Jack Falvey in  
"Competitive Advantage"

## \$ale\$ - More About Asking Questions. ....

Editor's Note: An article on this page (March 5) by radio sales trainer Chris Lytle called asking questions the #1 sales skill. The current issue of "Personal Selling Power" carried the following 7 item list on question asking in sales:

1. Successful salespeople carefully prepare customized questions before each sales call. They frame their question in such a way that the answers provided by the client will produce new ideas that will lead to positive actions.
2. To successfully structure your sales call, use 1/4 of your questions during the opening phase to build rapport and focus the sales call. Use 1/2 of your questions for engaging your client in a dialogue to develop the relationship and achieve complete understanding of the client's situation. Use the remaining 1/4 of your questions to channel your prospect's thinking in such a way that he or she will arrive at your solution.
3. Good questions will differentiate you from your competition and strengthen your unique selling proposition.
4. As your customer answers your questions, listen intently to what is said and reflect on the customer's thoughts and motivations to uncover the root cause of the problem. Be careful to suspend your opinion and allow yourself to achieve complete understanding.
5. During the second phase of the call, your questions should zero in on your customer's true needs, reveal the degree of discomfort about the present situation and focus on the opportunities of a satisfactory solution.
6. In order to stimulate new thinking, successful salespeople use multi-layered probing questions. This questioning technique involves 3 parts:

First, the salesperson states a known fact;  
Second, the salesperson makes an observation about that fact;  
Third, the salesperson probes the customer's thoughts about both.

This technique contributes to a clearer understanding of the customer's situation, opinions and concerns. It reveals hidden information and creates a new dynamic for new discussions.

7. Once the relationship has been built, the need identified, and the pain uncovered, the successful salesperson will reflect the client's feelings, challenges, and priorities. This sets the stage for presenting the solution for the customer's situation. During the last phase of the call, the only challenge left for the salesperson is to ask for the order.

Charles D. Brennan, Jr.  
(215) 449-6110



## EASTER GREETINGS

Churches in this area will be having special Easter services. \_\_\_\_\_ hopes you'll join them in observing the true meaning of the Easter season by attending church. Best wishes for a joyous, blessed Easter season from \_\_\_\_\_.

If your Easter weekend plans include a trip, \_\_\_\_\_ hopes you'll make it a safe trip. They remind you to start early and drive carefully. \_\_\_\_\_ wishes you and your loved ones a safe and happy Easter.

\_\_\_\_\_ hopes the blessings of Easter will fill your holiday. Best wishes for a happy holiday from \_\_\_\_\_.

Fads come and fads go, but the old values endure. \_\_\_\_\_ hopes that you and your family are enjoying an old fashioned Easter holiday with family and good friends. \_\_\_\_\_ extends best wishes for a happy Easter.

Happy Easter from your friends at \_\_\_\_\_. This very special time gives them a special opportunity to let you know how much they value your friendship and patronage. Thank you and happy Easter from \_\_\_\_\_.

The beauty of spring! The richness of the Easter tradition. This is truly a special time. \_\_\_\_\_ sincerely hopes that this is one of your very best Easters ever. Happy Easter from \_\_\_\_\_.

There are special services this weekend at churches in this area. \_\_\_\_\_ believes church attendance gives the Easter holiday special meaning. Best wishes for the Easter holiday to you and your loved ones from \_\_\_\_\_.

\_\_\_\_\_ hopes your Easter holiday is full of family, friends, and thoughts of the true meaning of the most triumphant day in Christianity. Best wishes from \_\_\_\_\_.

\_\_\_\_\_ hopes your home is full of the joy of Easter this weekend with family and friends sharing this very special time. Happy Easter from \_\_\_\_\_.

If you're traveling this holiday weekend, \_\_\_\_\_ reminds you that you're sharing the road with many other Easter travelers. Many are not familiar with the area. \_\_\_\_\_ says, watch out for those other drivers. Be alert. Drive with extra care. Best wishes for a safe, happy Easter from \_\_\_\_\_.

Management - Running A Business Better .....

THE KEY INGREDIENT TO BUSINESS SUCCESS - "Tradeskill". It is really a set of skills that spell the difference between success and failure in a business. It is the knack of understanding what people want, how much they'll pay, and how they make their decision. It is knowing how to read the signals of the marketplace, how to learn from those signals, how to change your mind. Tradeskill gives you a caninness about how to approach a given product, market or niche. Tradeskill becomes a sixth sense that gives those who have it the ability to make decisions quickly, cutting through months of meetings, brainstorming, market studies and bureaucratic shuttling. Tradeskill is knowing how to handle money, how to buy, and how to pay.

Michael Phillips/Salli  
Rasberry in "Honest Business"

ADVERTISING - Don't make the mistake of believing you get only one chance to reach your potential customer, or believing that each package or ad must tell everything. Much better to proceed as if you are having a long dialogue with a customer. It make take longer to make your first sale to that customer, but the first sale won't be the last one.

Paul Hawken in  
"Growing A business"

MAIL ORDER PHARMACIES have grown into a billion-dollar business in 10 years by re-engineering the shopping experience for prescription refills. Some 70% of all prescriptions are now refilled by mail.

"Ad Week's Marketing Week"  
3 - 9 - '92

THE MARKETPLACE - JANUARY '92 - According to the Department of Commerce, Personal Income in the U.S. was 4.3% above January '91. Disposable income was up 7.5% and personal spending rose 7.0%. Durable goods were off -0.3%, but spending on nondurable goods was up 4.7% and services 12.4%.

RETAIL SALES PER SQUARE FOOT RECORD - According to the 1992 Guinness Book of World Records, Stew Leonard's Super Market in Connecticut does \$3,470.00 sales per square foot.

MEAT OF THE 1990s. That's what Buffalo ranchers call their product, pointing out that it's lower in cholesterol and fat than beef. A firm called Denver Buffalo opened in 1990. It sold 15,000 pounds its first year. This year, it expects to sell 600,000 pounds. Its retail outlets include Denver area Safeway supermarkets. It has opened a restaurant featuring buffalo steaks, burgers, and sausage. Sale the first 6 months \$1-million.

"Ad Week's Marketing Week"  
2-3-'92

Amazing .....

In the 1920s, he was a wireless operator on U.S. ships. In the 1930s, he was an engineer at C.B.S. - one of the engineers on the F.D.R. "Fireside Chats." In the 1940s, he built and managed radio stations - including one for himself. Now in his eighties, A.V. Tidmore has witnessed all of radio's history and been part of most of it.

A.V. does not spend his time "reminiscing the good old days." He and Mrs. Tidmore (Georgine) can often be found at "a good table" at promotional event sponsored by his current hit radio rock station, 50,000 watt W A V T (named for himself.) The station is co-located with W P P A, which Tidmore built in 1946 and has owned and operated ever since. It is in the coal mining town of Pottsville in East Central Pennsylvania. Population is 17,300. The town is most famous as the home of writer John O'Hara. (His niece, Mimi, is a copy writer at W A V T/W P P A.)

Just how the broadcast business has changed during the past 40+ years is illustrated by an often told A.V. Tidmore story. He got the construction permit for W P P A back in the 1940s, without ever visiting the town. He claims, he went to Pottstown, 40 miles away, ready to "set up shop." He looked at his C.P. more carefully and realized he'd gone to the wrong place.

Pottsville turned out to be the "right place" in more ways than one for Tidmore. Coal was booming when he arrived. His radio station was an immediate success. Over the years, it would give birth to 4 other operations. In Pottsville, Tidmore was not satisfied with just running a "very good small town radio station," he busied himself of numerous civic activities including starting the industrial development group. As coal slowed down, it has been replaced by other industries - including two growth industries, a state and a federal prison.

A stroke a couple of years ago "slowed down" Tidmore, but certainly didn't take him out of service. He still spends at least 2 hours a day at the radio stations. He and Mrs. Tidmore, now the stations' general manager, watch every aspect of the businesses and, in one of the second tier managers words, "are always helpful when there's a big decision to be made." A.V. also continues his perfect attendance at the Rotary Club.

In addition to the Tidmore stations, there are 2 other Ams and an FM in the immediate area. The two stations are 80% separately operated and sold and 100% separately programmed.

The FM station has grown during the past 12 years from minimal billings to accounts for 60% of the combo's income. It is headed by Jim Bowman. He tells SMRNewsletter, "It's a music station with live personality disc jockeys. News coverage is good, but, it's brief. I think our slogan pretty well describes what we do and what we are," Jim says. "W A V T s slogan is, "East Central Pennsylvania's Hottest Hits." It does business over a 40 mile area.

Although W P P A started as a Class IV AM and later moved onto a regional channel (1360) and upped its power from 250 watts to 5 kW days and 500 watts at night, it has found it's most effective close to its city of license. As it has from its beginning, W P P A bills itself as "Pottsville's Radio Station." It is headed by a Tidmore grandson, Bill Tidmore. A longtime C.B.S. affiliate, it is very strong in local news, sports, public affairs. The station has slowly, meticulously "changed with the times," but, has remained what it started out as, "a local station doing a local job," Jim Bowman says.

Most small stations, at one time or another, have set out to make their AM and FM stations separate, competing businesses. But, friction and jealousies or expediencies have led most to give up on the idea, and almost without exception, one or both of the stations suffers. Most of the time it's the AM station. "We've been successful here because that's how A.V. and Georgine wanted it. The secret here has been keeping competition friendly and co-operating." Jim says he and Bill Tidmore meet daily to coordinate their efforts. They bring their sales staffs together one time a month.

"While other stations, mostly AMs, but, a lot of FM's, are cutting staff, going on satellite, we remain live and locally programmed on both stations," Bowman says. "It's hard work and you have to do a lot of business, but, I know the Tidmores and the staff here - and the listeners and advertisers want it this way."

#### THE LAST WORD

The long awaited changes in the Radio Rules were announced last week. We remind our readers that they are subject to interpretation and clarification. Translation: Business for the Washington lawyers. How the new rules reform ownership patterns will make interesting reading for some time.

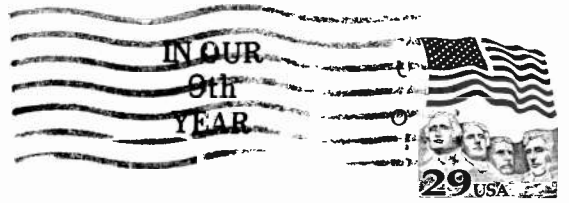
This Commission probably did a good job on this, because, nobody seems entirely happy. Readers of this publication know that if your editor had been doing it, nothing would have been done. We see this basically as a government attempt to right wrongs that have largely developed as products of bad business judgement and greed. The trade associations and the F.C.C. are intent on saving broadcast investors from the plight of unskilled, greedy investors in other areas of the free enterprise system.

We are thankful, and surprised, that consolidation has not been ruled out in small markets, where simple arithmetic tells us it's needed most. Only relevant question now, how can you survive and flourish under the new rules?

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**CREDIT FOR POLITICAL ADS** - The chief of the F.C.C. Political programming Branch, Milton Gross, says broadcasters can't require political candidates or their agencies to pay for political spots more than a week before their airdate. He further says, "If a candidate or a candidate's agency has an established credit history (and is responsible for payment) we believe requiring advance payment is inappropriate if the station would not so treat commercial advertisers or their representatives." 7 broadcast groups and a national station rep have asked the F.C.C. to review the decision. They asked the commission to keep the new rule from taking effect before a complete F.C.C. review. (Advertising Age 3-16-'92)

**KAHN EXITS N.A.B** saying "During the past few years we have found N.A.B. on what we believe is the wrong side of numerous technical controversies e.g. D.A.B., overuse of AM pre-emphasis, flip-flops on AM stereo. Only after there has been a 'house cleaning' at N.A.B. will we restore support" Kahn is developer of AM enhancement products like "Power-side," "Good-n-Loud," "Flatterer," and Kahn AM Stereo.

**N.A.B. RADIO BOARD ELECTION** is complete with "run offs" won by John R. Quin, W J D M FM, Elizabeth, NJ (NY/NJ); David Luther, WBTM/WAKG, Danville, VA (DE,DC,MD,VA); Ray Saadi, (KHOM/KTIB, Houma, LA (LA/MS); J.D. Freeman, KMLE, Phoenix (AZ/NM/NV/UT). Unsuccessful: Small market broadcaster Bill O'Shaughnessy of New York state - very colorful and more often right than wrong.

**NEWSPRINT PRICE RAISE: 15%** announced by Canadian Pacific Forest Products - the major supplier to U.S. papers.

**SMALL MARKET R.A.B. APPOINTMENTS** - Lou Vito, WPKO, Bellefontaine, OH to steering committee. George Carl, KVON, Napa, CA, and Marge Martin, WAYZ, Waynesboro, PA to Sales Advisory Committee.

**DENISE SHOBLUM**, now WUPE/WUHN, Pittsfield, MA will receive 1st Belva Brisett Award. She made major contribution to N.A.B. successful efforts to change FM translator rules. Formal presentation at N.A.B. convention, Las Vegas, 4-12/16.

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

At the F.C.C. ...

NEW STATIONS (Granted):

INDIANA (Chandler) Michelle Hulse 93.5 3 kW 328'  
MICHIGAN (Bridgman) Dunes Broadcasting 97.5 1.9 kW 413'  
(Marquette) Iron Range B'c'g. 94.1 4.49 kW 377'  
MONTANA (Laurel) Jubilee Radio Network 101.7 100 kW 987'  
NEVADA (Laughlin) William F. Fitts 93.5 100 kW 1889'  
TEXAS (Longview) Capitol City B'c'g. Co. 97.3 50 kW 492'

AMENDMENTS TO THE FM TABLE (Amended):

COLORADO (Fountain) 96.1 C3 for A. M.: K B I Q C.P.  
FLORIDA (Naples) 103.1 C3 for A. M.: W S G L  
(Okeechobee) 103.1 C2 for A. M.: W O K C  
(Winter Park) 103.1 C3 for A. M.: W L O Q  
GEORGIA (Hinesville) 104.7 C3 for A. M.: W H V L  
(Leesburg) 103.5 3 for 103.7 A. M.: W E G C C.P.  
(Unadilla) 99.9 A for 103.5 A.  
LOUISIANA (Dubach) 95.5 C3 for 97.7 A. M.: K P C H  
OKLAHOMA (Antlers) 104.7 A for 104.1 A.  
(Wilburton) 103.7 C 1 for A. M. : K Z U D

(Proposed):

ARIZONA (Bagdad) 107.9 A as 1st.  
MINNESOTA (Cloquet) 96.5 C3 for A. M.: W K L K C.P.  
MISSISSIPPI (Hattiesburg) 101.7 C3 as 5th  
MISSOURI (Greenfield) 107.7 for 93.93.5 A. M.: K X B R  
(Huntsville) 99.5 A for 92.9 A. M.: K F A Y  
(Seligman) 93.3 C for C2. M.: K E S E  
NORTH DAKOTA (Fargo) 97.9 C for C1. M.: K F N W

REPORTED SILENT (according to M STREET JOURNAL):

MISSISSIPPI (Ellisville) W J K X (FM-B)  
MISSOURI (Liberty) K C X L (AM-D)  
OREGON (Roseburg) K T R Q (FM-B)  
PENNSYLVANIA (Harrisburg) W K B O (AM - IV)  
TEXAS (El Paso) K E Z B FM-C)/K E Z B (AM-D)  
WISCONSIN (Marinette) W C J L (AM'D)

INVOLUNTARY TRANSFERS:

NEW MEXICO (Los Alamos) K R B L (FM C) to W. Nichols  
Popravsky Jr. (920214HP))  
UTAH (Kanab) K C K K (FM C) to Media Venture Management,  
Receiver, 1700 Montgomery St., Suite 322, San Francisco, CA  
94111 (920212GZ)

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"A CAUSE AND A PROFIT" - W G A U, Athens, Georgia has undertaken a campaign called "Drug Free the Way To Be." Local government agencies have supplied material which has been assembled into a booklet (facts about the dangers of drug use). It will be distributed through the local schools to get it into the hands of every student and parent.

Advertisers are running a complimentary radio schedule and will be listed on a page in the booklet. Most of the advertisers are non-traditional e.g. professionals, industries, service organizations.

"VALUE ADDED doesn't have to mean the station giving something away," Jim Bowman of W A V T, Pottsville, Pennsylvania says. "Some times it's just getting a couple of customers together." Two examples:

W A V T sold a spot schedule to a minor league baseball team and a dairy. Both schedules told listeners to check the side panels of the dairy's milk carton's for discount admission coupons to the team's games.

The station has sold a Father's Day promotion to local golf course and a furniture store.. People buying a Lazy Boy chair will get a free day of golf at the course. Golfers will get a \$25.00 off coupon on a Lazy Boy chair (over an above other discounts).

"REAL ESTATE" - The market is picking up. Real estate people are good calls right now. For a hard to close real estate firm: "Let's Talk About Real Estate", 65-1 minute shows features helpful answers to questions about buying and selling a home. Information: Creative Marketing & Communications. Cincinnati, 800 543 7413.

About Your Customers .....

Montgomery-Ward has pulled its \$20-million broadcast account out of D'Arcy Masius Benton and Bowles, Chicago and moved it to Saffer Advertising. The move is seen as symptomatic of "price and item" emphasis of big retailers. Large agencies whose expertise lies in image and brand-building advertising are seen at risk as retailers seek out smaller, leaner agencies with faster turnaround capabilities. ... 7-11 Stores "Sound Off" promotion won 1 of 10 Promotion Marketing Association Awards. Customers were asked to vote weekly on whimsical questions, e.g. "Are men better drivers than women? Would you like your Boss' Job.?" Votes were cast by buying coffee or soft drinks in cups marked "YES" or "NO" Soft drinks sales rose 16%, coffee 5.2%. In store signage and local radio ads carried the weekly questions. There were no prizes or special discounts. (Ad Week's Marketing Week)

\$ale\$ - Good Things/A Little Bit At A Time ...

One of my client station's salespeople had developed a good long term advertising plan for a prospect - including a regular schedule, copy and products ideas, and special efforts during peak seasons, special promotions, sales, and other activities. Things were going great as the presentation was being made. The decision maker was in agreement with the plan.

When the time came to close, the salesperson made a needless, fatal mistake. He said, "Your investment will be \$12.00 per ad for a yearly total of \$16,800.00." There was dead silence - then the prospect said, "That's nearly twice my radio budget and, why are you so much more expensive than the other stations?"

Was the fatal mistake being too high (per ad) or trying to oversell the prospect? Neither! The unit cost (cost for each ad) is irrelevant. The customer is being offered a plan - not 1 or 2 ads. The real issue is the investment daily, weekly or monthly. We must concentrate on budget not unit rates. I prefer to break the investment down to a per day business. This allows you to use a Return On Investment to show what is needed in traffic to achieve business objectives.

We must understand the benefits radio and our stations have to offer businesses. Let's concentrate on the positives - the reasons to utilize our stations as a primary advertising medium. (A good advertiser in your town knows what a page, a half page, a quarter page in your newspaper costs? Few could tell you what the newspaper or shopper's "line rate" is.)

Forget about battling other stations. Concentrate on being a better marketer. Being known as somebody who can "really sell spots" won't lay much up for you with the businesses you call on. They really don't have much time (or money) for peddlers. They have time and money to invest with people who are idea and planning resources.

Darrell Solberg  
Professional Sales Trainer  
Sioux Falls, SD 57106  
(605) 361 9923

\$ale\$ - Something To Think About" .....

"If money is your hope for independence, you will never have it.  
The only real security that a man (or woman) can have in this world is a reserve of knowledge, experience and ability."

Henry Ford



EARTH DAY 4-22

The following message is brought to you by \_\_\_\_\_. ... It really only takes one person to make a contribution toward preserving our Earth. Most of the preservation efforts are done by one person at a time. Like the guy who picks up a piece of litter every day. Or, the family that leaves its campsite like they found it. Or the woman who plants plants and trees to help restore oxygen to the air. It all starts with just one person. ... An Earth Day message brought to you by \_\_\_\_\_.

The following message is brought to you by \_\_\_\_\_. ... Earth Day brings a reminder that if we wait for the other person to start the fight, the fight may never get started. That's why this day every year calls attention to the need for all of us to make a contribution. We start by demanding clean air and clean water. We can help by taking care of our cars so they don't pollute and we can take care of our trash so it doesn't leave a mess. There are many places to start, but the fight for the Earth needs all of us. ... This message brought to you by \_\_\_\_\_.

The following Earth Day message is brought to you by \_\_\_\_\_. If we don't have the Earth, we don't have a place to live. Future generations - our descendents might not be able to survive because we couldn't get concerned enough to do something about cleaning things up. Smoke, gaseous fumes, litter, trash. All these things are choking the Earth. If you won't do it for yourself, why not do it for your grandchildren. .... This message brought to you by \_\_\_\_\_.

The following Earth Day message is brought to you by \_\_\_\_\_. How many times in your life have you seen someone cut down a tree? How many times have you seen someone plant a tree? The odds are that you've seen more cut down than planted. We have to do something about that. And the only answer is to plant more trees. All of us can do it. We can all join the fight. It takes so little time but a tree will live so long. ... This Earth Day message has been brought to you by \_\_\_\_\_.

The following message is brought to you by \_\_\_\_\_. ... From the Earth we take oxygen to breath. Of course, we have less oxygen these days because pollution ruins it and we have fewer plants to restore it. That's where Earth Day reminds us how we can help. We can all plant shrubbery and flowers and trees around our home. We add beauty and restore oxygen too. It a good idea that goes a long way - with your help. This message brought to you by \_\_\_\_\_.

Management ...

ABOUT RADIO FINANCES - The following N.A.B. information has appeared in major newspapers and elsewhere during the past few weeks. "The 50 biggest radio stations in the U.S. generate 11% of the industry's income and 50% of its profit." The N.A.B. data shows all stations with \$1.5-million or less income on average losing money:

	Margin
\$1 to \$1.5-million	- 10.9%
\$900-thousand to \$1-million	- 10.9%
\$800 to \$900-thousand	- 8.7%
\$700 to \$800-thousand	- 1.5%
\$600 to \$7909-thousand	- 11.5%
\$500 to \$600-thousand	- 2.7%
\$400 to \$500-thousand	- 1, 8%
\$330 to \$400-thousand	- 6.7%
\$200 to \$300-thousand	- 4.6%
\$100 to \$200-thousand	- 4.7%

(Note: Largest grossing stations on tape \$1-million plus have an operating margin of 35.1%)

ABOUT SEXUAL harassment - An article in the current issue of "Furniture World" predicts that costly legal actions will increase as they have for the past 5 years. The article, contributed to by a panel of legal experts, tells readers:

#### DON'T LET YOUR EMPLOYEES

- Post "pin up" photographs on the walls;
- Tell sexual jokes or make innuendoes;
- Refer to female individuals as "girls";
- Assign work by sex of individuals;
- Promote individuals because of their sex;
- Romance subordinates;
- Request sexual favors, touch or flirt with unwilling or willing subordinates;
- Make similar unwelcome sexual advances to co-workers;
- Retaliate against a worker who files a complaint.

BRAINSTORMING- Many management experts swear by it. Creative Resources, Broken Arrow, Oklahoma sets these "6 Rules for Brainstorming:"

1. During the brainstorm there must be no judgement of ideas. No evaluation or criticism allowed.
2. Freewheeling is allowed and encourage - the wilder, more outrageous the better.
3. Look for quantity rather than quality. Look to end up with a long list of ideas.
4. Combine ideas. Look to make each idea better, to improve upon it. Only positive building allowed.
5. Every idea must be written down.
6. Every person taking part in the brainstorm is equal in rank. There are no bosses.

He "Got the Bug" ...

and 43 years later, he says, "I haven't gotten over it." Gil Poese's first brush with "Music and show business" was "pickin' and singin'" with local bands in the small towns outside Kansas City, Missouri - his home area.

He was 23 years old and "making a good check" on a construction job along the Missouri River when he picked up a Kansas City newspaper, carrying an ad saying, "We'll teach you to be a professional disc jockey-radio announcer and get you your first job in just 6 months." Poese gave up his construction job and enrolled at the old Pathfinder School of Broadcasting. His 6 months schooling got him a job 500+ miles away at LaPorte, Indiana - not announcing, but writing copy, at less than half what he'd been making on the construction job.

Poese got on the air at W L O I by getting a couple of other musicians together in a band. He sold some of the band members' friends sponsorship of a daily radio program on which he and the band played and he emceed and read the commercials. He got an announcing job the next time one opened.

His first change of stations, he says, "was not for more money - but, for more wattage. I wanted more people to be able to hear me." K F E Q was a 5,000 watt station at St. Joseph, Missouri. W L O I had 250 watts.

The W L O I job proved important to Poese not only because it gave him his start in radio. It also got him a real mentor. Bill Whitlock was a radio entrepreneur. He'd find a town, get a license, build a station, run it for a while, then sell out. He'd then go someplace else and do it all over again."

Whitlock summoned Poese to Leavenworth, Kansas to help him with a station he built there. A year later, in 1953, Poese was given the #2 job at K N I M, Maryville, Missouri. In 1959, Whitlock gave him his first chance at ownership. Whitlock had gotten into a partnership at o'Neill, Nebraska. The station had run up "a pile of bills." Bill told Poese, "Go out there. Get the bills caught up. Then, I'll sell you the station for \$30,000.00 with no money down."

K B R X turned out to be the first of 6 radio operations Poese would own (either by building or buying). "You could own 7 operation back then. I go to 6 - pretty close."

Poese's station, mainly bought or built in the 1960s and sold in the 1980s were K B R B, Ainsworth, Nebraska; K S D Z, Gordon, Nebraska; K B J M, Lemmon, South Dakota and K Q N K, Norton, Kansas. I almost forgot K L B M, Albion, Nebraska, he says. "I guess I'd like to forget it. I thought about building a station there for years. I finally did it in 1985 - right in the middle of the farm crises. It was off about a year after it went on. I could blame the economy, the town, my manager, my partner - myself. All true. I lost some

money - a lot of money."

Gil was away from the O'Neill station for 8 years. He headquartered at Gordon while his daughter was attending college. She has since graduated and was the 1991 Miss Rodeo America. Lisa Poese's picture, her proud father tells SMRNewsletter, is featured in ads in Cosmopolitan and Mademoiselle magazines. She's endorsing a new product.

Poese also spent some time running Bill Whitlock's last station (K U V R, Holdrege, Nebraska). "After he got sick, he needed some help. I could say I was doing it to pay off an old debt. But, I liked being with him again. It was a satisfying experience."

Poese came back to O'Neill a month ago. "My son Scott has done a good job. He's a good salesman and manager. But, he needs some help. Doing the morning show, then going out on the road all day, managing after business hours. You can't do that forever. I'm doing the 5:30 A.M. to 9:30 A. M. shift and a lot of other jobs."

The co-located Class C FM and 1 kW daytimer simulcast. The stations recently went on satellite (Jones Country) with "hard disc" automation (Systemation). A Burke System has been put into operation to monitor the operation. The community of license is 4,049 - but the station has an audience 50 to 75 miles out and sells in most of that area.

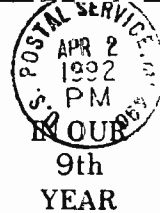
About the new technology, Gil says, "Years ago, if I'd seen something like this I'd say it's going to put the radio people out of work. I know now it's saving jobs. If it wasn't for the technology, a lot more stations would be out of business and there wouldn't be any jobs at all." Poese thinks, "There's just as much opportunity now as there was 43 years ago when I started out. If you don't do well, you're not keeping up and your attitude is bad. You can do something about both."

#### THE LAST WORD

It must be a bad joke. (See front page) With presidential candidates "folding their campaigns a million dollars in debt" and with the house cafeteria, post office, and bank scandals, the idea of selling political time on credit (at mandated bargain basement prices) is a terrible idea. Let's hope that on review the action of the Political Program Branch will be reversed quickly.

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SMALL MARKET RADIO NEWSLETTER (Inc.) IS PUBLISHED WEEKLY AND MAILED FIRST CLASS TO SUBSCRIBERS IN 50 STATES, POSSESSIONS, AND CANADA. SUBSCRIPTION: \$109.00 PER YEAR; 26 WEEKS: \$57.00; 13 WEEKS: \$33.00. ADDRESS: 275 19th STREET, OTSEGO MICHIGAN - 49078 - PHONE: (616) 694 9357 - FAX: 616 692 6789



**S**  
**M**  
**R**  
**N**

Small

Market

Radio

Newsletter  
Inc.

Bill Taylor  
KQSS  
P.O. Box 292  
Miami AZ 85539

Bob Doll - Publisher and Editor  
Barbara J. Doll - Circulation

VOLUME IX - Issue #45 - April 2, 1992

**CREDIT TO POLITICIANS?** The N.A.B. Legal Department says that broadcasters may usually require political advertisers to pay 7 days before ads are scheduled. Credit must be extended if the "order" passes this 3 way test:

1. The agency must be credit worthy
2. The agency must assume liability for payment;
3. The station would give credit to that agency if it assumed liability for payment for a similar advertiser (example: circus or store about to go out of business).

In the case of a direct buy (without agency), an individual would fill the agency's part in the 3 way test. N.A.B. says, THERE ARE VERY FEW CIRCUMSTANCES IN WHICH YOUR STATION IS EVER REQUIRED TO EXTEND CREDIT FOR POLITICAL ADS UNDER THE NEW F.C.C. POLICY.

**ALSO POLITICAL** - Despite a report to the contrary in a respected non-broadcast business newsletter, stations must sell all political candidates at lowest unit rate: federal, state, local. Stations must make paid political time available to federal candidates. Stations may elect to carry no state or local candidate advertising or to accept advertising in only specified races. All candidates for an individual office must be accorded equal opportunity.

Editor's Note: In some larger markets, radio stations with limited commercial inventory refuse non-federal candidates because they can sell time for prices higher than lowest unit rate and feel that political ads are a tune-out. They can do this in state and local races - not federal.

**N.A.B. MEMBERS - 95% HAVE FAX** - The association's "Radio Week" will be FAXed beginning Monday, April 6. Also to be FAX delivered: N.A.B.'s. "TechCheck" for engineers. members without FAX machines will get newsletters by mail. All mail delivery will be phased out later this year.

**SAVE YOUR STATION** - Harris-Allied is sending a direct mail piece to SMRNewsletter subscribers (under separate cover) describing the advantages of digital hard disc automation.. That's expected to be the #1 attraction in the booths and suites at N.A.B.(4-12/16 Las Vegas.) Vendor consensus, prior to N.A.B., "If a product doesn't save a station money, it isn't going to sell this year."

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789

At the F.C.C. ....

NEW STATIONS (Granted):

KENTUCKY (Campbellsville) Patricia Rodgers 99.9 3 kW 328'  
(Garrison) Henson Media, Inc. 98.3 2609w 492'  
MAINE (Searsport) Searsport B'c'g. Part. 101.7 6 kW 236'

AMENDMENTS TO THE FM TABLE (Amended):

ARIZONA (Lake Havasu City) 92.7 C2 W. 5-11/6-10  
(Parker) 99.3 C2 for A. M.: K M D X  
CALIFORNIA (Fort Bragg) 98.5 B1 for A. M.: K S A Y  
FLORIDA (Graceville) 101.7 A for 102.1 A. M.: W Y D A C.P.  
(Santa Rosa) 102.1 C3 for 102.3 A M.: W W A V  
(Springfield) 101.3 A for 101.9 A. M.: W Y O O  
ILLINOIS (Augusta) 98.5 A for 101.1 A  
(Taylorville) 92.7 B1 for A. M.: W T J Y  
(Virginia) 101.3 A as 1st. W.: 5-11/6-10  
MINNESOTA (Walker) 99.1 C1 for C2 M. : K L L Z  
NORTH DAKOTA (Kindred) 92.7 C3 for 92.5 C1. M.: K D D R

(Proposed):

CALIFORNIA (Quincy) 100.3 C3 for A. M.: K S P Y  
OHIO (North Madison) 93.7 A as 1st.  
OKLAHOMA (Edmond) 97.9 A for 97.7 A. M.: K T N T

INVOLUNTARY TRANSFERS:

IDAHO (Mountain Home) K L V J-AM (IV) K L V J-FM (A) to  
Media Venture Management, Inc., Receivers, 1700 Montgomery  
St., Suite 322, San Francisco, CA 94111 (920220EA/EB)  
VERMONT (Danville) W S H X (FM A) to Barry W. Sims,  
Receiver, 1000 Worcester Rd., Framingham, MA 01701  
(911210GH)

REPORTED SILENT (by the M STREET JOURNAL):

NORTH CAROLINA (Garner) W H E V (AM-D); TEXAS (Victoria K N  
A L (AM-U).

AM FREEZE THAW ANNOUNCED:

The F.C.C. will end the current freeze on filing applications for new AM construction permits and modifications of existing facilities at Midnight, 4-19-'92. Applications may be filed on the current version of forms 301, 302 and 340 provided the applications also include the information responsive to a supplement and an F.C.C. fee form. The new forms will not be available until approximately 5-7-'92. REQUESTS TO MIGRATE TO THE EXPAND BAND (1605 / 1705 KHZ) WILL NOT BE ACCEPTED AT THIS TIME. A FILING WINDOW WILL BE ANNOUNCED AT A LATER DATE.

"MARSHFIELD CASH" - It's now in its 3rd 13 week cycle on W O S X, Spencer, Wisconsin (Marshfield). Listeners register for a phone call from the station. When they get a call, they're asked the amount of Marshfield Cash in the jackpot. Correct answer wins it - certificates that "spend like money" in the dozen participating stores in downtown Marshfield.

The stores are also pick up points for bumper stickers which read, "I Love Marshfield - W O S X 92.3." The promotion is tied together with a custom jingle, purchased from Network One Music, St. Cloud, Wisconsin 1-800-950 5787.

(Participating advertisers buy 7, 14 or 21 ads per week at \$56.00., \$106.00, or \$156.00 per week to be part of the promotion).

"A COUPLE OF ADVERTISER 'OPEN HOUSE' IDEAS", a springtime staple for lawn and garden, R.V. dealers, etc. A regional Midwest retail chain, Quality Farm and Fleet, stages "Fire and Police Safety Seminars" as public service/traffic building events. Fire department puts on demonstrations, shows a video, displays fire truck. Police Department fingerprint i.ds. youngsters. A police cruiser is displayed.

In Bismarck, North Dakota, K B M R/K Q D Y, have for several years staged an "open house" for an L.P. gas distributor. There's live music, refreshments, door prizes. Purpose of event is to sign customers on L.P. gas budget plan. One feature, L.P. gas grills are filled for \$1.00.

"SECRET CONTEST" - an idea from the "Broadcasting Programming Client Letter." B.P.I. Consultant Ron Harris suggests stations have hand bills printed for distribution on windshields of vehicles at home shows, concerts, wrestling matches, etc. The handbills read: "LISTEN TO K X X X - 999. WE'LL PAY YOU TO DO IT." The handbill then says, "When you hear 'I Wish It Would Rain Down' by Phil Collins, call 111-11111. If you're the 7th caller, you'll win \$---.---." Contest is not announced on the station or elsewhere - just on the handbills at the event.

Looking forward to May .....

May is an above average month for sales of autos, auto parts, building supplies, carpet, department stores, fabric stores, furniture, hardware, mobile homes, shoes, sporting goods, tires. It's #1 for lawn and garden, real estate, florists...Special opportunities; Kentucky Derby Saturday, May 2; Indy 500, Sunday, May 24; Memorial Day, Monday May 25; Mother's Day, Sunday, May 10. It's Home Decorating Month, Photo Month, Foot Health Month, Better Hearing Month, Mental Health Month, Arthritis Month, High Blood Pressure Month, Older American Month. Hospital Week 5-3/9, Nursing Home Week 5-10/16; Be Kind to Animals 5-3/9.

\$ale\$ - The Sales Mindset .....

Never surrender your potential to the negative thoughts of those around you. Underachievers are everywhere and they grumble loudest when it appears that someone else is on the verge of "making it." Learn to ignore and avoid these people whenever possible.

Accept daily frustrations and temporary setbacks. Over-reacting to trouble blurs your focus and distracts you from trodding on to your goals. Don't surrender to momentary roadblocks; they can drive a wedge between you and success. Learn to see in each problem the opportunity to build character and refine technique.

Realize you're never as good as you can become and don't know as much as you could. Develop your ability to overcome objections, close the sale, and obtain referrals. Feed your mind with books, cassettes, and videos. Check out the small business education course at local colleges. Enlarge your circle of friends and associates - "network."

New faces are the lifeblood on your climb to sales success, and they keep life interesting.

Avoid compromising ethics and principles in order to get the job done or close the deal "at any cost." Lasting success is built on honesty and integrity. Cutting corners and taking shortcuts is for those who will be here today and gone tomorrow.

Dave Anderson in  
"Self Employed America" 3-'92

\$ale\$ - About Your Customers .....

American women now buy an estimated 50% of all cars sold in the U.S. Projections call for women to purchase 60% of new cars by the year 2,000 and they already contribute to purchasing decisions for 80% of cars. And, we're not just talking here of the family wagon or a comfy commuter car. Women purchasers account for 25% of light truck sales - minivans, sport utilities, and pickups - and increasingly, there is no difference between the cars bought by women and men. (Ad Week's Marketing Week - 2-10-'92)

\$ale\$ - "The Event of the Summer" .....

Close to \$50 - million is being spent on media for Warner Brother's "Batman Returns" - opening at theatres on June 19. In addition to the money the motion picture company is spending, Choice Hotels, Diet Coke, and McDonald's are doing "tie in" promotions. (Advertising Age - 3-4-'92)



About This 'n" That .....

ABOUT SATELLITE NETWORKS - The M STREET JOURNAL reports that 1,942 of the nation's 9,572 commercial radio stations is affiliated with a satellite programmed music network (Satellite Music Network, Unistar, City FM). That's - that's 1 in 5 (20.3%).

	AM	FM	Total
Country	303	345	648
Adult Contemporary	77	316	393
Oldies	182	171	353
Nostalgia	241	23	264
Soft A.C.	28	59	87
Classic Rock	3	77	80
C.H.R.	0	45	45
Urban	21	15	36
Rock	13	12	25
Easy Lisening	3	8	11

(Note: an AM/FM simulcast is counted as 2 stations - 1 on each list)

M STREET JOURNAL is moving Monday (April 6) to New York City, 304 Park Ave. S - 7th Floor, New York, New York 10010 - Phone (212) 473 4668 - FAX: 212 473 4626 in space formally occupied by Radio Advertising Bureau, prior to its "downsizing" 2 years ago.

M STREET JOURNAL is a weekly compilation of station format changes, technical filings and actions at the F.C.C., etc. They have evolved into the industry's #1 data bank e.g. who's on the air/off the air, who's on what satellite format, changes proposed and granted on the FM table, etc. For vendors who read this publication, they are the industry's best source of direct mail lists. We wish Robert Unmacht, Debbie Fischer, David Brâzier et al every good fortune in their big step "to the Big Apple."

DID YOU READ WANDELL Allegood's recent letter from K S L O/K O G M, Opelousas, LA (70571-1150). He's offering an 85-minute cassette which tells what he does at K S L O to keep it #1 in his small, but very competitive radio market. He promises "step by step" things that you can do in your market to achieve the number one spot. He promises that you can probably do what he does with your present staff - no increase in expenses and no drastic changes in your present programming. He says, it's a matter of organization and using the talent that you now have right at your fingertips.

Many of Wandell's ideas involve making station customers air personalities. That gives you more variety in your programming and a chance to tap some "fresh money." Like Wandell, the cassette isn't 'slick or smooth,' but I'll bet you'll get a couple of good ideas that show you a profit on your \$99.95 investment.

## TEN COMMANDMENTS OF FASTER COLLECTIONS

- I Thou shalt establish a firm credit policy, including credit checks and limits, and enforce it diligently.
- II Thou shalt identify key categories and clients deserving of special credit treatment (i.e. advance payment, weekly payment, etc.)
- III Thou shalt establish special collection methods to make it easier for clients to pay in a timely fashion (credit cards, check pickup schedules, etc.)
- IV Thou shalt begin contacting the client in person or by phone as soon as his account begins to exceed thy credit terms.
- V Thou shalt avoid threatening form letters early in the collection process, when thy personal contact and empathy are more productive.
- VI Thou shalt use the "seven second pause" at every opportunity.
- VII Thou shalt work with thy client to develop a viable payment plan that works to the benefit of both parties.
- VIII Thou shalt enforce the terms of any such payment plan, being sure to say "Thanks" when the client lives up to his commitments.
- IX Thou shalt identify and work to resolve disputes early, quickly, and professionally.
- X Thou shalt exhaust thy personal collection efforts, before involving lawyers or collection agents, but, once they are involved, thou shalt equip them with sufficient documentation to press a successful court claim for thy money.

Radio Advertising Bureau

F.Y.I. - "The seven second pause" is technique used by telephone companies in their collection efforts. After you have the decision-maker on the line, you simply say, "I'm calling about the \$750.00 unpaid balance on your account." Then you "shut up" for 7 seconds. Say nothing for 7 seconds. This technique clearly puts the burden on the debtor and frequently will result in his shame coming to the surface, along with an explanation and a payment offer.

"Small Town Radio"

Just one station in a little town.  
Lots of people, black and white and brown.  
Every kind of music they could play  
Comin' atcha every time of day.

Heard the D.J. when his mike was on.  
Thought it was off and next day he was gone.  
Heard the local candidates debate,  
But the one in jail could not participate.

Chorus:

Small town radio,  
You hear it everywhere you go.  
One way I learned about the things I know  
About New York, L.A. and Tokyo

Little glimmerings of life beyond,  
Little ripples from across the pond.  
Rock and Country, Soul and Spanish songs  
Helped a growing boy to get along.

TV sets on sale at Monkey Wards,  
Mr. Gerber's closing' out his Fords,  
Little league is cancelled 'cause of rain  
And they've lost Paul Harvey once again.

Hometown expert or a local band,  
Even the worst sounded so fine and grand.  
So many people with a tale to tell,  
Somehow the radio helped them say it well.

(Chorus)

New Year's baby born to Beth and Dwight,  
Service at two for Mrs. White.  
Ain't it funny how it all comes 'round  
On the radio in a little town?

So turn my dial to that little spot  
Where the talk was warm and all the songs were hot.  
Sometimes you just don't know what you have got  
'Til you have it then you have it not.

(Chorus)

The above are the words of a song written by Jim Terr from Las Vegas, New Mexico, where Dennis Mitchell is the longtime manager and more recently owner-operator. Jim, Dennis tells us, has gained considerable recognition for his satire. songs, and commentaries. He's appeared on national radio network and syndicated programs. He's been mentioned on the Paul Harvey broadcasts.

If you'd like a copy of the music to "Small Town Radio," you may write to:

Dennis Mitchell  
KFUN/KLVF Radio  
Box 710  
Las Vegas, New Mexico 87701

(505) 425 6766

Dennis is particularly interested in a project that Jim is in the early stages of developing: a feature-length screenplay called, "Small Town Radio." The story line would follow the lyrics of the song. Dennis believes that such a movie would have the potential of benefiting not only small town radio stations, but, the value of small town living.

Small market radio folks who read SMRNewsletter might send an expression of interest (and potential support) to Dennis at the above address. He'll forward to Jim.

#### THE LAST WORD

For months, large numbers of the industry, the trade press, and the trade association have begged the F.C.C. for new rules to improve the economic well being of the nation's radio stations. Chairman Al Sikes and key members of the F.C.C. staff have announced a plan to give the industry what it asked. But, in an election year, forces on Capitol Hill are raising loud objections. Not surprising! What is surprising, the lack of courage being displayed by some of the F.C.C. commissioners, segments of the industry, the trade associations, and some of the trade press. Instead of supporting Chairman Sikes and Commissioner Marshall, too many are already talking compromise (appeasement) with some members of Congress.

This election year, Congress is looking for issues to take the voters' attention away from "midnight pay raises, overdue bills at the House restaurant, cold checks drawn on the House bank, mis-management of the House post office etc., etc., etc.

We can envision all kinds of "mischief" coming out of a compromise on the ownership policy with Congress. The industry "which beat the drum" for the Ownership Rules changes, needs to support Chairman Sikes and Commissioner Marshall, who are reported "hanging tough." The rules are not perfect, but, they are a lot better than you're apt to get dealing with Congress in an election year.

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Small  
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Radio  
Newsletter  
Inc.



Bill Taylor  
KQSS  
P.O. Box 292  
Miami

AZ 85539

Bob Doll - Publisher and Editor  
Barbara J. Doll - Circulation

VOLUME IX - Issue #46 - April 9, 1992

**FEBRUARY 1992 R.A.B. AD TOTALS** for 100 markets across the country: Local Revenue +4.0%, National - 17.1%. Region by Region:

	Local	National
East	3.5%	- 16.8%
Southeast	5.6%	- 3.9%
Midwest	2.1%	- 14.6%
Southwest	6.9%	- 22.1%
West	4.3%	- 25.2%

Revenue reports are gathered by Miller Kaplan Arase & Co. and Hungerford Aldrin Nichols & Carter. (Rated markets)

**FIRST QUARTER - REGIONAL BIZ MIDWEST** - "First quarter 1992 provided optimism that this year will bring improved business conditions and a better sales environment. While actual sales were soft in January and February, the level of planning and buying activity at our agency customers' shops increased dramatically. March sales improved tremendously over 1991. With signs that many advertisers (and economists) believe economic conditions are improving (though slightly) we look for sales to strengthen the rest of the year." (Stuart Sharpe, President, Regional Reps, Cleveland, Cincinnati, and Atlanta.)

**N.A.B. SENT TRIBUNE V.P. RADIO TO SENATE** to fight warning on beer and wine ads. Wayne Vriesman, told the subcommittee considering the action, "those warning won't solve anything, but, they'll drive beer and wine advertising off the air and professional sports on to pay cable."

**WORTH CONSIDERING** - If your AM station is permitted to operate with less than 250 watts at night, you might want to investigate locating a low power, non-directional nighttime facility closer to your "center of population." Installation can be very inexpensive.

**OPERATE YOUR OWN SATELLITE NETWORK** -The Gardiner Group of Colorado small market stations is doing it. Uplink costs about \$25,000.00, receiver about \$2,500.00. Gardiner is leasing space from National Supervisory Network at \$1,200.00 per month. Program is stereo/c.d. quality, according to Bill Sepmeier 1-800 345 VSAT. System also can carry data, he says. Half dozen other groups actively investigating.

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789

At the F.C.C. ....

NEW STATIONS (Granted):

LOUISIANA (Haughton) Cary D. Camp 103.7 3 kW 328'  
(Lake Charles) B and C Broadcasting 105.3 50 kW  
492'

AMENDMENTS TO THE FM TABLE (Amendments):

KANSAS (Andover) 93.9 C3 as 1st. W: T.B.A.  
MISSOURI (Cameron) 100.1 C2 for 92.3 A. M.: K D E E  
(Columbia) 101.5 C1 for C2. M.: K A R O  
(Gallatin) 101.7 C3 as 1st. W.: 5-18/6-17  
(Huntsville) 103.5 C2 for 92.5 A. M.: K T D I  
(Malta Bend) 97.5 C3 as 1st. W.: 5-18/6-17

(Proposed):

ALABAMA (East Brenton) 95.7 A as 1st  
FLORIDA (Bradenton) 103.5 C for 103.3 C. . W D U V  
(Yankeetown) 96.3 A as 1st.

INVOLUNTARY TRANSFER:

KANSAS (Wichita) K K R D (FM-C) to Sherman Broadcasting Corporation, Debtor in Possession, 905 N, Main St., Wichita, KS 67203 (920224GM)

FINES:

GEORGIA (Milledgeville) W S K S-FM - \$20,000.00 for failure to light antenna tower and neglecting to notify the F.A.A. that the tower lights malfunctioned. \$20,000.00 is the base amount.

CALIFORNIA (Montecito) hearing for new station. Enlarged issues against Ellwood Beach Broadcasting, Ltd. to determine misrepresentation/lack-of-candor as to availability of transmitter site - \$25,000.00.

Minding the Store:

In his client letter, Coldwater, MI based consulting engineer, E. Harold Munn, says these items should be checked: Tower lighting system inspection current? ... Tower marking in good condition? ... Protective fences/warning signs in good repair? ... Spurious emissions measurements current? ... R.F. exposure records up to date and exhibits ready for renewal filings if pending? ... Licenses and records in proper shape? ... Current Rules available for staff reference? ... Transmitter/antenna system operations in compliance with license terms? ... All operators licensed? ... R.P.U., S.T.L. and T.S.L. license current? ... AM Directionals: Monitoring Points within limits?

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"SUMMER JUBILEE: - It will run again this year on W L D S Jacksonville, Illinois. Merchants buy into a 3 month ad schedule and donate a \$11.80 gift certificate each month (June, July, August). Participants mail post cards to the station. Drawings take place daily from the cards. In addition to a gift certificate, the daily winners are enrolled for a drawing at the end of the summer. Prize then is a trip for 2 to Las Vegas.

"A SUMMER LONG TREASURE HUNT" was held last year by W A D B, South Belmar, New Jersey. The names of listeners who enter are randomly chosen and read on the air. Listeners who call in within 15 minutes got a key to a treasure chest. All the winners were assembled to try their keys at the end of the contest. Prize was a trip for 2 to a Florida resort on the Gulf of Mexico (Treasure Island).. There were also small weekly prizes.

"IF YOU PLAY '50s "oldies," you might want to stage a "Classic Car" outing. The cars are assembled in a parking lot for view on a weekday early evening or Saturday morning. After the show is concluded, the cars form a cavalcade across town via a major artery. The event ends "across town" with "diner food at fifties prices."

About Your Customers' Customers .....

Summer Vacation Time is fast approaching. 41% of vacations are taken by people 18 through 35, 34% by 35 through 54 year olds and 22% by those 55 and older.

44% want to "go away and do many things" down from 51%. Those who want to "go away, sit and relax" have increased from 23 to 25%. Those who prefer to "stay home and relax" has increased from 17% to 22%.

63% of vacationers prefer 2 or more short vacations or a number of weekend trips to 1, long vacation a year. Only 2% of vacationers prefer 1 long vacation. PEOPLE WITH HIGHER EDUCATIONAL ATTAINMENT AND HOUSEHOLD INCOME ARE MORE LIKELY TO PREFER SHORTER VACATIONS.

Mode of vacation travel: motor vehicle 82%, airline 14%, other 4%.

Average spent on vacation trip: \$1,146.00.

"American Demographics"  
8-"91  
Polling: Roper Organization

\$ale\$ - Some Thoughts from Harvey Mackay .....

The sale really begins when the customer says yes. That's when he starts to find out what's really under "the hood." If you've delivered what you've promised, you have someone you can go back to time and again. He's the foundation of your business, someone who's on the books and doesn't have to be resold, who knows he can trust doing business with you. And wants to.

There's one thing no business has enough of: customers. If you want to have them, what you do after the sale matters more than what you do to get it.

And .....

Is a sales call from you a classic definition of boredom? Do their eyes glaze over when you show up?

Memorizing the party jokes in "Playboy" won't help. Instead, you might take the professional approach. Before you make the sales call, think of something new to bring to the table. A new proposal, a new product, a new application for an existing product, a new place to go to lunch, a new book. You have to concentrate on escaping the deadliest trap of them all: predictability, the mark of an order-taker. Sooner or later, the order-taker always loses out to the true salesman. That means you have to reinvent yourself in some way each time you show up.

And .....A lot of people, even some salespeople, have the notion that selling is just sweet-talking the prospect into submission. Find the prospect's hot button, say the magic words, smile the magic smile, and the order is yours.

It doesn't work that way.

Selling is not like operating a punch press, where you stand at your machine 8 hours a day and turn out a thousand parts. Admittedly, in selling, there is a lot of routine work and one salesperson is pretty much like another when it comes to the daily grind, riding around from here to there, setting up appointments, doing the smile number.

But unlike the punch-press operator, a salesperson may have only 5-minutes a week that really count.

It's those 5-minutes a week that separate the good ones from the also rans.

The real pros are not professional glad-handers. They may have pleasing personalities, but they know that isn't enough. They understand their products and the environment in which those products are sold. They do their homework. They can be as tough as they have to be, if they know that's what it takes to close a deal. Charm is not a substitute for knowledge and guts, it is merely a supplement.

"Beware the Naked Man Who  
Offers You his Shirt" -

- 4 -Harvey Mackay (Ivy Books)



## About Your Customers .....

OUTLOOK FOR THE FURNITURE STORE - In constant (adjusted to inflation) dollars, furniture manufacturers have experienced declines for the past 4 years. In March, "Furniture World," carried the forecasts of one of the industry's most highly regarded researcher/investment bankers, Wallace Epperson, Jr. For the coming decade, he forecasts, a meaningful increase in inflation adjusted dollars, but, a meaningful decline in units. He pegs his forecasts on the demands of an older baby boomer. "We are building and selling fewer new homes, but the homes we are building, on average, are increasing in size. Most people don't realize it, but a 2,000 square foot house uses 3.5 times the dollar amount of furniture required for a 1,000 square foot house. A 3,000 square foot home may use 9.5-times the dollar amount spent on furniture in a 1,000 square foot house."

DAIRY QUEEN - HOW MUCH MONEY? It depends. If your Dairy Queen franchise is a comparatively new one, the franchisee put up \$30,000.00 for his franchise and agrees to contribute 3% to 5% into the co-op advertising plan - all the participating stores in a TV A.D.I. If the contract is an older one, he may have agreed to "pony up" only \$1,000.00 per year - or - if it's a real old contract, nothing. How good a prospect the local Dairy Queen is, is dependent on what he has to put into the Dairy Queen program. ... Also of interest: although Dairy Queen is best known for its soft ice cream, the big business at most locations is food (lunches and snacks). The Dairy Queen system sells enough hamburger to rank #5 nationally.

PICTURES - The presence of children is what really inspires Americans to take pictures - and the younger the child, the more pictures a household will take. ... Most U.S. households (62%) buy or process film at least once every 3 months, according to the Photo Marketing Association International. But, 70% of households with members 12 to 21 purchase or process film and 75% containing 3 to 11 year olds. When a child under 2 year is present, the share tops 80%. Only 55% of households without children are active picture takers. ... Other signs of good customers for film are pets, motor homes, and V.C.Rs. (American Demographics 4-'92)

REAL ESTATE BUSINESS IS IMPROVING! IS YOURS? Research shows that only 11% of newspaper readers remember seeing a real estate ad in their daily paper and fewer than 1 in 20 (5%) readers even bothers to read half of a real ad. ... Radio offer multiple opportunities to stand out from the crowd of competitors. (R.A.B.)

Management - Which Stage is your business (you) in?

A few minutes ago, a longtime subscriber called. He told us of hearing self made billionaire/co founder of Amway, Rich DeVos, some years ago at an industry meeting. DeVos pointed out that every business go through 4 stages:

1. Building
2. Managing
3. Defending
4. Blaming

The rewards in a free enterprise system go to the builders. Your earnings and assets grow fastest when you're building something: your business, your career. For the business, it's creating or improving something and selling it to more customers at increasingly higher real profits. For an individual it is the same, his or her "something" is his/her time, effort, and ability. The building stage can go on for ever if he or she continually increases his/her level of ability.

Most businesses and individuals slip into the management mode without really knowing it. At some point, without knowing it, the building stage is replaced by the management stage. Get more out of what we have. "We've gotten to a point where we've reached our potential gross. Let's get more 'net.'"

When "good management" (preserving assets) replaces building, the business or individual quickly slips into the "defending stage." Something good enough that it can afford to slip out of the "building mode" is bound to attract a lot of competition from businesses and people "in the building stage."

Finally, the entrepreneurial builders wear down the businesses or individuals that have slipped into the defensive mode. They remember the glory (building) days and look around for someone to "place the blame on": government, the economy, the competition, disloyal customers ( who we made back in the good old days).

In the various aspects of our business here, we are often asked, "What's a good time to sell?" I am convinced that there are many questions that have to be answered before such a step is taken, but, the #1 question that has to be answered is this, "Are you in the building mode?" Are you still improving your business, yourself?

In our experience, many people have "sold out" because they thought their business was "maxed out". Others changed jobs because they felt they had "maxed out." A new person comes in and does better. Is he/she a better operator? Not generally. The difference is: the newcomer is in the "building mode."

## "Changing Sides"

Gail Fender has just completed her first year in radio - after 10 years selling newspaper in New England, Florida and Ohio.

"I came back home from Florida after my husband died. I signed on with the local daily newspaper/shopper here in Hillsboro (Ohio). After 4 years, I was ready for a change." I thought about going back to the South and either getting another newspaper job or going into some kind of business for myself." She resigned the newspaper job before making future plans.

Tom Archibald, long time owner, and Bill Parr, longtime station manager at W S R W AM/FM, Hillsboro, decided to call her at the urging of several local business people. "I was surprised to hear from them" Gail said, "I never thought about selling radio advertising - but, since I hadn't done it before, I thought I'd give it a try."

After 10 years of selling print, she says, there were two big surprises in radio. Of the newspaper, she says, "There's no sell to it. 90% of making a newspaper advertising sale is showing up. To sell radio ads, you have to be willing to take more time and be better informed. When you're selling newspaper, the customer has his or her 'list' made up. You look at it and say, 'I can get it into a quarter page or half page or page. You tell him or her how much space it's going to take to get his or her 'list' into the 'paper.'"

"When you're selling radio time, they're not waiting for you with a 'list.' They expect the radio salesperson to be knowledgeable. I found out to be successful in radio sales you had to read a lot more. You had to be informed about the general workings of the customer's business. They don't buy unless you give them an idea generally."

She calls Archibald and Parr "very patient. I made a lot of mistakes initially. They took time to give me good advice and invested in R.A.B., your newsletter (SMRNewsletter), and the traveling sales motivators who come into Cincinnati, Dayton, Columbus (all within an hour or so's drive from Hillsboro) e.g. Chris Lytle, Irwin Pollack, R.A.B. seminars.

The biggest mistake she made starting out, she says, "was asking for too little money. I learned that 15 or 20 ads might or might not 'work,' but, if the customer had something worthwhile to say and ran 40 ads, the radio schedule was profitable."

One aspect of her sales philosophy may be controversial, but, should be repeated here. "I think radio stations make a mistake by selling ads reinforcing newspaper or shopper ads.

If that's the purpose, then the newspaper or shopper should be paying the radio station for them."

Another initial mistake, she says, "was selling by the week. It took too much time. Now, I have a system that calls for an appointment each 6 months or 3 months or month to set up a basic plan and arrive at a radio schedule. I give the prospect 2 or 3 choices - not necessarily money choices. Many times it's a matter of schedule patterns. I want the customer to have a part in arriving at the schedule. That way he or she is buying, not being sold. And, he or she will take more of an interest in making sure it works. After the basic agreement is reached, it's then a matter of a quick call before something is actually run"(sometimes by phone). She would like to get more year long commitments, but says, "In the present economy, businesses just can't see that far ahead. When things get better, I think there may be more year-long commitments."

A year into her radio sales career, Archibald and Parr have given Ms. Fender added duties as sales manager. She's hired a second person "to take over the business close in. That'll give me a chance to develop business further out. Calling on new people - that's real fun and real selling," she says. "A year or so from now, I'll hire another person to take over what I establish this year, and I'll move out a little further." (W S R W is a 50kW FM with companion daytime AM - simulcast).

#### THE LAST WORD

The F.C.C. has decided to reexamine the criteria used to select a licensee from among competing applicants for new broadcast facilities. The criteria currently used have not been comprehensively reviewed for almost 27 years (1965). We believe the study is warranted and should be accompanied by another study: Elimination of comparative hearings in favor of auctions.

The purpose of the rules is to get the best licensees to operate "in the public interest." The licenses routinely go to the party with the most money to field an expensive legal battle and "buy off" more qualified seekers. Huge sums are made by law firms, expert witnesses, investment groups, consultants (many without credentials), engineers, etc. The money accrues not to the public, whose airwaves are being fought over, but to schemers of various descriptions. Idea is not radical. The marketplace will decide the value of the facilities and the money will go into the Federal Treasury for the benefit of the public - the owners of the airwaves.

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**S**mall  
**M**arket  
**R**adio  
**N**ewsletter  
 Inc.

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 Miami

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Bob Doll - Publisher and Editor  
 Barbara J. Doll - Circulation

VOLUME IX - Issue #47 - April 16, 1992

**THINGS ARE GETTING BETTER** - - The Department of Commerce has released figures for February. They show personal income was 5% better than a year earlier, disposable income was up +8.1% and personal spending rose +7.8%. Services rung up a 10.3% increase, durable goods were up 4.0% and Nondurable goods were up 4.8%.

**LATE EQUIPMENT DELIVERIES** have delayed the launch of "Super Gospel Network". a 24 hour a day Southern Gospel format. "We have upwards of 40 stations waiting for us to start," the network's Bill Malone says. "We'll be on sometime in May." Super Gospel Network has just installed a toll free 800#. It's 800 877 1950.

**C.P.I UP - NEWS SALARIES DOWN.** R.T.N.D.A. has released its 1991 survey of radio news salaries. Average is \$17,800.00. Range, from \$13,750.00 in markets under 50,000 to \$35,000.00 in million+ markets. Average radio news salary was down 2.2% in 1991 while the C.P.I rose 4.7%, the report says.

**AD AGENCIES SUFFERING DOUBLE WHAMMY** of shrinking budgets and conversion of ad dollars to promotion (coupons, contesting, discounts to retailers). A.A.A.A. (American Association of Advertising Agencies) convention in Naples, Florida last week attracted only 400 attendees - about half the record hit in 1981.

**WEIGHT LOSS OPERATORS** are getting close attention from Federal Trade Commission, Food and Drug Administration, and state attorneys general. They claim many programs are fraudulent. Booklet is being circulated, "The Facts About Weight Loss Products and Programs." Public service "spots" are being sent to stations.

**N.A.B. DEVOTED A RECORD NUMBER** of convention sessions to Small Market Radio this week. Recurring theme, "Dealing With Tough Times." .... Exhibit hall story (repeated in software marketer Rodman/Brown client letter:

Radio Veteran #1, "There are no cart machines on display. Is this the end?"

Radio Veteran #2, "It's the beginning."

Original hard disc marketer, Audisk has merged with Gentner. Pete Charleton's "Management" has 180 "Digital D.Js." out.

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789

At the F.C.C. ....

NEW STATIONS (Granted):

ARKANSAS (Lake Village) Lula May Stone 103.5 6 kW 328'  
(Sherwood) Sherwood B'c'g. 102.1 2 kW 371'  
FLORIDA (Zolfo Springs) Teddy Bear Comm. 106.9 6 kW 328'  
HAWAII (Honolulu) Kasa Moku Ka Pawa Bdcst. 105.9 (a C - other  
information not available)  
LOUISIANA (Lacombe) North Lake Radio, Inc. 94.7 3 kW 328'  
NEW MEXICO (Kirtland) Jeff and Joella Thomas 102.9 96 kW 1020'

AMENDMENTS TO THE FM TABLE (Amended):

TEXAS (Kerrville) 92.3 C3 for A. M.: K I T E.  
(Proposed):

TEXAS (Bay City) 101.7 C1 for 96.1 C2. M.: K X G J C.P.  
(Bryan) 92.1 A for 99.5 A. M.: K B M A  
(Edna) 96.1 A for 101.7 A. M.: C.P.  
(Requests):

OREGON (Prineville) 102.1 A for 104.7 A.  
(Sisters) 104.1 C1 for A. M.: K P X A C.P.

L.M.As.: The F.C.C. has put these NEW regulations into place:

- 1.) A Local Marketing Agreement is now counted as if it was an owned station for purposes of computing ownership totals;
- 2.) Local Marketing Agreement contracts must be filed with the F.C.C. and placed with the Public File. Financial particulars are open to public inspection.
- 3.) Stations in same service (AM/AM or FM/FM) in primary area (FM 3.16 mV/m or FM5 mV/m) may not simulcast more than 25% of time.

The following earlier announced policies remain in place:

- The L.M.As. (leased) station licensee must maintain a main studio within primary area;
- Maintain Public File within community of license;
- Have at least 2 on staff: a manager and a staff person. The manager must be available on short notice during generally kept business hours;
- Make sure all political time sales policies are within Commission regulations;
- Make sure programming is consistent with F.C.C. Rules;
- Do special programming in event of emergency and run E.B.S. tests as required;
- Make sure technical plant is being operated within the terms of license and F.C.C. rules and regulations.

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"GUEST WEATHER PERSON" - Each week the morning show at W T B F, Troy, Alabama, features a guest "weather person." In addition to reading the weather forecast during the program, the guest is given an opportunity to talk about a civic project or event with which he or she is affiliated. New business and professional people also act "as guest weather people."

"ALSO AT W T B F" - The station and the local university co-sponsor an annual springtime "Outdoor Band Concert and Picnic" on the university ground. The evening concert is open to the public who are invited to bring picnic dinners and lawn chairs. The station serves soft drinks and popcorn. The event is broadcast live.

"OLDER AMERICAN'S MONTH" - Bruce Grassman, W T C H, Shawano, Wisconsin, has come up with a unique service to nursing home residents in his area. Each week, 12 nursing home residents, accompanied by 2 nurses, are taken on an afternoon boat ride (Tuesday afternoon - 2 hours). A snack and beverage are served. The station does 6 sponsored 3-minute remotes from each week's boat ride. 6 advertisers participate. (Boat and operator are provided by local dealer who calls it, "Great community relations - a fine image builder.")

About Your Customers - The Auto Dealers .....

Below are the per unit ad expenditures of dealers and dealer associations. Sources: Arbitron L.N.A. and Automotive News Data Center (published in Advertising Age). % are + or - comparisons of 1991 vs. 1990:

<u>Domestic:</u>		<u>Foreign:</u>	
Jeep \$230 +7.4%	Pontiac \$90 +3.0%	Hyundai \$313 +12.3%	
Cadillac \$167 -29.2%	Linc-Merc \$86 - 29.2%	B.M.W. \$236 +1.4%	
G.M.C. \$114 -19.5%	Ford \$74 - 8.4%	Mazda \$165 +0.4%	
Chry-Ply \$94 +4.8%	Dodge \$54 -20.5%	Toyota \$137 -7.1%	
Olds \$91 - 1.2%	Chevy-GEO \$47 -25.2%	Nissan \$130 +114.8%	
		Honda \$104 +2.6%	

About Your Customers' Customers - Fishermen (and women) ...

The number of anglers aged 12 and older has double from 25-million to 51-million in 25 years. (Fish and Wildlife Service). 86% are fresh water fishermen, 30% are salt water fishermen. Fresh water fishing accounts for 5-1/2 times as many fishing outings as saltwater fishing. The typical angler fishes 21 days a year. ... Most recent statistics show \$28-billion spent on fishing - 48% for equipment, 47% for trip-related expenses. 38% of men, 16% of women engage in fly fishing. 49% are 25 to 44, 16 and 17 year olds 5%, 15% are 18 to 24, 23% are 45 to 64. 8% of anglers are 65 and older. (American Demographics 4-'92)

\$ale\$ - On the First Call .....

Discuss the surroundings. The office you're visiting is a reflection of its occupant. Surely you can find, with little difficulty, something that will serve as a positive conversational starting point that has to do with the way your prospect has chosen to decorate his or her surroundings.

When the person starts to talk about himself, "lean in" to the conversation. I also put down the pen I'm using to take notes. This serves as a subtle validator that the prospect's experiences are inherently interesting. It is virtually always good to get the prospect discussing his or her own experiences. People who talk about themselves are more relaxed than people who don't.

"25 Sales Habits"  
Stephan Schiffman  
(Bob Adams, Inc.)

\$ale\$ - Winning Back the Unhappy Customer .....

"I'll never do business with you again."

Fortunately, this is not the reaction of your typical customer. But, if you are ever faced with this uncomfortable situation, remain calm and cordial, then consider the facts:

About 95% of customers who have had a problem with a business, will do business with that business again if they feel their complaint was resolved quickly. And they will tell an average of 5 of their friends about the good treatment.

Identifying the dissatisfied customer: Not all unhappy customers will let you know they have had a problem. In fact, only 4% of customers will ever let you know how upset they are. The other 96% will express their feelings of discontent to 9 or 10 other people, according to a study by Technical Assistance Research Programs of Washington, D.C.

Let your customer know you care. Follow up to make sure your solution worked and that your customer is now satisfied. Before things go wrong, develop guidelines to help solve potential customer problems in advance. The faster you can reverse the attitude of an unhappy customer, the more business you can expect from referrals.

Comerica Bank  
Customer Letter



Management - Running A Business Better .....

THE TELEPHONE is often the first and sometimes the only impression a potential customer has of your company. A recent survey of 564 business executives shows:

- 25% are annoyed when the phone rings more than 3 or 4 times;
- 21% find busy toll-free numbers annoying;
- 34% don't appreciate being put on hold without being asked if it's O.K.

(Communications Briefings)

Ability to manage is the world's most valuable skill. Happily, it's a skill more than an ability. It can be learned. Primary in learning to manage is an understanding of goals and objectives. How to arrive at them. How to separate short-term goals from long-range objectives. How to formulate policy and allocate resources to achieve your objectives. These things constitute managing - not giving orders or being "the boss."

(Gardiner G. Greene in "How to Start and Manage Your Own Business")

AT LEAST A THIRD of the top 25 television commercials harped primarily on low prices - including a record 6 fast-food companies, all hyperactively promising special deals. And most of the top campaigns that didn't talk about price relied on another cliché with renewed appeal in these troubled times: cute little kids.

(Wall Street Journal 3-2-'92 )

DOING YOUR OWN SURVEY? Unless you have a passion for statistics, don't attempt to do a sample survey yourself. The precise wording of questions, the length of surveys, whom you choose to ask, and whom you don't ask will have major influences on your results. A poorly administered survey will lead you to the wrong conclusions.

(American Demographics 4-'92)

AS MUCH TIME TO MEDIA AS WORKING OR SLEEPING - That's the finding of research compiled by ad agency Young and Rubicam, extrapolated from Newspaper Advertising Bureau, Standard Rate and Data Service, and Arbitron. On average, U.S. adults devote 8 hours and 5 minutes per day to 4 major media: television 3 hours - 48 minutes, radio 3 hours 21 minutes, newspapers 34 minutes, magazines 20 minutes.

(Advertising Age 4-6-'92)

CUSTOMER LOYALTY IS FRAGILE - You owe it to yourself and your customers not to discover how fragile it is by exposing it to unnecessary risks. At some point or other in your business, everything bad that can happen will happen. Your best form of damage control is to anticipate the worst before it happens. Or, as I've said so often, DIG YOUR WELL BEFORE YOU'RE THIRSTY.

(Harvey Mackay in "Beware the Naked Man Who Offers You His Shirt")

About Telemarketing .....

Allowing a person to work in the home creates some minor administrative problems in terms of handling the toll charges and so forth, but it can be well worth it if you can create an opportunity for a capable person who doesn't want to work full-time or incur commuting and child care expenses. In a wide area situation, it might be desirable to appoint representatives in a number of area towns, thus getting better coverage at lower cost.

Sample Recruitment Ad:

"Hello. This is \_\_\_\_\_ at radio station \_\_\_\_\_ . We are going to make an addition to our Telemarketing Staff here at \_\_\_\_\_ . We are looking for people to make daytime telephone calls to businesses in our listening area. We would be able to consider people who want to work in their homes, if they have a private telephone line. If you would like to make application for this position, please call me at \_\_\_\_\_ between \_\_\_\_\_ and \_\_\_\_\_ - \_\_\_\_\_ through \_\_\_\_\_ . The telephone number again is \_\_\_\_\_ . That's \_\_\_\_\_ .

Many successful telemarketing organizations capitalize on the boom in small, home operated, part-time business with this approach:

"Are you looking for part-time income? An extra career? A business of your own that you can operate from your home. Then call me, \_\_\_\_\_ here at Radio Station \_\_\_\_\_ . I'll tell you about a home operated opportunity that doesn't require you to buy even a penny's worth of products EVER. If you're good with people, like to talk to others on the phone, then this could be perfect for you. Details are free and there is no obligation. Just call me, \_\_\_\_\_ here at \_\_\_\_\_ Radio at \_\_\_\_\_ . That's \_\_\_\_\_ . Call any weekday morning from \_\_\_\_\_ A. M. to \_\_\_\_\_ A.M."

People recruited in this manner will be independent contractors and responsible for their own expenses, etc. You give up a degree of control, but your start-up costs are dramatically reduced and the quality of worker is much higher once you sift through the curiosity seekers and get to the people who are genuinely interested in building a business.

Editor's Note: Be sure to check with your accountant on "outside contractor" regulations (state and federal).

The article is from Kirk Woodward's 125+ page book "Telemarketing for Radio Stations." It includes an exhaustive discussion of all phases of a radio station telemarketing operation. There are a dozen campaigns included and a cassette tape called, "Selling Time on the Telephone." Price is \$99.00. 800 553 5883. (Kirk has been in business for almost 10 years).

"Worth Noting" .....

A new business opening in New England these days deserves mention. But, this is not just any new business. It is a radio station, an AM radio station - operating on a daytime frequency. On March 23, 1992, W M V U made its initial broadcast from Nashua, New Hampshire - 50 miles north of Boston.

The new station's chief executive/general manager told SMRNewsletter, "We've invested a lot of money and a lot of years in this. We have to believe as Dickens said, 'It is the worst of times and the best of times.'"

The initial application for the 900 on the dial AM station was filed 15 years ago in 1977. "We didn't expect the FM station to make any money back then. We expected the AM station to support it for several years."

The Nashua radio enterprise was undertaken by 14 area residents, several with communications backgrounds. By the time the station was granted, the "sparkplug" of the venture, Joseph Sakey, was 68 years old. He was 53 when the original application was filed and intended to "run" the station. By the time the station was granted, he decided to turn the reigns over to Servello, 45.

"I bought into the broadcast applications because Joe and I were friends. If I had known it was going to take 15 years, I probably would have passed. If I had thought I would end up running it, I'm pretty sure I would have passed," Servello says. Of the 14 original stockholders only 10 were in the corporation when it finally got a construction permit. "Several died. Others' circumstances changed," Servello says.

There were a total of 12 applicants for the 900 AM license and what was originally planned to be a companion Class A FM. "Over the years we were granted the AM, the FM, and both the AM and FM. Each time, the 'c.ps.' were overturned on appeal. We spent over a third of a million dollars," Servello estimates. "I really wonder if early on, this thing could have been decided by a 'coin toss.'"

The FM station, was ultimately granted to a competing applicant. It went on the air in 1987. It's a rock station. "Something very different from what we would have done," Servello says. The AM, however, is "pretty much what we envisioned when we filed our application 15 years ago," Servello recalls. "We felt there was a need for New Hampshire based news coverage and 'open line' conversation. In a decade and a half that need was never filled until W M V U finally got on the air."

When the Nashua 900 AM application was filed 15 years ago, the AM audience in New England was 57% of total radio listening. It is now less than half that. Servello says that doesn't phase him. A longtime executive with technical companies he says he believes he is the typical listener to the kind of station W M V U is. "I honestly believe, it's not the manner in which your broadcasting, it's the content and the marketplace."

W M V U is carrying very little network supplied talk. Most of it is available on the Boston power stations. "We have to address New Hampshire "point of view." The station from 5 AM to 9 AM, does a news/talk show along the lines of the morning network TV shows. From 9A to 11A and from 1 P to 5 P, there are locally originated "call in shows." There are 2 hour long newsblocks (at Noon and 5 P). The station carries C.N.N. Headline News from 11A to Noon and 6P to 9P. "We are off from 9P to 5 A," he says. "I know there's a value to be on 24 hours a day, but, we're going to wait 'til we find out what's viable before we go into that."

The W M V U staff totals 14 (4 of whom are salespeople). "We were fortunate that so many good people were available for our initial staffing. If the broadcasting business had been booming, most of these people wouldn't have been available to us."

A new AM station debuting in New England's troubled economy has attracted a lot of "print" and TV publicity. The station has bought a "targeted" billboard campaign and has already run 3 direct mailings. About the less than a month old AM radio station, Servello says, "Listener response is excellent. Our customers are surprised by the big market voices on their W M V U spots, and they tell us they're getting excellent results. That's pretty good for a less than a month old AM station isn't it?"

#### THE LAST WORD

We would like to compliment the New Hampshire Broadcasters Association on an excellent project. Low voter turnouts are a disgrace. New Hampshire's broadcasters have decided to do something about it. The state's broadcast stations are undertaking an April through October effort PROJECT VOTE campaign. Spots will feature the likeness/voice imitation of native son Daniel Webster in conversations with various age voters (college though senior citizen). Slogan of campaign is "If you don't vote - you don't count." In addition to the spot broadcasts, complimentary posters and campaign buttons are being distributed. It's an idea that deserves to be copied.

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**S**mall  
**M**arket  
**R**adio  
**N**ewsletter  
Inc.

IN OUR  
9th  
YEAR



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Barbara J. Doll - Circulation

VOLUME IX - Issue #48 - April 23, 1992

**HALF PRICE??? LESS!!!** The order came out of N.A.B. Executive Vice President John Abel's office: "Stop the hemorrhaging of the radio membership." The N.A.B. "boiler room" was put to work "pitching" a year's dues for \$225.00 (that's \$18.75 per month vs. the association's stated minimum of \$40.00 per month). The 3-month "blitz" apparently met with only limited success. It was undertaken without the "o.k." of the board of directors or the membership committee. A sampling of opinion in both groups shows they're not only unhappy about not being consulted - but are shocked by the bad judgement. Typical: "Is it fair to take the station's money that pays without complaint while his neighbor gets a deal?" "Not hardly an appropriate action for the trade association of an industry which needs rate integrity so badly." The "blitz" has been stopped - the telemarketers are back "on the rate card." The membership committee meets for 2-days in mid-May. Dues will be an agenda item at the board meeting in mid-June.

**THE RECESSION IN MEDIA IS ENDING**, according to AdWeek's Marketing Week. They report network TV is having its best quarter in 6 and that cable TV's 10 major networks are sold out at premiums of 10% and more - despite the fact that their audience is "flat" for the first time ever.

**CONSUMER CONFIDENCE MOVING UP S-L-O-W-L-Y** - Latest Conference Board Readings:

Consumer Confidence Index 54.0 (up from 50.2 in Jan.)  
Present situation 23.4 (up from 22.6 in Jan.)  
Expectations 74.5 (up from 68.7 in Jan.)  
1985 = 100.

**JONES SATELLITE AUDIO** (formerly Drake Chenault) has inked an agreement with Orchard Lake, Michigan based Radio Programming and Management, where by R.P.M. will develop and distribute J.S.A.'s libraries for A.C. and Country formats on compact disc. Purpose is to give stations same texture during locally programmed hours as that when station is carrying satellite fed programming.

**CONGRATULATIONS** - W T B F , Troy, Alabama is celebrating its 45th anniversary and has received a statewide first place for a Christmas effort benefiting foster children.

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789

At the F.C.C. ....

NEW STATIONS (Granted):

IOWA (Keokuk) David M. Lister 96.3 50 kW 492'  
(Stuart) Coon Valley Comm. 107.9 2.75 kW 472'  
KANSAS (Winfield) Johnson Enterprises 95.9 50 kW 492'  
LOUISIANA (Haughton) Gary D. Camp 103.7 3 kW 328'  
PENNSYLVANIA (Oil City) Stephen M. Olszowka 96.3 3 kW 328'  
WISCONSIN (Mishicot) Value Radio Corp. 94.7 3 kW 328'

AMENDMENTS TO THE FM TABLE (Amended):

CALIFORNIA (Green Acres) 106.1 B1 for 106.3 A. M.: K R A B  
COLORADO (Oak Creek) 104.1 C3 for 103.9 A. M.: K F M U  
GEORGIA (Gibson) 94.3 A as 1st.  
IOWA (Clarinda) 99.3 C2 for 106.1 C2. M.: K K B Z  
MISSOURI (Maryville) 97.1 C3 for 99.3 A. M.: K N I M  
NEBRASKA (Fairbury) 99.5 C1 for 99.3 C1. M.: K U T T  
(Omaha) 105.9 C2 for A. M.: K K C D  
(Plattsmouth) 106.9 A for 106.5 A. M.: K O T D  
TENNESSEE (Baxter) 93.7 C3. W.: 5-26/6-25

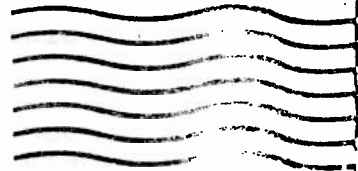
(Proposed):

ARIZONA (Sun City) 106.3 C2 for A. M.: K O N C  
GEORGIA (McRae) 102.7 A for 95.3 A  
(Nashville) 95.3 C3 for A. M.: W J Y F  
(Warrenton) 98.7 A as 1st.  
MICHIGAN (Gladwin) Delete 103.9 A  
TENNESSEE (Byrdstown) 96.7 A as 1st.  
WASHINGTON (Goldendale) 102.3 C3 for A. M.: K Y Y T

INVOLUNTARY TRANSFERS:

ARKANSAS (Greenwood) K Z K Z (AM-D) (FM-A); (Hot Springs)  
K X O W (AM-D) K L A Z (FM-C); MISSISSIPPI (Ellisville)  
W J K X (FM-B); (Biloxi) W X L S (AM-IV); (Gulfport)  
W X L S (FM A) to KZ Radio L.P., Debtor in Possession,  
1102 Brookfield, Suite 102, Memphis, TN 38119 (920319GG etc.)  
ARKANSAS (Horseshoe Bend) K H A M (AM-D) to John Thornton,  
Receiver, Box 8, Ash Flat, AR 72513 (920330 ED)  
FLORIDA (Panama City) W P F M (FM-C) to Donald G. McCoy,  
Receiver, 4510 Magnolia Beach Rd., Panama City Beach, FL  
32407 (920220HI)  
TEXAS (Beaumont) K K F H (AM-U) K W I C (FM C) to J. James  
Raymond, Jr., Receiver (920403EB/EC)  
(Denison) K T C Y (FM A) to William A. Osborn,  
Receiver, 3300 West Mockingbird Ln., Lockbox #20, Dallas,  
TX 75007 (920327HG)

POSTAL SEP  
APR



MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"NORTHEAST LOUISIANA PRIDE" (on a panel at the N.A.B.)

During the depths of the Louisiana oil and gas crises, Tom Deal at K N O E, Monroe, Louisiana staged a campaign designed to lift spirits and create business. The station offered 3-month ad schedules that included 30% extra in bonus ads. Additionally, each participant was invited to "voice" his or her Northeast Louisiana "Pride" radio message, applauding the good things about the area in which to work, live, raise families, play, etc. The station developed bumper stickers, buttons, and door stickers for business participants. Sales were made to non-traditional advertisers like industries and utilities.

"HONOR CARD" (N.A.B. convention handout) - W C D T, Winchester, Tennessee sold the "Honor Card" to local businesses. Every student on an "Honor Roll" in a county school received a card. With the card, he or she could get a special discount from any of the participating "Honor Card" sponsors. Card merchants were mentioned 90 times a month on W C D T. Pam Ledford says, some businesses who were overlooked, called the station to get involved.

"SCAVENGER HUNT" (R.A.B. member faxed "Radio Sales Today")  
The scavenger hunt item of the day is announced on W I R D/W L P W, Lake Placid, New York. It is broadcast 1 time in the morning and repeated 2 in the afternoon. It runs for 4 weeks. 20 advertisers participate. Listeners are asked to gather up the scavenger hunt items and bring them to the local Boat and Sports Show. There, judges check the items of each contestant. Items are typically a new menu from a restaurant or a key chain from a car dealer participating in the contest. Contestants who collect all 20 prizes are assigned a number for a drawing at the show for the grand prize - \$1,000.00 cash and a prize from each of the 20 sponsors.

About Unhappy Customers . . . . .

Effective listening is the key to calming an angry customer. If you have the luxury of face-to-face customer relations, maintaining eye contact is also extremely important. . . . If, the primary contact is via the telephone, studies show that most customers will tolerate being transferred to a second person, but, they don't appreciate being routed to a third party.

Ann Marie Sabath in  
"Sales/Marketing Management"  
April '92

## \$ale\$ - Ideas Require Special Handling .....

Each year an oak tree produces enough acorns to populate a good-sized forest. Yet, from these bushels of seeds perhaps only one or two acorns will become a tree. The squirrels destroy most of them and the hard ground beneath the tree doesn't give the few remaining seeds much chance for a start.

So it is with ideas. Very few bear fruit. Ideas are highly perishable. If we're not on guard, the squirrels (negative thinking people) will destroy most of them. Ideas require special handling from the time they are born until they're transformed into practical ways for doing things better. Use these 3 ways to harness and develop your ideas:

1. Don't let ideas escape. Write them down. Every day lots of good ideas are born only to die quickly because they aren't nailed to paper. Memory is a weak slave when it comes to preserving and nurturing brand new ideas. Carry a notebook or some small cards with you. When you get an idea, write it down. A friend who travels a lot keeps a clipboard beside him so that he can write down an idea the instant it occurs to him. People with fertile, creative minds know a good idea may sprout any time, any place. Don't let ideas escape; else you destroy the fruits of your thinking. Fence them in.
2. Next, review your ideas. File those ideas in an active file. The file can be an elaborate cabinet, or it can be a desk drawer. A shoe box will do. But, build a file and then examine your storehouse of ideas regularly. As you go over your ideas, some may, for very good reasons, have no value at all. Get rid of them. But so long as the idea has any promise, keep it.
3. Cultivate and fertilize your idea. Now make your idea grow. Think about it. Tie the idea to related ideas. Read anything you can find which is in any way akin to your idea. Investigate all angles. Then, when the time is ripe, put it to work for yourself, your job, your future.

David J. Schwartz in  
"The Magic of Thinking  
Big" Cornerstone  
Library

## R.A.B. Radio Fact .....

The closer a media impression can get to the cash register, the better its chance of actually influencing the purchase. The R.H. Bruskin study, "Media Targeting in the '90s" show that the elapsed time between exposure and the day's largest purchase is shortest with radio. In hours and minutes:

Magazines 3:42 Newspaper 3:24 Television 2:54 Radio 1:48



About This 'n' That .....

DIGI STOR, DIGITAL MESSAGE STORAGE SYSTEM, was introduced at last week's N.A.B. convention. It's designed for radio station information telephone lines e.g. concert information, state winning numbers, ski reports, sports scores, etc. Audio is stored for automatic playback via a regular telephone line. No cartridge or cart machine needed. Record message onto Digi Stor and attach to regular phone line. Price is \$350.00 from Henry Engineering, 503 Key Vista Drive, Sierra Madre, CA 91024 - phone (818) 355 3656.

DO YOU HAVE UP TO DATE F.C.C. RULES? Part #73, the Radio Broadcast Services rules, is available for \$55.00 from Rules Service Company, 7615 Standish Place, Rockville, Maryland 20855, (301) 424 - 9402. Ring binder and updates first year are included.

W D M E - FM, DOVER-FOXCROFT, MAINE got statewide publicity for an April Fool's Day "newscast" of local stories which left listeners scratching their heads. This year the station broadcast a mythical parade through downtown Atkinson. In reality, April 1 was the first day on the job for the new University of Maine president, an Atkinson native. Bill Mack and Fred Hirsch, with the help of engineer Mark Young, presented the big homecoming event with sound effects and even some interviews, including Atkinson's first selectman and the new U. of Maine president's in-laws.

APPARENT VACATION SCAM sold on "radio auction" type program in Salt Lake City area radio station has resulted in charges against two of the station's management. \$19,745.00 worth of vacations to Hawaii, Mexico, and the Bahamas were sold in 1991. The listeners paid, accounts in an area newspaper say, but, the money went to buying counterfeit Levi's jeans in China for resale in Europe.

A REMINDER (via Bordelon, Hamlin, Theriot, and Hardy Client Letter): Broadcasters need advance consent to record or air telephone calls. Before recording a telephone conversation for broadcast, or broadcasting such a conversation simultaneously with its occurrence, a licensee, shall inform any party to the call the licensee's intention to broadcast the conversation, except where the party is aware or may be presumed to be aware from the circumstances of the conversation, that it is being or likely will be broadcast. Such awareness is presumed only when the other party to the call is associated with the station or when the other party originates the call and it is obvious that it is in connection with a program in which the station customarily broadcasts telephone conversations (F.C.C. Rules 73.1206). Recent fine: \$2,000.00

"Not An Auction" .....

Wal Mart president , David Glass, said recently that by 2,000 (7.5 years from now), "half of today's retailers "will be history." The chairman-emeritus of Nieman-Marcus, Stanley Marcus, feels that Glass is too optimistic. Marcus believes only 25% of today's retailers will survive the century.

Mike Phillips is the longtime owner-operator of W M E Q AM/FM, a 32 year old full-time AM with co-located Class A FM .. The stations are in Menominee, Wisconsin, 65 miles east of Minneapolis, 25 miles west of Eau Clair (Wisconsin). His city is 12,000 population, county 36,000. His home county retail sales are \$167-million, 48% of his county's effective buying income. Mike calls it a very good "single station market, but," he adds, "our market in terms of business we can count on for traditional radio advertising has actually shrunk, thanks to the arrival and expansion of non radio advertising chains and franchises in recent years."

Five years ago, Mike "spiked" his gross with a series of semi-annual radio auctions. "We were not satisfied with the overall results of the auctions," Mike says, "But, we liked getting revenue in a non-traditional way from non traditional advertisers." He replaced the auction with what he calls "Radio Home Shopping."

Like the typical radio auction, the station trades merchandise or services suggested retail for open rate. Not acceptable: used merchandise (except used cars). All merchandise is full value. No "\$100.00 off" deals are presented. All merchandise is sold on a 30 days, no questions asked, money back guarantee.

One item is offered each morning beginning at 9:00 A.M. A TM produced jingle tells listeners that "Radio Home Shopping" is on the air, then the day's "special" is described. Listeners place their orders by phone to the station. The offer is broadcast 2 to 3 times per hour until the item is sold out. If it doesn't sell out before 3 P.M., it is repeated another day. If it sells out, another item is offered.

Typical items: Although "Pizza Hut" doesn't use radio on a regular basis, the area co-op will trade pizzas for radio ads on Radio Home Shopping. \$1,000.00 worth of pizzas bring the station \$500.00 a month in "Radio Home Shopping" sales. The area "Best Western" Motel trades 1,000 rooms per year. W M E Q sells them as \$108.00 weekend get-aways for \$50.00. A beauty shop with a tanning table trades 10 x 10-session tannings which W M E Q sells for \$49.00 each or \$490.00 per month.

Phillips claims "Radio Home Shopping" accounts for 40% of his station's income. He has sold the copyrighted computer software and operating instructions to 5 other stations in communities of license as large as 50,000, as small as 600. Price is \$2,500.00 - one time only.

Information: | Mike Phillips | (715) 235 2112.

"Leaner - Greener" .....

Bruce Grassman is manager of W T C H/W O W N, Shawano, Wisconsin and partner with Ray Wheeler in a total of 5 Upper Midwest small market operations. He's also a member of the Wisconsin Broadcasters Association Board. In that state, he says, "70% of the radio stations lost money last year."

Grassman built his 27 year career primarily on his abilities as a first rate salesman and sales manager. He was living proof of the long held small market idea, "If you have the sales, you can afford everything else." On a panel in Las Vegas at the N.A.B. last week, Grassman said, "We have had to face the realities of the 1990s with a combination of overhead cutting and developing of non-traditional small market radio sources. I always said, we'll never put our AM on satellite. I want Mrs. Murphy to be able to get her strayed cat on the radio immediately. That's great philosophy, but, in reality, Mrs. Murphy or anyone else doesn't have that kind of emergency often enough to have a 'live' announcer waiting for that call."

Grassman says candidly that he went to satellite on his AM (and FM) recently to provide a more professional product and save money. Even minimum wage coupled with mandated fringes is a formidable expense hour after hour.. The Shawano stations invested in The Management's "Digital D.J." hard-disc automation and remote control unit. "Yes, we had to terminate some full-time people."

In the present business environment, Grassman says, "You have to decide one thing: "Does the station exist to serve employees - or, do employees exist to serve the station? Hard as it is to say, the answer is simple. If the station isn't profitable, there won't be jobs for anybody."

The installation of the new technology caused Grassman to "re-think the radio stations. How many and what kinds of people would we need as we changed to 1990s station operating technology?"

There were 5 programmers. The new operating style called for 2. "We chose 2 that fit in with our new system," Grassman says. "We offered the others positions in the sales department at \$200.00 a month raises. They turned us down and left."

Grassman looked at his own situation during the changeover. "I like selling, and most managers who can sell don't admit this, I was carrying too big an active sales list in order to hold commission expenses down. That's not as efficient as it might look on the surface."

Grassman hired a new salesperson, turning over \$5,000.00 a month of business that requires a lot of servicing, but, not a lot of re-selling. The idea was to free himself up to call on unsold accounts out in the station's territory - obviously a new revenue source.

Grassman suggests other station operators do as he and Wheeler have done: Look at every alternative revenue source:

- SUBLET EXCESS SPACE - Digital equipment and smaller staffs have reduced many station's space requirements. Find a compatible sub-leasee.
- STORAGE BUILDINGS - 52 "you-store" units have been built on excess land at the Shawano stations. When a storage opening occurs, it is advertised on the stations. The station receptionist receives payments and acts as rental agent.
- TOWER LEASES - Sub-lease income has been actively sought.
- GOVERNMENT MONEY - School districts, city, and county governments are buying airtime. (In most states this is permitted).
- AUCTION - The Shawano stations are broadcasting them regularly and Grassman says, "are developing thousands of new dollars annually".
- CLASSIFIED ADS - His telemarketers call non-business classified users selling a \$9.95 weekly radio package. Revenue: \$500.00 a month in new money.
- "BUS TRIPS" - Unsold time is used to promote bus trips, in Grassman's case, to Indian Reservation gambling locations. Station earns 10% commission. It amounted to \$10,000.00 last year.
- OTHER EVENTS e.g. fair attractions, concerts, shows, etc. attract gate receipts in which station can share = bonus revenue.

Grassman urges, "Investigate those non-traditional revenue streams - including possible leasing operations of other stations in your area. But, he cautions, don't lose sight of the fact that your station is your #1 interest. We can't lose sight of the fact that non traditional income generating opportunities are important, but, selling advertising is our primary mission."

#### THE LAST WORD

A letter to your editor from a friend of 25+ years, Tom Moore, W Q E L/W B C O, Bucyrus, Ohio, re: "The Last Word", April 9, 1992:

"I protest 7 words in your 'Last Word:' 'the public, the owners of the airwaves.' This is not true and is the ploy of the do-gooders who would take over programming of the stations. The original Radio Act and the Communications Act of 1934 say that nobody owns the airwaves. The government is the regulator - not the owner. The licensees are the trustees 'in behalf of the public.' Nobody owns the airwaves."

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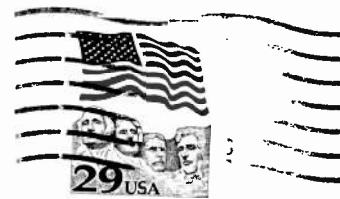
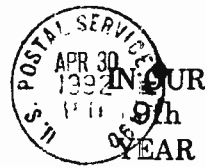
275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789

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VOLUME IX - Issue #49 - April 30, 1992

**STATION VALUES COULD RISE 10%**, experts believe, if a ruling by the U.S. Tax Court is not reversed on appeal. The Tax Court ruled in favor of Jefferson-Pilot which allocated \$5.4-million of a \$15-million 1974 Denver station purchase as "value of license." J-P then amortized the \$5.4-million over 25 years. ... Over the years, similar rulings have been reversed on appeal.

**SEARCH FOR SR. VICE PRESIDENT RADIO AT N.A.B.** has been undertaken. Lynn Christian, who has held the post for 2 years, wants to return to California after September radio convention (New Orleans 9-9/12). Big shoes to fill.

**WATCH OUT FOR LOTTERY LAWS** - F.C.C. has meted K L A S-TV, Las Vegas, NV a \$12,500 fine. F.C.C. found promotions advertised on stations to be lotteries. Commission said, even though contests had provisions for free entries, these were not available on a basis equal to entries available to paying customers.

**NO DISCRIMINATION, BUT AN \$11,000 FINE** at W G O W/W S K Z, Chattanooga, TN. Efforts to recruit and employ minorities were found to be inadequate, F.C.C. said. Only 1 black employee hired in 4 years - 4 months before license renewal.

**ABOUT A CUSTOMER** - Ames Department Stores have profitable quarter first time since going into "Chapter 11:" \$27.5-million vs. same quarter 1991 loss \$4.2-million.

**TEXAS RADIO DAY** at Midland June 19 and 20. Your editor on program. Always a great time.

**NEWS BEING "WATERED DOWN" IN BAD NEWSPAPER ECONOMY?** Society of Newspaper Editors wants to know. Investigation under way. Particular attention to coverage of real estate firms and auto dealers.

**"DARK" RADIO STATION COUNT** up 6 for month to 379 (4% of licensed AM and FM commercial stations).

**FIRST? GAS POWERED RADIO STATION** - Electric too expensive on mountain top so W O T R (FM), Lost Creek, WV, will be operated on natural gas from generator provided by gas utility.

At the F.C.C.....

NEW STATIONS (Granted):

CALIFORNIA (Merced) Mali B'c'g. 94.1 3 kW 328'  
KENTUCKY (Paintsville) B. and G. B'c'g.(W K L W) 94.7 25 kW 328'  
(Westwood) Cope Comm., Inc. 99.7 3 kW 328'  
MICHIGAN (Beulah) Roger L. Hoppe II 92.1 1.65 kW 443'  
NORTH DAKOTA (Arthur) Mid-Valley B'c'g. Co. 96.7 5 kW 361'  
TENNESSEE (Lebanon) Bay Point B'c'g. 92.9 3 kW 328'  
TEXAS (Amarillo) C.K. Adams 96.9 100 kW 2,014'  
VIRGINIA (Deltaville) Deltaville Comm. 92.3 3 kW 328'  
WISCONSIN (Whitewater) Scott Trentadue 106.5 3 kW 328'

AMENDMENTS TO THE FM TABLE (Amended):

NORTH DAKOTA (Bismarck) 97.5 C  
SOUTH CAROLINA (Walterboro)100.9 C3 for A. M.: W A L D

(Proposed):

ARKANSAS (Jonesboro) 100.5 C2 for 100.3 A M.: K D E Z  
CALIFORNIA (Fort Bragg) 93.5B for 96.7 B M.K L L K  
(Paradise) 96.7 B1 for A. M.: K Z Z P  
IOWA (Boone) 98.3 C2 for C3. M.: K I A B  
(Emmetsburg) 100.1 A for 98.3 A. M.: K E M B  
(Hampton) 98.9 A - Ch. c/license to Parkersburg. M.:  
John Linder C.P.  
NEW MEXICO (Lovington) 101.7 C3 for A. M.: K L E A  
NEW YORK (Jewett) 97.9 A as 1st.  
NORTH CAROLINA (Hatteras) 94.3 C1 for 94.1A. M.C.P.  
(Longwood) 95.3 A as 1st.  
SOUTH CAROLINA (Ladson) 106.3 A as 1st.  
WASHINGTON (Eatonville) 104.9A as 1st.

INVOLUNTARY TRANSFERS:

ARIZONA (Willcox) KHIL(AM-D)KWCX(FM-A)to Media  
Venture Partners, 1700 Montgomery St., San Francisco, CA  
94111 (920408GJ)  
CALIFORNIA (Hanford) K R Z R (FM-B) to Louis Dearias,  
Receiver, c/o Coopers and Lybrand, 999 Third Ave.,  
Seattle, WA 98104 (920409 HZ)  
GEORGIA (Millen) W M K O (FM-A) to Tommy Cooper, Receiver,  
Box 1129, Millen,GA 30442 (920409 HZ)  
NEW YORK (Tupper Lake) W R G R (FM-A) to R.G.R. B'c'g.,  
Debtor in Possession, P.O. Box 1030, Tupper Lake,NY-12986  
(920403HM)  
WASHINGTON/ALASKA (Spokane) K T R W (AM-U)/K Z Z U (FM C);  
(Anchorage) K Y A K (AM U)/ K G O T (FM-C); (Fairbanks)  
K I A K (AM-U)/K I A K (FM C) to Louis Dearias, Receiver,  
see Hanford, CA item. (920407 EB etc.)  
WASHINGTON (Yakima) K Z T A (AM- D)/K I H S (FM A) to Big  
Bang, Inc., Debtor in Possession, 1911 S.W. Campus Dr.,  
Federal Way, WA 98203 (920406 EB/C)

REPORTED SILENT (by the M STREET JOURNAL): K Z Z O, Clovis,  
New Mexico.

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"INDY 500" - Wayne Grabbe, K R S L AM/FM, Russell, Kansas, makes the Sunday before Memorial Day race the centerpiece of his station's May selling efforts. 3 ad packages are offered:

Package #1 = "Victory Lane" --- The buyer gets 100 ads to run during the month + ads within the race and time trials broadcasts + 3 race cars (from a drawing); Cost: \$500.00.

Package #2 = "Gasoline Alley" --- 70 ads, no in broadcast ads + 2 race cars. Cost: \$350.00.

Package #3 + "Crew Chief" --- 25 ads, no in broadcast ads + 1 race car. Cost: \$200.00

Last year station sold 6 #1s, 2 #2s, and 10 #3s for a total promotion income of \$5,700.00. Only direct cost: \$500.00 to the holder of the ticket on the winning car.

Before promotion starts, sponsors are brought together to draw their race cars. Some keep the tickets for themselves. Others invited customers to draw in their stores. Still others use them as special employee awards. "In our town of 5,000, winning \$500.00 cash is a big deal. There's a lot of talk and a lot of interest," Grabbe says.

NOTE: You'll want to check this to make sure it falls within the rules of your local and state lottery laws.

"SPRING RADIO PACK" - Don Heckman, W E N U/W S T L, Glens Falls, New York, sees business in his upstate New York market as "coming back slowly." To nudge it, he's just completed selling a 44 page coupon book. "We did a coupon book a couple of years ago. It was not successful," Heckman says. "It cost too much. Without proper guidance, the advertisers' offers weren't compelling. This time, the book hit instantly. Customers were redeeming coupons day #1."

"The difference this time," he says, "We hired Guy Marketing. They designed, printed, and mailed it. Most important, they gave us input on the coupon offers. They also gave the promotion a great 'hook'. A 'listen to win' game. Each 8-1/2" by 3-1/2" book carries a serial number. Numbers are broadcast daily. 21 1-year subscriptions to the New York Lottery are being given away (2 tickets per week for 52 weeks). That should get us some new listening and should keep the book alive for a while."

Special notes: A full page + 100 ads to be run within a 2 month period was sold for \$1,250.00. A half page + 50 ads was sold for \$995.00. Direct cost 27,000 mailing was \$11,100.00. Station gross was \$56,300 (19.7%). Guy Marketing is at 929 Turtle St., Syracuse, NY 13208 - phone (315) 478 3002. They do business nationwide.

\$ale\$ - How Superstars Close .....

Here is a secret that can help make you a better closer.

"Success" magazine reported on a survey that tracked hundreds of outstanding salespeople in half a dozen major industries to determine how they closed.

All of the salespeople in the study were excellent - they had all met their quotas consistently for at least two years. Some of them were much better than others - they were considered superstars.

What was the difference between the excellent salespeople and the superstars?

In 46% of the calls that resulted in orders, the superstars never asked for the order.

By contrast, the other salespeople asked for the order more than 90% of the time before they got it.

Even when the superstars ask for the order, it was often no more than a nudge, something like, "Let's do it," according to the magazine.

The article suggested that the superstars were better at gaining an understanding of the customer's problem, and stayed with the customer step-by-step through the selling process, so that when they arrived at the conclusion, there was no need to even ask for the order ... at least 46% of the time.

When you do your job properly, then you can assume that your customer is going to take the logical step ... and buy. This is what we mean when we say that a good salesperson is a consultant, who helps the client find what's best.

Here are some other closing techniques that you might want to incorporate along with your assumptive close:

Alternate proposal - gives 2 seemingly different choices that result in the same outcome (e.g. May I start you Monday or would you rather we started on Thursday?)

Minor point - is just that. By asking the customer a detail that is normally taken care of after the sale-you help him along.

Instructional - What would you say if the customer said, "Okay, I'll take it. What do I do now?" You might say, "You okay the agreement here."

Jose Silva with Ed Bernd Jr.  
"Sales Power - The Silva  
Mind Method" (Perigee)



## Money Saving Ideas .....

IF YOU HAVE A NEWS WIRE at your station, Fred Hirsch, W D M E, Dover/Foxcroft, Maine suggests, "Check with your local newspaper or a print shop. They often have wire service paper at much less cost than ordering through the wire service. It saves on transportation costs. At Fred's station, a box of wire copy paper from the wire service was \$34.00. The local newspaper sells it to him at \$24.00.

AND - John Lightfoot at K A D R/K C T N, Elkader, Iowa, takes the paper from his wire and turns it around so it can be used again on the second side. Savings = 50%.

(Editor's Note: If Fred Hirsch also put John Lightfoot's idea to work, he'd cut his paper costs to \$12.00 a box or a total savings from \$34.00 to \$12.00 or \$22.00 savings per box.)

BUYING A FAX? A plain paper machine saves lots of money on paper cost. FAX paper = 6¢ per copy vs. plain paper cost of 3¢, according to Ken Maness, W J C W/W Q U T, Johnson City, Tennessee. He also points out that most faxes are usually copied on plain paper before they're filed. A plain paper copier eliminates that paper cost too.

THE TELEPHONE - In choosing a discount long distance carrier, look for one that doesn't have a 1-minute minimum.

Make it station policy that all long distance calls placed must be logged. Don't confirm receipt of a FAX via a telephone call. Send a FAX - it's cheaper. (From an anonymous source.)

DRASTIC? MAYBE! Norman Werkheiser, WEMR, Tunkhannock, Pennsylvania says, at his station each employee is charged with responsibility to reduce operating costs. Each has agreed to keep his/her individual work areas clean, to maintain the proper setting of heat and air conditioning and conserve supplies. He describes results as: elimination of janitorial costs and reduction of electric and other expenses. He terms the results, "excellent."

THE COPIER - Tom Young, K V O N/K V Y N, Napa, California, says, one of the expense items that got attention at his station was the copy machine. A lock was placed on it after 5:00 and on weekends. It is not available during non-office hours. Additionally, the station charges employees for personal use of the machine. A significant savings was made in the station's phone bills after a system was installed that gave each employee a personal telephone identification number.

From a hand out at the

N.A.B. Convention 4-12/16

Management - Worth Quoting .....

PLANNING - "As optimistic as we'd like to be, and knowing how fickle the economy can be, it's still best to plan for lean economic times. Your keys to success will be the following:

1. Stay lean. Share resources with others. Do without.
2. Stay flexible so you can respond to rapid changes in prices, markets, and customer needs. Stay alert to the competition's successes and failures and to emerging opportunities.
3. Stay focused on major opportunity areas. The good areas will be great. The bad areas will be terrible."

Stephen Wagner in  
"35 of the Best Businesses  
for the '90s" (Perigee)

CONFLICT - "within an organization - a sign of a healthy organization - up to a point. A good manager doesn't try to eliminate conflict; he tries to keep it from wasting the energies of his people.

Conviction is a flame that must burn itself out - in trying an idea or fighting for a chance to try it. If bottled up inside, it will eat a person's heart away.

If you're the boss and your people fight you openly when they think you're wrong - that's healthy. If your people fight each other openly in your presence for what they believe in - that's healthy. But keep all the conflict eyeball to eyeball."

"Futher Up the Organization"  
by Robert Townsend  
(Harper and Rowe)

HEART- "The quality we are most concerned with is the person's "heart." Is he a good person? Does he like people and want to work with them?

It's a comment of our times that 'successful' people are seen as those who get their way, overcome opposition, and achieve their goals regardless of others. Lee Iacocca may have saved Chrysler, but a person with his ego and sense of self-importance would be unemployable in the successful companies. I know. If every person you hire is bristling with selfconfidence and a purposeful sense of overachievement, you will have your hands full sorting out the egos. Between the extremes of aggressive egoists and passive yes-men (and women) are people who have the qualities that allow them to work with others. The key term here is with, because the successful company is not the sum of individual actions, but of individual interactions."

Paul Hawken in "Growing A  
Business" (Simon and Schuster)

"Finding and Working the 'Niche" .....

The Class A FM at Spencer, Wisconsin (population 1,700) came into being as many other stations in the 1980s did. Marshfield, Wisconsin (20,400) had been a single station market since 1947, served by W D L B (Class IV AM) and what in recent years has been W L J Y (Class C FM). An entrepreneur decided they needed some competition and had a second FM frequency assigned to Marshfield.

A competing application was filed to give Spencer, 7 miles away its own radio station. The applicants for a station at Spencer prevailed. They were the children of W D L B/W L J Y's chief operating officer. They operated it for 5 years.

Of the late 1989 purchase of the Spencer station, resident managing partner Lee Norman says, "Like just about everybody who bought a radio station in the 1980s, we overpaid in comparison to what's going on now. Back then most buyers looked for upside and were willing to pay something for it. A lot of people didn't realize that upside - we did".

Norman and his investor partner, contract engineer Pat Delaney, headquartered at La Crescent, Minnesota decided there was untapped potential which could be realized by offering something different from the other local stations.

On February 1, 1990 they signed on with the record, "They're Coming To Take Me Away" and played it over and over until Noon. "That's right - just one song for six hours," Norman recalls. "Old timers will say that's 'old hat' - a '50s radio stunt." I know that, but, it hadn't been done in Central Wisconsin. The phone was answered only by me. We should have done it for 24 straight hours, but, 6 hours got us a lot of attention. At Noon we switched off the part live assist/part automated A. C. taped format to go satellite with Satellite Music Network's "Pure Gold" format. "There was a real 'hole' for 'oldies' here in Central Wisconsin. We got great listener reaction and doubled the gross the first month."

2+ years later, Norman says, "We're still doing well. I see no evidence that the format is 'burning out,' a concern of most 'oldies station' operators. I think that we'd have real problems if we were trying to do an 'oldies' format 'in house. But, we just let the network 'do their thing.' There are no local shows - it all comes 'off the bird."

"W D L B and the local daily newspaper carry a lot of news. We limit our newscasts to 90-seconds - plus - a 30 second ad. Local news is collected by the operators on duty, state coverage comes via FAX from the state's Wheeler News Service, based in the state's capital. National news comes from Satellite Music Network.

W O S X has taken a similar tact to coverage of high school sports. "If you go across the dial on a Friday night, there's a ballgame on just about every station. We decided to limit our ball game coverage to 'on the spot' coverage of one game - and the scores from over the area. We do the sports (football and basketball) highlights during each of the 5 network 'windows' each hour. We sell the coverage to 21 advertisers who pay \$92.30 per month for 7 months. They get 3 ads outside and 2 inside each game coverage." Norman says, "Enjoy the game - and your favorite oldies' has been a real success. We've sold it out both seasons." It has done so well that W O S X is going to do similar coverage of Milwaukee Brewers major league baseball. "We're well on the way to selling our targeted 12 advertisers at \$92.30 per month."

"We believe you can be very local and satellite. We take pains to make sure we keep the 'liners' by the network disc jockeys local and timely.. We also do a lot of remotes. We try to do a broadcast from anywhere there's something happening. It takes planning, but, we really don't have any problem staying within the 5 'windows' per hour. I think having to plan and time things is good for us and makes the station a lot more listenable. Yes, it was hard to get used to."

Just how well W O S X is doing is demonstrated by its new 1,800 square foot building, a upgrade to 6,000 watts, and installation of a Smartcaster "hard disc" automation system. "I feel good about where we are and how quickly we've gotten here. But, I've been in the business 20 years. You never get where you want to be - or where you ought to be. There's always a new hill to climb," Norman says.

#### THE LAST WORD

The April 20 issue of "Broadcasting" magazine featured Sioux Falls, South Dakota based small market broadcaster Dean Sorenson on its "Fifth Estater Page." Along with profiling Sorenson's 35 year career in small market radio, it included these thoughtful quotes:

"The expanded ownership limits won't do a single thing for diversity of local programming." He's also concerned that the industry isn't keeping up with competing media, especially outdoor and cable in the battle for dwindling advertising dollars. Radio people have to get more professional in their sales presentations. We've got to clean up our act. We tend to compare ourselves with other radio stations. Our clients are comparing us to outdoor and cable" etc.

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**S**mall  
**M**arket  
**R**adio  
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Barbara J. Doll - Circulation

VOLUME IX - Issue #50 - May 7, 1992

**FEMALE PREFERENCES - NO MORE!** The F.C.C. quietly, according to "Broadcasting" magazine has decided not to seek Supreme Court review of an appeals court decision striking down preferences as unconstitutional. If the womens preferences come back, an effort will have to come from outside the Commission.

**U.P.I. AT AUCTION** - United Press International has asked a federal bankruptcy judge in New York to schedule an auction of the 84-year-old news service. U.P.I. has been in bankruptcy twice in the past 6 years. The latest filing was in August, 1991.

**CANADIAN OLDIES ON C.D.** - Broadcast Programming says the first 100% Canadian Content C.D. Library, Gold Canada, will be ready for delivery June 1. 400 selections of the "50s and early '60s.. Info" Ken Singer (306) 359 6969 or Keith Chambers (800) 426 9082.

**DOING WELL MAKES FRONT PAGE NEWS** - A metropolitan Ohio daily devoted a quarter of a page to the fact that W L K R, Norwalk, Ohio is enjoying success. The focus was the station's 30 year old "Sound Off" show which ignited a protest at the local court house. The talk show listeners were upset by the light sentence given to a local businessman on a drug charge.

The newspaper said, "What's happening on W L K R is definitely not typical. Many stations across the country, hard hit by dwindling advertising revenues during the recession, have cut local programming and switched to inexpensive formats delivered by satellite. Local programming also suffered when the F.C.C. eliminated rules requiring stations to broadcast news and public affairs shows." The article also says that "over 100 stations went off the air last year, other stations are in bankruptcy, and hundreds more are restructuring their debts."

**RADIO MANAGEMENT SEMINAR AT NOTRE DAME**, co-sponsored by N.A.B. will focus on strategy and policy, financial management, sales and marketing strategies, managerial economics, and human dynamics. For information about dates, costs, etc.: Jacqueline Kane (202) 429 5402.

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

At the F.C.C. ....

NEW STATIONS (Granted):

FLORIDA (Alachua) L.L. Broadcasting 92.5 3 kW 328'  
ILLINOIS (Mount Morris) Gulf Media, Inc. 95.7 2.7 kW 495'  
IOWA (Asbury) Tri State Broadcasting 103.3 25 kW 328'  
KANSAS (Olathe) Marianne S. Harbart 92.3 3 kW 328'  
MINNESOTA (Coleraine) Latto Northland B'c'g. 96.1 100kW 584'  
MISSISSIPPI (Pearl) Bobbye Imbragulid 93.9 6 kW 328'  
MISSOURI (Columbia) NCD Broadcasting 93.9 3 kW 328'  
SOUTH CAROLINA (Sumter) Iris Comm. 92.7 3 kW 328'  
TENNESSEE (Goodlettsville) Heidelberg-Stone B'c'g. Co.  
97.1 50 kW 492'  
WISCONSIN (Seymour) Brooker Broadcasting, Inc. 104.3 2550w 356'

AMENDMENTS TO THE FM TABLE (Amended):

NEW YORK (Lake George) 98.5 A. W.: 6-8/7-8  
NORTH DAKOTA (Bismarck) W. for 97.5 C is 6-2/7-2  
OKLAHOMA (Tahlequah) 101.7 C3 for A. M.: K E O K  
TEXAS (Abilene) 106.3 C2 for A. M.: K H X S  
(Colorado City) 106.1A for 106.3 A. M.: K A U M

(Proposed):

FLORIDA (Sarasota) 106.5 A for 106.3 A. M.: W S R Z  
MINNESOTA (Fosston) 107.1 C2 for A. M.: K K C Q

INVOLUNTARY TRANSFER:

FLORIDA (Ocala) W T M C (AM 5kW U) to Sunstar Telecom,  
Debtor in Possession, 3621 N.W. 10th St., Ocala, FL  
32675 (920421EA)

THE F.C.C. WILL COLLECT \$71.9 MILLION from its licensees.  
It will go into the General Fund. Radio stations will  
mainly pay \$125.00 for the year. 50 kW AMs and Class B and  
higher powered FMs will pay \$550.00.

ANOTHER WAY TO EASE "OVER RADIOed" MARKETS - Commercial FM  
stations W H W L, Marquette, Michigan and W E U L,  
Kingsford, Michigan (Class A FMs) are giving up their  
commercial status to become non-commercial stations. The  
religious formatted stations will continue to be operated by  
Gospel Opportunities, Inc. They'll be funded by grants and  
donations as opposed to commercial announcements and  
programs.

FINE - Non commercial K Y Q X, Weatherford, Texas has been  
fined \$5,000.00 for airing advertisements. The station's  
management asked for a reduction to \$2,500.00, saying they  
didn't know that such ads on a non-commercial station were  
against the rules (Section 73.503 (d)). The Commission  
replied in essence, "Ignorance of the law is no excuse."  
The \$5,000.00 fine stands.

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$"

Father's Day comes late this year (Sunday, June 21). Father's Day is of course the #1 merchandising opportunity for marketers of all kinds of products purchased for and by men: clothing and mens cosmetics, do-it-yourself tools, lawn and garden equipment, sporting goods, hobby and craft items, beverages, bar-b-q equipment, etc. How big an event? The National Retail Merchants Association says that America's 65-million "dads" will receive an average of 2 gifts each (average price per gift \$20.00+). Father's Day spending is rising at 10+% yearly, N.R.M.A. says.

"MY DAD'S THE GREATEST BECAUSE" - an essay contest open to youngsters. Have prizes for letters written by entrants grades 1 through 5, 6 through 9, then 10 through 12. ... Sell a group of advertisers, each donating an item. Entries to the contest (50 words or less) collected in boxes at participating stores. ... Winners would be announced on your morning show the Monday before Fathers Day (June 15).

Other June Opportunities include:

All month, Dairy Month	6-7/13, Safe Boating Week
Sunday, June 14, Flag Day	6-21 (Sunday) is also 1st official day of summer.

"DOWNTOWN IDEA" - The "Treasure Chest" is started with \$100.00 "downtown money" - redeemable at stores participating (listed on backs of certificates). One participating store is selected (by drawing) each week as host of "Treasure Chest." Customers register that week at that store. On Saturday, a selection is made of potential winners (from local phone book). If person or a members of his/her household has registered that week, he/she wins at least \$100.00. If there is no winner, \$100.00 is added and the "Treasure Chest" moves to the next store. Promotion ran 52-weeks in downtown Harrisburg, PA.

Auto parts stores, building material dealers, hardware, lawn and garden, real estate, sport goods, tires all enjoy above average business in June. It's the #1 month for the sale of mobile homes and #3 for new and used car sales.

"KIDS AT EVENTS" - Ben Franklin Store openings in the Washington, D.C. area want to bring "the kids out" for events. To attract the kids (who bring their parents) the following features are incorporated: A clown giving away candy, balloons, other treats; a contest where kids guess the number of pennies in a cash register; a "wishing well" where kids can drop their "wish" for any item in the store.

\$ale\$ - Closing A Crowd .....

Regardless of what you sell, there will be times when you are not going one-on-one with your prospect. Sometimes you'll face married couples, father and sons, a committee or board. Teams tend to fall into 1 of 3 categories:

Shrinking Violets. In this group no one wants the responsibility for saying yes or no. This is often the case with married couples and other family gatherings, and most of the time you have to take charge of the situation. When you know what they need and want what you have and that they can afford it and you've answered their questions and objections, simply assume they are planning to buy. (If you wait for one of them to stick his or her neck out and say, "let's do it," you'll be there until Christmas). Get on with completing the paperwork in a matter-of-fact way. As you fill out the order form, be sure to alternate the questions between group members. Begin with, "What's your full name?" addressed to one. Then turn to the other and ask, "Could I have your address please?" Involving all parties avoids putting the burden for saying yes on either one of them while at the same time placing the responsibility for saying no equally on both their heads. Nine times out of ten neither the husband nor the wife wants to take the responsibility for saying no, which means that you have made the sale. After all, you don't actually have to hear someone say yes to make a sale. Not hearing anyone say no is close enough.

Point/Counterpoint: In this group there's one faction who want to say yes and another who wants to say no. The obvious tendency of a salesperson is to cozy up to the side who favors the purchase, but that can create problems, especially if you're dealing with members of the same family. If you take sides, you'll run the risk of having them both turn on you, and that definitely means no sale. All you can do is encourage one faction to talk the other into buying.

The Godfather. This time you're selling to a group, but one person is clearly in charge of making the decision. Here you're basically back to selling one person - the others are there mostly to observe and enhance the buyer's performance - but, with a wrinkle. The temptation in this situation is to focus all your attention on Mr. or Mrs. Big, but that's a mistake. You have to pay just enough attention to the chorus to get them on your side but not so much that you annoy the decision-maker.

Ed McMahon in  
"Superselling" - 253 pages  
in paperback (St.Martin's  
Paperbacks)



## GRADUATION ANNOUNCEMENTS

\_\_\_\_\_ is pleased to take this time to remind graduating seniors of the very simple, but very important message of Operation Prom/Graduation: "Celebrate with Class. Leave drugs and alcohol out." Congratulations seniors. Best wishes for a memorable graduation and successful future from \_\_\_\_\_.

\_\_\_\_\_ believes that high school graduation is more than just receiving a diploma. It's a time when young men and women become adults. \_\_\_\_\_ believes the schools here have done a good job in preparing you for a successful and happy life. Best wishes!

\_\_\_\_\_ hopes that this will be a graduation season to remember, full of good times. They hope that every member of the Class of '92 will enjoy all the graduation activities with style - free of drugs and alcohol. Best wishes to every member of the Class of '92 from \_\_\_\_\_.

\_\_\_\_\_ knows how important good schools are in developing young people to meet the challenges and realize the opportunities of the future. You've worked hard - enjoy the graduation activities - and accept the best wishes of \_\_\_\_\_.

As a member of the Class of '92, you can be mighty proud of your achievements. \_\_\_\_\_ knows this is only the beginning. Success and happiness to everyone of you from \_\_\_\_\_.

A community is more than just houses, buildings, streets. \_\_\_\_\_ believes the most important part of any community is the people who live and work there. \_\_\_\_\_ believes that's particularly true of the young people - the community's real future. That's why \_\_\_\_\_ takes this opportunity to send best wishes and congratulations to the Class of '92.

As you get ready for your prom and graduation activities, \_\_\_\_\_ reminds you members of the Class of '92 that your future is on the line. Don't blow it with alcohol or drugs. \_\_\_\_\_ wishes you the best of everything. Celebrate with style - but leave drugs and alcohol out.

\_\_\_\_\_ hopes this will be a graduation time full of pleasant experiences - memories to last a lifetime. \_\_\_\_\_ hopes it will be one of the best times of your life. Celebrate with style! Leave drugs and alcohol out. Best wishes for the future from \_\_\_\_\_.

Management - "Worth Repeating" .....

Managing employees is a difficult and sometimes bewildering task. Here's a systematized approach that may just give you the tools to get more out of your people.

Every 3 months, fill out a simple questionnaire on each person in your charge. You'll write down:

A numerical RATING between 0 and 5.

The BEST THING about the employee.

The WORST THING about the employee's performance, based on his or her job description.

Then, 3 months later, repeat the process. Have you made progress?

THE RATING - Judging the person on the performance of job duties, give him or her a rating between 0 and 5. Use the following guidelines. There is no such thing as a 5. It's o.k. to use 10ths of a point. Remember it's your rating as you see the person performing in his/her job. If you ward a 2 or below, you apparently aren't getting what you want out of that employee on that job. You should be looking for a solution. If you gave them a 1 or below, they're below your critical level - you should address the situation. You may have this person matched up to the wrong job.

THE BEST THING. Again, use the performance of job duties as your yardstick and write one sentence that summarizes the employee's very best work performance quality.

THE WORST THING. Here's the real tough one. Write in 1 sentence the absolute worst thing about the employee, pertaining to performance on the job.

Example:

Joe Smith - 3 / 4.

BEST: Enthusiastic delivery on the air, gives the station a real boost when he's on.

WORST: Doesn't get production done when it needs to be done.

After you write the sentences, share your praise and your concerns with the employee (not necessarily the rating). Tell him what he does best and the one thing you want him to work on - to improve. Set measurable goals.

3 months later: Your real goal as a people manager is never to have to write the same "worst thing" sentence about an employee twice. You want the employee to have corrected his worst traits. YOUR GOAL IS TO ELIMINATE WORST AND IMPROVE ON THE BEST.

Tom Casey, Vice President/  
Programming, B. P. I.

"A 16% Sales Increase on AM" .....

It is a small market station (community of license 7,800). It is "under the umbrella" of the U.S.'s #13 market. It is an AM "stand alone." Its 1991 sales were 16% higher than the year before.

Harold Greenberg has owned K M A S, Shelton, Washington for 5 years. Not only is his station within easy reach of the signals of the major Seattle AM and FM stations (55 air miles), his community is less than 20 minutes drive from Olympia, the state capital and a metro area of 165,000. "It is the kind of situation most radio people would stay away from," Greenberg says, "but, what look like minuses at first glance are really pluses when you look closer."

With no home county competition and only one FM station licensed to the Olympia market, he thinks he's better off being on AM. "You can do more of the things that make you local and important to your community. Station managements and their listeners succumb to the idea that FM is 'For Music' and let more important things slip by."

Greenberg says he's particularly fortunate to be close to Seattle where "AM is still very vital." The #1 station in the market is on AM, news/talk K I R O. The #4 station is an adult contemporary AM, K O M O, and K I X I with an adult standards format on AM is #8. "There are a couple of other AMs that are very viable. So, there isn't the AM prejudice in Seattle that's present in a lot of other markets." K M A S does about 10% of its business out of Seattle.

30% of the station revenue comes from the Olympia market. Mason County, where K M A S is located, has a retail trade outflow of something like \$90-million dollars a year. "There's a lot of retailing here, but, all the way back to 1962 when the station went on the air, it has sold the Olympia market on the importance of Mason County customers to their businesses."

The Olympia market has 4 AM stations and an FM station. "Seattle's signals help us here. Our point is very simple. If Mason County people were going to listen to 'out of town' stations, they're going to listen to Seattle for the high priced talent, the big money giveaways, the scientifically selected music. That's the story that get us into the Olympia market and keeps Olympia out of here. It's not only a good story - it's a true story. It's lasted for 30 years."

His county of 39-thousand people has \$471-million effective buying power and retail sales of \$162-million. The county is planning for a population of 50-thousand by the turn of the century - just 7-1/2 years in the future.

Greenberg came to Shelton after a successful stint as g.m. for a group operator in Seattle. Before that he'd held similar posts in Minneapolis and Santa Barbara. "When it came time to go in business for myself, I was a little bit tempted to become a group operator with investors and heavy debt that many of my contemporaries were doing in the mid-'80s. But, after careful thought I decided to look for something I could do on my own. This was a good fit because it was where my wife and I wanted to live and it was a good, clean business and I thought I could improve it. I have."

Greenberg believes that putting K M A S on automation or satellite would nullify the reason for its being: a station that caters to the specific wants and needs of Mason County. "We program it locally with live announcers 24 hours a day. When you tune into my station, you are spoken to by a real, live person who lives right here where you do," Greenberg says.

The music, selected locally (without an outside consultant) is a conservative adult contemporary with something like 5% to 10% "country cross-over." The communicators are local people who have made Mason County their homes. Greenberg adds, "They're not just stopping here on their way to Seattle."

"We tie into community events and causes," he says. Examples, moving the station operation onto a Shelton street for a full day where the station air-people gathered 62-thousand pennies to meet a special local Red Cross need; an all-day radio-thon which will raise citizen contributions toward the establishment of a community college; a night-time series of 90-minute call-ins to discuss management of growth in Mason County. The station has 1 full-time newsperson.

Greenberg says the biggest difference between his years in major market management and small market owner-operating is "doing as well as directing" and "being accessible. Shortly after I came here, I was catching up on paperwork and manning the phones while the office manager was out to lunch. I looked up, and there was a young man in a motorcycle outfit peering across my desk. He'd come in to rent my parking lot for a 'swap meet.' I wouldn't have ever met him in Seattle. He'd have to get pass 3 people to see me there."

#### THE 'LAST' WORD

Radio Trivia: We read recently that a minute "spot" in CBS Radio "Super Bowl" coverage costs \$20,000.00. A 1/2-minute "spot" on C.B.S. Television "Super Bowl" is \$850,000.00. Radio advertisers will say twice as much 21 times.

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VOLUME IX - Issue #51 - May 14, 1992

**BE READY FOR AN F.C.C. VISIT** - Field Offices across the country are sending out the word that they intend to inspect every station in their district within 12 months. Trouble spots in recent inspections: E.B.S., tower painting and lighting, proper fencing and locks, and the Public File. Texas Association of Broadcasters member letter reports that several stations have received \$1,000.00 fines for not having the "1974 Public & Broadcasting-A Procedure Manual" in their Public File, as the rules dictate.

**SENDING THE MESSAGE** - To let their membership know the high priority member service is being given at the R.A.B., the leadership has given member services manager Roann Evans Vice President "stripes."

**OVERHAUL FM RADIO**, along the lines recently completed on AM radio. That's the plea of N.A.B. who says the F.C.C. is "overpacking" the FM airwaves. In addition to stations losing money, the public is losing FM quality service. The Commission, so far, in public pronouncements seems "cool" to an FM freeze" which an overhaul would entail.

**14 MAJOR CHAIN RETAILERS**, monitored by Salomon Brothers, did 6.1% more business in April than a year earlier.

**FIRST QUARTER RADIO SALES** in rated radio markets: Local +3.0%, national - 13.0% - overall FLAT, according to R.A.B.

**ALMOST COMPLETE 1991 RESULTS** show it as worst advertising year since 1942 - first full year of WWII. Figures from Robert Coen, v.p., McCann-Erickson. 1991 ended - 1.7% from 1990. 5 months into 1992, Coen is confidently forecasting gains for all media ranging from 5% to 7%. Coen's figures show 1991 radio -2.9%, newspaper -5.8%, TV -3.5%

**SMALL MARKET L.M.A.** at Hilton Head-Beaufort, S.C. Mid-80s 2 AMs and 2 FM's. Now 6 FM's and 3 AM's Pop. 87,900. Retail Sales: \$725-million. W H H R, News-Talk AM/W F X H, Adult Rock FM will sell and program C.H.R. FM W H T K.

**F.C.C. HAS PRE-EMPTED NEW YORK STATE CITY** (Deerfield) which passed an ordinance outlawing satellite dishes. Will it follow a similar policy in broadcast tower locations?

At the F.C.C. ....

NEW STATIONS (Granted)

FLORIDA (Ormond By The Sea) McFayden B'c'g. L.P. 95.7 3kW 328'  
MINNESOTA (Perham) Radio Ottertail B'c'g. 99.5 6 kW 328'  
NORTH CAROLINA (Semora) Semora B'c'g., Inc. 106.7 3kW 328'  
NORTH DAKOTA (Dickinson) Roughrider B'c'g. Co. 99.1 100kW 712  
SOUTH CAROLINA (Sumter) Sumter Radio Part. 94.7 3 kW 328'  
TENNESSEE (Mt. Juliet) Jamal B'c'g. L.P. 106.7 3 kW 328'

AMENDMENTS TO THE FM TABLE (Amended):

INDIANA (Huntingburg) 100.9 B1 for A. M.: W B D C  
(Loogootee) 94.7 A for 94.9 A. M.: W K M D  
(Scottsburg) 105.3 A for 100.9 A. M.: W M P I  
KENTUCKY (Hardinsburg) 94.3 C2 for A. M.: W H I C  
NORTH CAROLINA (Harker's Island) 100.3 C1. W.: 6-19/7-20  
(Pine Knoll Shores) 102.3 A. W.: 6-19/7-20  
SOUTH CAROLINA (Chester) 99.3 C3 for 98.3 A. M.: W D Z K  
(Kingstree) 99.3 C3 for A. M.: W W K T  
(Wedgfield) 99.3 A for 95.5 A. M.: W I B Z  
TEXAS (Harker Heights) 105.5 C2 for A. M.: K L F X  
WISCONSIN (Ashland) 93.3 C1 as 2nd. W: 6-16/7-16

SPECIAL WINDOWS (to 6-4-'92):

MINNESOTA (Blooming Prairie) an A

(to 6-11-'92)

INDIANA (Winamac) an A	NEW MEXICO (Grants) A C
KANSAS (Downs) A C	(Jal) An A
MINNESOTA (Caledonia) An A	NORTH DAKOTA (Wishek) A C
(Ortonville) An A	OKLAHOMA (Lahoma) An A
(Roseau) A C2	SOUTH DAKOTA (Custer) A C2
(Staples) An A	(Sisseton) An A
NEW MEXICO (Eunice) An A	

AMENDMENTS TO THE FM TABLE (Proposed):

IOWA (Rock Valley) 106.9 C3 for A. M.: K Q E P C.P.  
MINNESOTA (Springfield) 94.7 C2 for A. M.: K L P R

INVOLUNTARY TRANSFERS:

ARKANSAS (Greenwood) K Z K Z (FM-A); (Hot Springs) K L A Z  
(FM A); LOUISIANA (Tioga) K L A A (FM-A); MISSISSIPPI  
(Biloxi) WXLS(AM-IV) Ellisville WJKX (FM-C); (Gulfport)  
W X L S (FM A) all to KZ Radio L.P., Debtor in Possession,  
1102 Brookfield, Suite 102, Memphis, TN 38119 (920319GE Etc.)  
CALIFORNIA (Hanford) K R Z R (FM B) to Louis Dearias, Receiver,  
999 3rd Ave., Seattle, WA 98104 (920407 HY)  
FLORIDA (Miami) W W F E (AM-U) to Jeanette F. Tavormina,  
Chapter 11 Trustee, 25 S.E. 2nd Ave., Suite 1010, Miami,  
FL 33131 (920417EC)

REPORTED SILENT (by the M Street Journal):

CALIFORNIA (Grover City) K W C D (FM A); MARYLAND (Gaithersburg)  
WMET (AM-D); PENNSYLVANIA (Hughesville) WMRE (AM-D).

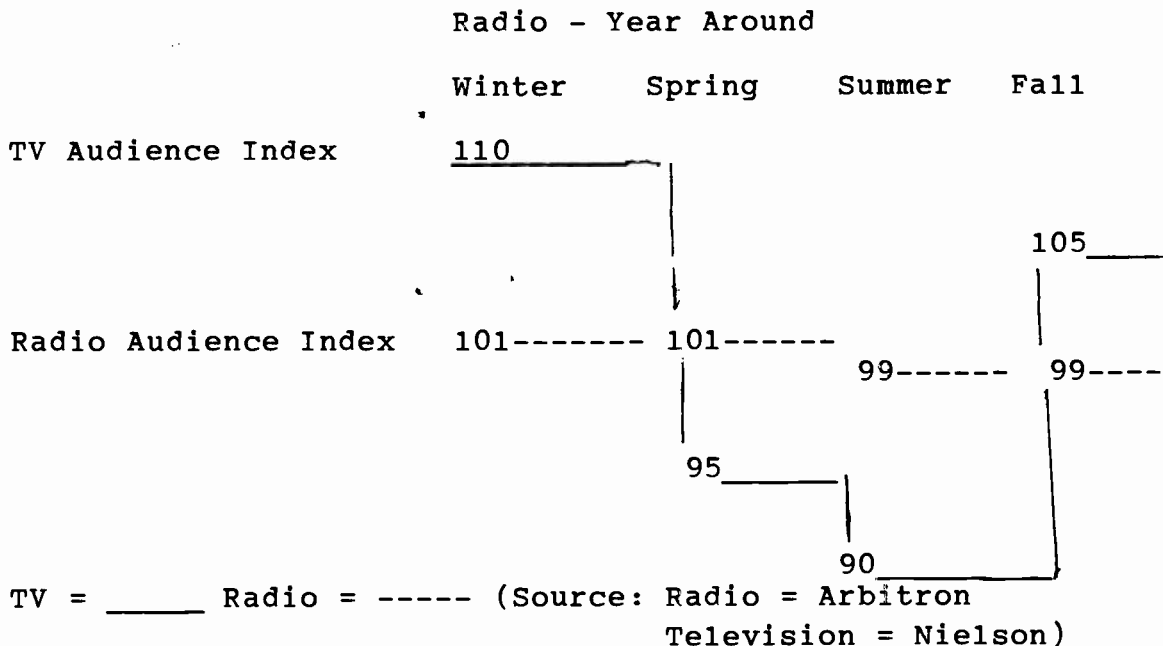
MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"TWO ON A REMOTE" - A "combo" remote features 2 non competitive advertisers. For instance, you can do a remote from an auto dealer's location and offer discount coupons from the local Subway sandwich shop. Your air talent delivers a combined "pitch" for both advertisers during the cut-ins. You reduce clutter and should get more revenue than you would from a single advertiser remote.

Jim LaMarca - Broadcast Programming, Inc. Client Letter

"HOLIDAY WEEKEND IDEA" - B.P.I. has reduced the price of the 52-hour "History of Rock 'n' Roll," the #1 radio special of modern time." Price now is \$550.00 with unlimited replay for 6 months. Most stations run on a weekend like "Memorial Day," "4th of July," or "Labor Day," then follow up with the show "stripped" for an hour daily for 10 weeks and 2 days. Program is hosted by Bill Drake, revised in 1982. Hits and bits from 1955 through 1980. Information: Kelly Hart 1-800 426 9082.

"WORK WANTED" - There will be vacationing high school students in your area looking for part-time jobs this summer. Why not set up a free ad service to run in early June where high school students can advertise their availability for summer work (lawn mowing, baby or senior "sitting," clean up, etc. There may well be an institutional type advertiser in your area who would like to sponsor it. Best results: Run work-wanted ads in clusters through the day and week (18 hours/day - 7 days/week).



\$ale\$ -- Look Around .....

Walking through stores and speaking to retailers can be a great way to learn about a prospect's business. Talk to salespeople, eavesdrop on conversations with customers, see what types of people are shopping and what they are buying. Look around the parking lot to see where shoppers are coming from. Are they local, tourists, area visitors, etc. Don't park right in front of the store. Leave that space for a customer. Park around to the side.

When calling on an ice cream account, try the merchandise. Check out prices on items. If the account owns more than one store, visit other locations. Talk to the managers or counter help. Tell them who you are and why you're asking questions.

The client will be impressed by your research. Don't make suggestions on how to improve the business. Stick to what you know. When you come back for your meeting or presentation, include some of the things you've learned in your "spec ad." For example:

Jake's Ice Cream is the only store in the state with  
Orange Pineapple Shakes.

Offer the client ways your station can help tell the story about his products and services. How does your audience match with his products and services? Do your fact finding during a visit prior to your sales presentation.

An important research tool for a radio salesperson is the newspaper (or shopper). Go to your library and research the newspapers from one year and two years ago next month. Research the newspaper buying patterns of your prospect. See what was advertised next month a year and 2 years ago. Most retailers follow a planned schedule of special events year after year. There's no more effective way to sell radio advertising than to present an anniversary sale or other event the month before that event will probably repeat.

Steve Cashdollar in his  
sales letter "Selling Radio"  
8605 Allisonville Rd.-Suite 264  
Indianapolis, IN 46250  
(317) 579 3195

**\$ELLING TIP** - When preparing a written proposal, put your station logo and the logo of the business to whom your making the proposal on the front cover. That tells your customer subtly that you're already working together.



## MEMORIAL DAY

Memorial Day is a busy day. It marks the start of summer, the end of the school year, sporting events and picnics. But, \_\_\_\_\_ asks you to stop for just a moment to remember why we observe this day. Pause and reflect on the sacrifices made by American men and women in defense of the nation's liberty. \_\_\_\_\_ says, let's rededicate ourselves to things for which they sacrificed.

\_\_\_\_\_ believes Memorial Day is a day to celebrate liberty - but, more important, to remember the sacrifices that made that liberty possible. Please join \_\_\_\_\_ in paying tribute to the men and women of this community who sacrificed so much in the nation's wars.

It's about a dream - the American Dream - and the men and women who made it possible. \_\_\_\_\_ hopes you'll join them this Memorial Day in paying tribute to Americans who answered the call of duty when freedom was threatened. \_\_\_\_\_ believe they are special people who deserve our special thanks.

\_\_\_\_\_ hopes you'll join with them in pausing this Memorial Day to remember its real meaning. We live in freedom today because of yesterday sacrifices. This message from \_\_\_\_\_.

Six times in just a little over a century American men and women have been called upon to defend freedom. \_\_\_\_\_ reminds you that Memorial Day is observed in their honor. Let's give thanks for those we honor.

What would life be like if it were not for the brave men and women who answered when liberty was threatened? \_\_\_\_\_ asks you to join them in paying tribute to America's men and women who answered the call when liberty was threatened. \_\_\_\_\_ is pleased to join with you in recognizing the real meaning of the 'Memorial Day' holiday.

Since the Memorial Day holiday was first observed in the Civil War, 600-thousand men and women have made the supreme sacrifice. \_\_\_\_\_ asks you to join them in thinking about the true meaning of this holiday. \_\_\_\_\_ believes this is the ideal time to rededicate ourselves to the principles of the men and women we honor this weekend.

\_\_\_\_\_ asks, what would life be like if it were not for the brave men and women we honor this "Memorial Day" weekend. They answered the call when our liberty was threatened. Join \_\_\_\_\_ in reflecting upon them this weekend.

\_\_\_\_\_ hopes you're enjoying a happy holiday weekend. They hope you will take just a moment to reflect upon the sacrifices of the men and women who fought and died for our freedom. That's the true meaning of the holiday. \_\_\_\_\_ asks you to join them in rededicating yourself to the cause for which they served.

Management - Running A Business Better .....

PROBLEM - 80% of customer problems are caused by management policies that are cost-driven, rather than customer driven. Solution - Assess your strengths and the barriers to customer commitment. Determine the key causes of unmet customer needs and the internal causes of customer complaints.

"Keeping Customers for Life"  
by Joan K. Cannie with  
Donald Caplin (American  
Management Association)

THE ODDS - 80% of new businesses fail within 2 years.  
Small Business Administration

ODDS ARE BETTER IF the new business owner has enough capital to see the business through 6 months without a profit. 12 months is better. More businesses fail because of a lack of funds than anything else.

Kenneth Bain, C.P.A./C.F.P.  
Duncanville, TX in  
Sam's Member Newspaper

A GOOD MANAGER provides structure for workers, tells them what needs to be done, when it is due, how a good job should look, and frequent feedback.

Robert Hogan, chm., Dept.  
of Psychology, University  
of Tulsa in "Parade"

THE MARKETPLACE- 92% of Americans say they now make "a conscious effort" to be careful about spending and 71% say they are spending less. 2/3rds are paying off their debts. Almost 50% are trying to save more. ... From advertising they expect "hard news." Ads that feature problem-solving tips, ideas that save money or time, suggestions for new and better ways to use products will more likely break through the ad clutter.

Joe Schwartz quoting Grey  
Advertising research in  
"American Demographics" 5-'92

PICKING A PHONE NUMBER - Come up with an easy to remember 7 letter word for your phone number. In advertising use the 7 numbers as well as the 7 letters. ... If you can't get a good 7 letter combination, use numbers that are easy to remember e.g. 692 6789. ... Avoid words that contain the letter "0". This confuses people who don't know whether to dial "0" (zero or the letter "0.")

Professional Consultant &  
Information Marketing  
Report, Woodland Hills, CA

## "Dealing With Adversity" .....

As if the challenging farm and "rust belt" economy were not enough with which to deal, Ted Hayes has taken a couple of blows from his Uncle Sam as well.

When Hayes and his associates established W K V I at Knox, Indiana in 1969, they were told the town of less than 4,000 in a county of 22,000, that the market was too small to support a reasonably profitable radio station. By "super serving" Winamac, 20+ miles south, they proved the radio pessimists wrong.

"The two counties together (Starke and Pulaski) gave us about 35,000 people. Winamac contributed about 25% to our gross. We covered their news, sports, elections. I took an active part in their civic activities (member Kiwanis, etc.) Everything was fine until August, 1989. It was not a new radio station there. A Class A FM was granted in the mid-1980s, but never built. Our problem was the building of a station on our frequency (Class A 99.3) at Van Buren, Indiana - minimum spaced at 65 miles. We interfere with each other in Winamac. Our listeners of 20 years couldn't hear us anymore," Hayes says.

He continues, "The F.C.C. staffers gave us the only answer I guess they could, for 20 years we were enjoying bonus coverage (and revenue)." The relaxed rules allowed Van Buren (population 938) to have "its own voice," although that voice comes from a satellite at the studios of W B A T, Marion (population 36,000).

"Where we formerly called on 'everyone' in town," Hayes says, "our Winamac sales activity had to be limited to customers there who wanted to draw Starke County people e.g. a bank with a Starke County branch, a couple of auto dealers, some furniture stores. To makeup the difference we had to work our county a lot harder. 1990 was actually our best year, but we were off in 1991. The recession and Uncle Sam's increase in the minimum wage took their toll - but, not nearly as badly as other stations tell me."

This year Hayes says, he's having his best year ever. "We've made some changes in our staffing and are doing some "niche" programming (station is locally originated modern country).

During the 1980s, Starke County had an increase of 500 people - an oddity in most rural Midwest Countys. "Our increase in population was older people who find this area a good place to retire or semi-retire," Hayes says. He has found the "pool" of older people a great help in staffing his station. His morning man, who took early retirement 12 years ago, is now 72. Hayes tells us, "He taught English at the local high school. He taught 3,000 students during his teaching career. That gives him a whale of what the big stations call 'core audience.'"

A year ago, Hayes hired the 58 year old head of the Indiana rural electric co-operatives group. "He'd been the editor of our local weekly newspaper and a county political party chairman prior to taking the rural electric job. He is ideal. He's assisted by a former full-time station employee who recently took a job with an insurance company. "I couldn't ask him to pass up the chance to make more money than I could pay him here. You have to accept your limitations in these small stations. He took the part-time news job to 'keep a hand in,' and," Hayes believes, "being on the radio will help him when he's out selling insurance."

That's not pure speculation. The station's long-time sports play-by-play man is an insurance man who works at W K V I on a contractor basis. "I'm sure his being our sportscaster has helped his insurance business," Hayes says.

The niche programming is designed to attract "new money" - not an easy task in a market the size of Knox. Almo Smith, a W K V I investor since the beginning is 72 and retired. He's responsible for one of the station's "new money" ventures. The station "breaks format" once a month - the last Sunday for 4 hours to broadcast a big band show, hosted by Almo. "Our median age is one of the oldest in the state," Hayes says, "so, this works well here. We bill it like a television special or event."

Almo brings friends to the program who reminisce about long ago appearances at a ballroom at a nearby lake. Guest include record collectors (who bring records from their collections) and some for professional musicians. 10 advertisers get 2 ads in the 4 hour special, mentions, and 8 R.O.S. ads before the "special." Cost is \$100.00 each. Advertisers include local manufacturers, a real estate agency, an area hospital, a funeral home, a printer, etc.

The once a month "special" has been so well received that W K V I is "splitting" its AM-FM operation each day at Noon. The station news director is doing an hour program aimed at the seniors on the AM station. With his background at the local newspaper and in politics, he comes up with an interesting/entertaining show every day. Not many people could do that. Interviews, features, trivia are included on the program. It's the only non simulcast programming on the daytime AM station.

#### THE LAST WORD

A quote from Ted Hayes, "I read in your 'paper' a while back that you had to play the cards you were dealt. (Gary Fries, President R.A.B.) That's what we're doing --- and the cards are getting better."

SMALL MARKET RADIO NEWSLETTER (Inc.) IS PUBLISHED WEEKLY AND MAILED FIRST CLASS TO SUBSCRIBERS IN 50 STATES, POSSESSIONS, AND CANADA. SUBSCRIPTION: \$109.00 PER YEAR; 26 WEEKS: \$57.00; 13 WEEKS: \$33.00. ADDRESS: 275 19th STREET, OTSEGO, MICHIGAN - 49078 - PHONE: (616) 694 9357 - FAX: 616 692 6789

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789

**S**mall  
**M**arket  
**R**adio  
**N**ewsletter  
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Barbara J. Doll - Circulation



VOLUME IX - Issue #52 - May 21, 1992

**F.C.C. SOLE "LOWEST UNIT CHARGE" AUTHORITY**, it says. The Commission refused efforts by certain candidates in Alabama and Georgia to air their complaints elsewhere e.g. federal and state courts.

In answer to numerous calls here, we quote Section 315 (b): "The charges for broadcast advertising time for candidates for political office during the last 45 days of a primary election and the last 60 days of a general election campaign may not exceed the lowest unit charge of the station for the same class and amount of time for the same period. Outside those immediate pre-election periods, the charges to such candidates may not exceed the charge made for comparable use of such station by any other users.

**BROADCAST OF HOAXES ARE STRICTLY PROHIBITED** by a Commission Rule passed last Thursday (5-15). Outlawed: broadcast of false information concerning a crime or catastrophe if it is foreseeable that broadcast of such information will cause substantial public harm and if the broadcast does in fact directly cause such harm. Fines could be as much as \$250,000.00. Ratings pressure has prompted such hoaxes at group owned stations in Los Angeles, St. Louis, Norfolk, Providence. N.A.B. was cool to rule because of its potential to have "a chilling effect" on program creativity.

**ASCAP IS THREATENING RUSH LIMBAUGH AFFILIATES** who are licensed on a per performance basis, saying, Limbaugh is using music more than incidentally and titles should be reported to ASCAP for payment. Rush's network doesn't supply music cue sheets. Stations say they can't comply. Talk stations operate on "per-performance." ASCAP agreements vs. blanket licenses by most other stations.

**U TALK NETWORK**, one of the successors to the American Radio Network "folded" Wednesday 5-13. The other part, operated by Business Radio Network, American Forum continues. ... Home Shopping founder Bud Paxon has layed out a reported \$6+ million for control of Century 21-TM (C.Ds., jingles, etc.) ... Evangelist Pat Robertson is awaiting Bankruptcy Court o.k. to take over U.P.I. for \$6-million. He says J.P.I. will be a strictly commercial enterprise, operated independent of his religious interests.

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

At the F.C.C. ....

NEW STATIONS (Granted):

DELAWARE (Fenwick Island) Delaware Shore B'c'g. Part. 92.1  
3 kW 328'  
GEORGIA (Roswell) Johnson B'c'g., Inc. 107.5 3 kW 328'  
INDIANA (Corydon) Harrison Co. B'c'g. Co., 93.7 50kW 492'  
KENTUCKY (Lawrenceburg) Finley Willis 102.1 3 kW 328'  
NORTH CAROLINA (Semora) Semora B'c'g., Inc. 106.7 3kW 328'  
TEXAS (Amarillo) Westwind Two 96.9 100 kW 1006'

AMENDMENTS TO THE FM TABLE (Amended):

MISSISSIPPI (Water Valley) 105.5 A as 1st. W.: 6-5/6-11  
MISSOURI (Boonville) 93.9 A as 2nd. W.: 6-23/7-23  
(Columbia) 102.3 A for 93.9 A. M.: N.C.D. B'c'g.C. P.  
(Osage Beach) 93.5 C3 for A. M.: K Y L C  
(Warsaw) 98.5 A for 93.7 A

(Proposed):

MINNESOTA (Pegot Lakes) 102.7 C2 for 100.1 A.  
MISSOURI (New London) 105.9 C3 as 1st.

REPORTED SILENT (by the M STREET JOURNAL):

MICHIGAN (Bear Lake) W R Q T (FM-A)

INVOLUNTARY TRANSFERS:

ARIZONA (Safford) KATO(AM IV)KXKQ (FM C) to John W. Martin,  
(920501EK/L)  
CALIFORNIA (Auburn) K A H I (AM U) K H Y L (FM B) to Elliot  
B. Evers, Receiver, c/o Media Venture Partners, Inc.,  
1700 Montgomery St., San Francisco, CA 94111 (920501EA/B)  
FLORIDA (Eatonville) W H B S (AM-D) to Rumbaut and Assoc.,  
Receivers, 2555 Collins Ave., Suite 500, Miami Beach, FL  
33140 (920430EA)  
MINNESOTA (Minneapolis) K T C J (AM D)/K T C Z (FM C) to  
Elliot B. Evers, Receiver (see California, Auburn above)  
(920501EC/D)  
VIRGINIA (Hot Springs) W W E S (AM-D)/W B H A (FM A) to Roy  
V. Wolfe III, Trustee, Box 671, Harrisonburg, VA 22801  
(920327 GQ/P)

The F.C.C. this past week issued a release concerning  
relinquished call signs. They are not available to another  
broadcaster until the effective date of the change, the  
release says. After that, it's first come/first served.  
The fact that one station has agreed with the calls'  
previous holder to assume (or purchase) the calls doesn't  
matter. Information can be had by calling Alma Hughes (202)  
634 1923.

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"BUSINESS FAIR" - Fred Hirsch, W D M E, Dover-Foxcroft, Maine, has come up with a real bonus money idea. He's doing a business-to-business promotion centered on firms whose customers are primarily serving businesses and offices.

He's renting a public hall in his town and will sell spaces to firms in a Maine metropolitan area. Most business machines and supplies are not available from local stores. FAX machine, photocopier, office machinery, supply, telephone retailers, etc. are being sold.

The fair will last 2-days and only business people will be invited via invitation hand carried and presented by W D M E salespeople.

"SIMPLE, PRETTY CHEAP" - Run a "call-to-win" promotion during the summer. "When you hear 'Lazy Hazy Days of Summer,' be the # caller and win shopping bag of picnic supplies." You can get \$2,303 worth of picnic foods for \$552.72 from Mort Small at TV-Radio Features, suburban Chicago (1-800 446 6426)..

By our count, there's enough to award 72 - \$30.00+ bags of picnic groceries (all nationally advertised items like Kraft Salad Dressing, Planter's Cheez Balls, Reynolds Wrap and 8 other products.

"SONGS ABOUT CITIES" - Station awards 2 trips to anywhere on a major airline. They register to win by being the # caller when a "City Song" is played. Long list of songs: "I Left My Heart in San Francisco," "Meet Me in St. Louis," "New York, New York," etc., etc., etc.

Your travel agent may be able to help you get the tickets at a big discount or perhaps on a trade. Find out who is pushing hardest for business at the airport in your area.

About Ratings .....

If your radio competitor is using a rating book against you or if the newspaper or shopper is pushing their circulation figure, you and your salespeople are likely to be asked, "How many listeners do you have?" Only sensible answer, "How many do you need?" The truth is, an auto dealer who wants to sell 6 cars in a weekend doesn't need a million listeners. He needs 6 people with good credit who want to buy a car. ... Let's not forget, on the radio, it's not how many people hear the message, but, who, how often, and how valid and compelling the message is.

Your Editor

Sales\$ - Asking Questions .....

In SMRNewsletter 3-5 and 3-19-'92, articles by sales trainers Chris Lytle and Charles Brennan emphasized in today's business climate, a "strong pitch" is not nearly as effective as asking good questions.

The truth is, at this time, business people are not interested in buying anything. They're looking for solutions to problems and ways to maximize opportunities. Asking good questions is key. The idea is unearthing problems and opportunities, than prescribing help in solving the problem or realizing an opportunity. In the present small business environment there is little room for "package and promotion pushers." The real need is for "marketers."

Some good questions for radio station "marketers" appear in "Sell to Car Dealers - Sell to Anybody." The authors are Dayle Honda Stice, Jack Tabone, Martin Stice. The 61 page book and cassette are available through N.A.B. Publications.

What's the selling style of your store?

What's the demographic profile of your store?

Are there any obvious differences between you and your competition?

What's the one thing you wish more people knew about your store?

What is your greatest strength?

What do you perceive to be your biggest problem?

Where are your buyers coming from?

How do you rank in size with your competition?

Describe your location.

The above questions are key to set up the 3 elements in the customers advertising goals:

Constant: Build store traffic, target the demographic, target the psychographic, advertise the location, build top of the mind awareness.

Short Term Meet sales goals this month, move old inventory, promote specials.

Long Term: Build image, increase awareness, expand market area, increase market share.



## About Your Competitors .....

CABLE - In addition to the finite number of people a "spot" on cable TV reaches, it fights for attention with a very high number of competing ads. The average number of minutes devoted to advertising on a dozen leading cable networks is 11 minutes 12 seconds (normally 30 seconds) or 22+ ads per hour. Examples:

C.N.N.	13 minutes 22 seconds
E.S.P.N.	9 minutes 54 seconds
Nashville	12 minutes 54 seconds
Turner (T.N.T.)	10 minutes 5 seconds
U.S.A.	10 minutes 29 seconds

(Arbitron 11-11,16,24 '91)

STATION LISTENER CARDS have been pushed since the mid-'70s. Now, they're showing up in newspapers. They're being given with subscriptions under names like "Gold Card" and "Press Pass." They're good for discounts and freebies from merchants who advertise in the newspaper. The Daily News in Duluth, GA, had been discounting subscriptions to hold on to readers before instituting the "Gold Card." With the new program, it was able to quit discounting and has added subscribers. The newspaper's director of marketing, Robert Bobber, says the "Gold Card is the hottest thing he's seen in 20 years in the business - more popular than anything he can remember."

Ad Week/Marketing Week 5-4-'92

\$15-BILLION DOLLARS IN CO OP are available this year. 1/3 of them, \$5-billion will go unspent. Of the \$10-billion that will be spent, 64% will go to newspapers, the remaining 36% will be divided up between radio, TV, outdoor, and increasingly, direct mail.

Newspaper Advertising Bureau  
in Sales/Marketing Managemnt  
5-'92

WHERE DID THAT BANK ADVERTISING GO? More than 700 banks and thrifts have databases, including Bank One, Citibank, Nationsbank, and First Chicago. The early adapters - mostly entrepreneurial regional banks have begun to use the P.C.-based systems to stroke their biggest depositors, target high-profit subsegments, and lure customers away from the competition. Ad dollars that were thrown at the mass media, in turn, are being directed into narrow outlets that target the best prospects.

AdWeek/Marketing Week - 5-11-'92

## SCHOOL'S OUT SAFETY

Do you encourage your local police to enforce traffic laws fairly? \_\_\_\_\_ hopes you do. Do your part by strictly observing speed limits and other safe driving rules. School's out! \_\_\_\_\_ reminds you that you're sharing the streets with many youngsters. They may not be as careful as they should be. Let's all do our part in making this the safest summer ever.

How many times have you said about another driver, "He drives like a kid." \_\_\_\_\_ believes too often it's the "kid" who suffers from the actions of a careless driver. \_\_\_\_\_ reminds you that fair traffic law enforcement deserves everybody's support.

If a child darted suddenly into the path of your car, could you stop? \_\_\_\_\_ says, your best chance comes if you are driving at the posted speed limit. School's out! \_\_\_\_\_ remind you that a safe summer needs everybody's help.

Everybody is in a hurry. \_\_\_\_\_ says, school's out! Let's slow down. Let's watch for youngsters who are enjoying the summertime and may not be as careful and alert as they should be. \_\_\_\_\_ says, Let's make this the safest summer ever.

When was the last time you looked at your speedometer as you drove through a residential neighborhood? \_\_\_\_\_ reminds you that this time of the year, speed can bring injury or even death to a child who wasn't expecting your car. \_\_\_\_\_ says, watch your speed and watch out for the kids.

\_\_\_\_\_ hopes you'll tell your children that there are rules for safe playing. Remind them to watch carefully as they cross the street. Remind them not to run into a street or abruptly ride their bike into the street. Ask your children to join in making this the safest summer ever. That is what \_\_\_\_\_ wants this summer to be.

What was the first safety rule you were taught? It most like was, "Look both ways before you cross the street." \_\_\_\_\_ says that rule still applies to both little "kids" and big "kids." Remind your youngsters that there are a lot of careless drivers. Stay alert! \_\_\_\_\_ says, a safe and happy Summer is everybody's business - young and old.

The number of bicycle riders is at an all time high this Summer. Unfortunately, more youngsters on bicycles will be seriously injured or killed than ever. \_\_\_\_\_ reminds you to be on the lookout for young people on bikes. Be extra alert. Join \_\_\_\_\_ in making this the safest summer ever.

## THE LAST WORD

With this issue, SMRNewsletter marks the completion of 9 years of publication. The S.B.A. tells us that 80% of new businesses fail within the first 2 years. We have survived mainly because there is a need for what this publication does. I hesitate to say this, but, times are not the toughest they've been in my 40+ years in this business, but, by and large attitudes are. I have never seen and heard the amount of "crepe hanging" that's present in this business now.

I have watched the F.C.C. and the N.A.B. try to deal with the problems in the radio business. I believe there's been a real mistake in spreading the word that "over half the radio stations in the U.S. are losing money." Spreading that kind of news may help get some breaks from the government, but, it isn't going to help you get a loan from your banker. What's more, successful businesses aren't anxious to do business with "losers." All of the "experts" tell us, "We have to sell ourselves as resources to our customers." How do you sell yourself as a resource to a potential customer who's read in his morning Wall Street Journal about the "financial mess" the radio business is in?

We believe stations should support the trade associations - we always did. But, like the government, they are not going to make your business profitable, you have to do that. Protecting you from competition or maintaining a comfortable status quo are not possible in a free economy. No business flourishes or even survives unless there is a need for what that business does. What does your business do?

During the "go go" 1980s the radio business was invaded by "short hand economic theories" that lead too many people to the belief that a certain set of circumstances would produce a given result, hence "stick value," "revenue per point," etc. The ability of the management wasn't talked about much although a sensible look at the estimates of station performance showed a huge disparity between the "worse" and "best." Shearing-Plough, General Electric, AMWAY, AVCO, the Rockefellers and other diversified companies exited the radio business because it was "too management intensive." Folks inside the business didn't believe that.

Too much emphasis at the F.C.C. and the N.A.B., in our judgement has been on saving mediocre stations managed by mediocre talents. That can't work in a free enterprise system.

The financial romance which sold a lot of people on radio was that "like land, there aren't going to be any more licenses." Politics forced the F.C.C. to create more licenses, eliminate regulations and long standing policies. The politics created the licenses and a bevy of Washington lawyers, engineers, and consultants without credentials set to work "selling the dream" - creating stations prompted by greed - not need. The radio

business quickly took on the same "overpopulated" look of other businesses. The 1980s brought us too much office space, too much commercial space, too many apartments, too many retail stores, TOO MANY RADIO STATIONS. It is not our mission here to assess blame - THERE'S PLENTY OF BLAME TO GO AROUND. Rather, because SMRNewsletter needs your continued patronage, we want to share a couple of ideas about surviving and flourishing in your business:

1. - Gather your staff together for an all-afternoon or all-Saturday morning. Give yourselves a "consultant sell" interview. Question #1, what need does the station fill? Is the need large enough to attract enough customers to keep you successful? Are you meeting the need as well as you should be. If not, why not and why not now?

2 - Are you operating in a "box?" Are you doing things at your station because that's what we've always done? On the other hand, have things you did that made you successful evaporated just because --- left or -- was too busy or "I don't know?" This is an idea business. It's time to take inventory.

3 - Are you spending too much time and energy complaining about the new cable, outdoor, radio station, etc. competition - the bad cards the economy and the F.C.C. have dealt you? Are you passing over the good cards the economy, the F.C.C., and technology have dealt you? Examples:

- a.) The F.C.C. rules now allow common ownership of AMs to the 5 mVm and on FM to the 3.16 m/Vm. If there are a lot of outside primary signals penetrating your market, you might be able to add a 3rd station.
- b.) Additional stations may be able to be acquired (or "leased" very cheap). By operating "under one roof" a loser for somebody else could become a "profit center" for you and a better value for the advertisers in your area.
- c.) Are you making the most of computers, automation, satellite technology, cellular phones, FAX machines in your operations - technologies of the 1980s and 1990s? Don't be like one of my friends who is having a hard time servicing his debt. When I asked him, "Have you looked at satellite or a computer generated C.D. format?," replied, "I was brought up in this business with live disc jockeys playing records. I just can't change."
- d.) Are you exploring complimentary business activities to add to your existing revenue. Remember, the railroads got into trouble when they thought they were in the railroad business. They didn't realize what they were in was the transportation business.
- e.) Are you having any fun? Maybe you need a change. It's probably right there where you are.

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SMALL MARKET RADIO NEWSLETTER (Inc.) IS PUBLISHED WEEKLY AND MAILED FIRST CLASS TO SUBSCRIBERS IN 50 STATES, POSSESSIONS, AND CANADA. SUBSCRIPTION: \$109.00 PER YEAR; 26 WEEKS: \$57.00; 13 WEEKS: \$33.00. ADDRESS: 275 19th STREET, OTSEGO, MICHIGAN - 49078 - PHONE: (616) 694 9357 - FAX: 616 692 6789

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VOLUME X - Issue #1 - May 28, 1992

**N.A.B. "KNUCKLES UNDER"** on F.C.C. Ownership Rule Revision. Pushed by the staff, the Radio Board, in a telephone conference call voted to ask the F.C.C. to lower new ownership "caps" from 30/30 to 25/25 (exception for minority controlled groups who would be allowed 30/30.) Limit within a market set at 2 AM and 2 FM vs. 3 each proposed in largest market in F.C.C. plan. No Arbitron Data (or similar data) would be used to determine number of stations in market, if N.A.B. gets its way. Instead, stations in a market would be decided by the number commercial and non-commercial stations whose principal city grade contours overlap any of the commonly owned stations.

**SPECIAL SMALL MARKET FLEXIBILITY** is being asked by N.A.B. In markets of less than 15 stations, limit would be 3 stations - no more than 2 of a kind (AM or FM). Total could not exceed 50% of stations in market. However, N.A.B. wants a case-by-case exemption for increasing owners "where the public interest would be furthered."

**FLORIDA AD TAX** - Florida Governor, Lawton Chiles (D), warns that in 1993 he will propose repealing advertising's exemption from the state's 6% sales tax.

**F.C.C. PONDERING TV LIMITS RAISE**, as well as removing its many year old same market TV-radio cross-ownership prohibition. Idea to make "over the air" more competitive with cable.

**N.A.B. ENGINEERING HANDBOOK** has been updated (first time since 1986). It's 1345-pages, \$195.00 to members (\$235.00 to non members).

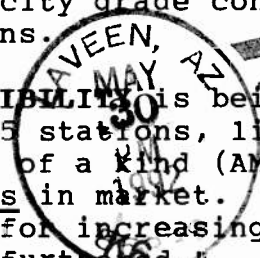
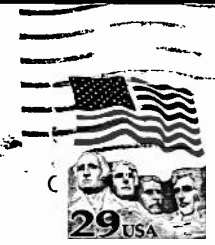
**REVISED F.C.C. FORM 301** will have to be used after June 15. Requests: F.C.C. Form Distribution Center, 2803 52nd Avenue, Hyattsville, MD 20781 or call the answering machine: (202) 632 FORM.

**THE F.C.C. HAS CLARIFIED SOME POLITICAL AD RULES** - See Page #6

**INFO ON DEMAND** - N.A.B. members can get political ad info and other special info via FAX/touch tone phone. Info: Walt Wurfel or John Merli (202) 429 5350.

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789



At the F.C.C. ....

NEW STATIONS (Grants):

KENTUCKY (Virgie) Kenneth Osborne 107.7 3 kW 328'  
LOUISIANA (Lake Charles) B and C Broadcasting 105.3 50 kW 492'  
NEW MEXICO (Clovis) Karen Ann Mainieri 102.3 25 kW 328'  
(Texico) North Plains Br. Corp. 96.5 4 kW 361'

AMENDMENTS TO THE FM TABLE (Amended):

CALIFORNIA (Carmel Valley) 95.1 A as 1st.  
LOUISIANA (Washington) 104.7 C3 for A. M.: K N E K  
MISSOURI (Memphis) 100.5 C3 for A. M.: K M E M  
TEXAS (Friona) 94.7 C2 for 95.1 A. M.: K G R W  
WEST VIRGINIA (Ravenswood) 93.1 A as 2nd. W.: 6-30/7-30

(Proposed):

CALIFORNIA (Carmel Valley) 105.9 A as 1st.

(Requests):

KENTUCKY (Hyden) 97.9 A for 92.3 A. M.: W Z Q Q  
(Jackson) 105.5 A for 106.7 A. M.: W J S N  
(London) 92.3 C2 for 92.5 A. M.: W Y G E  
(Amendments Requested by Ethel Huff, W Y G E)  
TEXAS (Bandera) 105.7 A for 98.3 A. M.: K H L C  
(Campwood) delete 99.1 A or 94.9 A for 99.1 A  
(Hollywood Park) 98.5 A  
(Hondo) 98.7 A for 98.5 A  
(Above Requested by M and R Communications, San Antonio)  
(Dilley) 98.9 C2 as 1st.  
(Above Requested by Aquilar Broadcasting)

INVOLUNTARY TRANSFERS:

GEORGIA (Rossville) W L M X (AM-D) (FM A) to Broadcast  
Trustee Management, Inc., 1090 Vermont Ave., N.W.,  
Washington, D.C. - 20005 (920501 HI/J)  
OHIO (Bellaire) (Wheeling, WV) W O M P (AM D)/(FM B) to  
Broadcast Trustee Management, Inc. (see above) (920501HB/C)  
SOUTH CAROLINA (St. Andrews) W M F X (FM A) to Broadcast  
Trustee Management, Inc. (see above) (920501HA)  
TENNESSEE (Crossville) W C S V (AM D) from Small Business  
Administration to Samuel Armes, Route #14, Box 365,  
Crossville, TN 38555 (920507EB)

F.Y.I.:

Nevermind that the reports of "silent stations" and  
Involuntary Transfers are showing up in increasing numbers,  
the Washington law firms, consulting engineers, and other  
consultants without credentials are still doing a brisk  
business of selling the "80/90" dream. Last week, on the  
same day, T.C. Monte, Inc. filed 7 applications for FM  
station C.P.s. in play at Attalla, Alabama; Coosa, Georgia;  
Volcano, Hawaii; Cloquet, Minnesota; Great Falls, Montana;  
Hubbard, Ohio; Colonial Heights, Tennessee.

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"SPIN to WIN" - The promotion was run at last year's Kentucky State Fair by W X V W, Charlie Jenkins' Southern Indiana community station at Jeffersonville.

A 24 stop "wheel of chance" was set up in the station booth. Fair goers stopped at the booth to try their luck at spinning the wheel. There were 24 stops in all - 8 winning stops each of which contained the name of a product handled by the food broker co-sponsor of the W X V W booth. There was a steady line of people waiting to try their luck. Winners got the item featured in their "winning spot."

Previous sponsor was a building supply store. They "passed" last year because of "slow business." (That was before the interest rate dropped that has helped that kind of business this year.) The building material store featured products "co-op" lines. Lucky players got samples of/or premiums from the product makers.

(At the "Idea Bank," where the radio promotion "heavy hitters" gather, Charlie's "Wheel at the Fair" was the winner this year, my "spies" tell me.)

"CAKE AUCTION" - If you're looking for something that's easy to do and gets a lot of local people's names on your air and involved in your station, why not try a "Cake Auction" on your morning show. The ladies who bake the cakes (some men we're told) love it, the bidding is brisk, and a local cause gets a financial "shot in the arm."

They've been running one for years at K R F O AM/FM, Owatonna, Minnesota. At W T B F, Troy, Alabama, 43 cakes were sold and \$900.00 raised for a local high school band trip to Washington.

DAIRY MONTH OR THE FAIR? - A few years ago, W A I T, Chicago staged a "Musical Milkdown" in the store windows of a local department store. One cow was placed in a show window with a stereo playing rock-n-roll. Another cow was placed in another window with a radio tuned to the then "soft musical sounds" on W A I T.

Professional milkers did the milking "right in the windows." The score: The W A I T "soft music" cow 378 pounds, the "rock 'n' roll" cow 357 pounds. Source: National Retail Merchants Association "Sales Promotion Encyclopedia" (Volume III)

\$ale\$ - The Winner's Circle .....

1. A "winning" salesperson is a self motivator. Results are only the yardstick to measure ability. It takes hard work and "guts" to succeed.
2. Adopt an attitude of proud professionalism. Being a member of the selling profession does not mean that you are a true professional.
3. Strong character is a priceless ingredient. Allow only honest thoughts and deeds to take place in your life. Check your sales motives.
4. Develop the will to win and reject any idea of defeat. Give yourself a strong motive to succeed. Fight for it.
5. Goodwill is built out of respect. It is not possible to respect someone if they lack personal loyalty and integrity.
6. Think in terms of specifics. Reason things through. Rationalize when problems seem unsolvable. Eliminate daydreaming, wishing, and hoping for things to come right. Take your problems apart. Analyze them.
7. The biggest percentage of your day is spent listening. But how much do you really hear and absorb? You cannot be effective as a sales representative unless you listen to what the customer requires. Get the message. Get it right.
8. Improve yourself: develop skills, expand your knowledge; know where you are headed. Be an improver and become a winner.

Sales Cybernetics by  
Brian Adams  
(Wilshire Book Co)

\$ale\$ - "The Greatest" .....

Greatest Handicap ----- Fear  
Greatest Day ----- Today  
Greatest Mistake ----- Giving Up  
Greatest Stumbling Block ---- Ego  
Easiest Thing To do-Find Fault  
Greatest Comfort - Work Well Done  
Greatest Need ----- Common Sense  
Greatest Gift ----- Forgiveness

"Time Talk"  
St. Louis, MO



## About A Competitor - The Newspaper .....

With their worst financial year ever behind them, newspaper publishers early this month turned their attention from self-preservation to beating up the competition, according to "Advertising Age." (5-11-'92).

A variety of products was rolled out at the American Newspaper Publishers Association convention in New York by the new Newspaper Association of America. N.A.A. is an amalgamation of the former A.N.P.A. and several other organization.

The newspapers see their problem as eroding market share. The growth is going to promotion and more targeted media. To bring the newspaper into the 1990s, A.N.P.A. officials are urging member newspapers to "break through conventional thinking and reinvent the paper." Some ideas being tested:

- A coupon booklet that can be inserted or wrapped in the newspaper's TV magazine.
- News Pac which allows product samples to be placed inside the newspaper. Gannett's national 4-color network already has a year-old program that inserts samples in the plastic bags that encase Sunday home delivered papers.
- Atlas, a national, single-topic newspaper delivered magazine that will be tested this fall. It is designed to boost newspapers' share of national advertising by targeting specific categories. Also being considered is a monthly themed food section.

Interactive Sports - The Atlanta Journal and Constitution report considerable success with a promotion for Pizza Hut that used the papers' audiotex system for a contest. Readers called in their picks for the N.C.A.A. basketball tournament. The database was used by Pizza Hut to target sports enthusiasts.

FaxBack - An auto dealer can target the ready-to-buy market by running an ad in the newspaper urging car shoppers to call a number to get a FAX comparing a selected car model against the competition.

- Frequent Reader Cards have found success. The cards give paid in advance subscribers discounts at area merchant/advertisers. The publisher of the Cincinnati Enquirer urged newspaper publishers to consider making the cards affinity MasterCard or Visa cards or long distance calling cards to generate new revenue.

Easier multimarket newspaper buys-In about a year, the newspapers expect to have operating: a 1 order, 1-bill advertising planning, ordering, billing and payment system.

Minding the Store - F.C.C. Political Rules .....

BILLBOARDS, SPONSORSHIPS, AND MERCHANDISING - The Commission recently said that, "while stations are required to offer noncash promotional incentives to candidates on the same basis as they are offered to commercial advertisers, such merchandise need not be offered to candidates if it is de minimus in value, or if it might imply a relationship between the station and the advertisers (such as bumper stickers)."

PUBLIC SERVICE ANNOUNCEMENTS (P.S.As.) "Because they often closely resemble political advertising, it would be inappropriate to require stations to make P.S.As. available to candidates on the same basis as they are made available to commercial advertisers. Instead, it will require stations to treat P.S.As. of a sufficient length as a bonus spot, assigning a value to the P.S.A. which thus reduces the price of the other spots in the packages for purposes of lowest unit charge calculations. Thus, candidates will receive the Lowest Unit Charge Benefit from this commercial practice of providing P.S.As. without forcing the station to provide additional coverage of a particular candidate in the form of a P.S.A."

FIRE SALE POLICY - "In response to the petitions, the Commission has eliminated the fire sale policy which provided that a discounted sale of any available inventory at the last minute would affect the Lowest Unit Charge for all classes of time, but only for the particular time period in which the fire sale spots are broadcast. Given the complexity of determining when a fire sale actually occurs," the Commission agreed, "that in the current advertising sales environment the fire sale policy is unnecessary because any last minute sale of inventory is already factored into Lowest Unit Charge calculations."

MAINTENANCE OF POLITICAL FILE - The Commission "affirms its prior determination that it is not possible to provide an exhaustive list of the documentation that must be maintained in the political file beyond the parameters previously articulated. However, with respect to the requirement that stations immediately place documentation in the file concerning actual air times of candidate advertisements," the Commission determined, "that a station can meet its political file obligations by placing information concerning the times ordered by the candidate in the file with a notation that the station will provide immediate assistance and access to its program logs to candidates requesting information concerning actual air time."

The F.C.C. Contact is Diane Hofbauer at (202) 632 6990.

## A Town of 64,700 and Just 1 Radio Station .....

When small market radio group owner Findlay Publishing Company bought W M O H at Hamilton, Ohio in December, 1985, it was the biggest city they were in and actually it was the town's only radio station. The others had long since abandoned the "rust belt" town for the "greener pastures" of Cincinnati.

W M O H is a Class IV AM "stand alone." A former owner sold its longtime FM companion off years before. The station started during World War II - 1944. Hamilton then had a population of 80,000+. It had the same local non radio owners for the first almost 30 years of its life, selling to out of town radio people in the early 1970s.

The long owned Findlay Publishing Company stations at Findlay, Ohio and Columbus, Indiana have a longtime reputation for excellent operation and high billings. "This was a different situation from what they had operated in before," Terry Kah, general manager for the past 2 years says. "The station on a local channel is too far from Cincinnati to attract meaningful audience there. Hamilton is so close, 18 miles, that every major Cincinnati signal comes in like a local. Two of the stations in the Cincinnati market are actually Hamilton stations. And, of course, there's that supposed handicap that W M O H is AM."

Nevertheless, when Terry was offered the Hamilton job, he took it. "I'd been Lou Vito's right hand man at W B L L/ W P K O for 2-years. I wanted to manage. It really would have had to have been a very bad deal for me to turn it down." When he lost Terry to Hamilton Vito told friends that like a lot of small station owners he felt like he was "running a graduate school for radio people."

Kah copied what he'd seen Vito do at Bellfontaine at Hamilton. "The first thing I did when I got here was to get out in the market and talk to the customers - everybody from the smallest customer to the largest. I also talked to the community leaders: the mayor, judges, chamber people, school officials - and 'just folks on the street."

He found out that people had no opinion about the station's music format, "they weren't listening to the music. The only thing that had audience was the local news and the local sports." Kah decided to take all the music off the station and go all information. There were 2 stumbling blocks: First, all of the major talk product was on Cincinnati stations with Hamilton "blocked out." #2, even though Hamilton is a city of 65-thousand+, local ad budgets tend to be small as the town is overshadowed by Cincinnati's major retailers and populated by branches of Cincinnati based chains. "Most of them feel they have us covered with Cincinnati media," he says. "We were going to have to do a lot of our own programming with a very small staff - presently 12 plus some part-timer and free-lancers.

The W M O H program schedule features a 3 hour news-block from 6:00 to 9 A.M. in the morning. Local/state news is followed by Mutual which is followed by a local/state news recap and weather on the hour and half hour. "That accounts for about 50% of the content (including commercials)," Terry says. We also have sports, Mutual features, business news, traffic reports for commuters to Cincinnati. It revolves every 45-minutes which we figure is the average length a listener spends with us."

There is a 60-minute call-in show at 9 A.M., an hour and a half of classified via telephone at 10 A.M and a half hour interview at 11:30 A.M. At Noon we do a half hour newscast. At 12:30, we do 'Call the Expert.' Each day an auto mechanic, a chiropractor, attorney, financial planner, dentist appears on the program to take calls and advertise their business or profession. We charge \$175.00 per and keep it sold out with a waiting list."

Early afternoons, the station carries talk show from the American Forum Network which also supplies it with sports-talk all night. There is a 30-minute newscast at 5:00 P.M. "The local evening daily went to morning, so we call it 'Hamilton's Evening Edition.' At 5:30 P.M., the station carries the audio of a Cincinnati TV newscast. "Most of the commuters would miss it if it weren't on WMOH." At 6 P.M. the station carries a local 2-way sports talk show that "gets good participation."

Nights, weekend afternoons and evenings are devoted to sports: pro, area college, high school, auto racing, "things that are popular, but, not popular enough to get on a major station in Cincinnati. We have good luck selling them."

Of W M O H, Terry says, "We think like small town people who make their home here and are in business here. I ask the people who work for us on the air (4 communicators, 2 news people), isn't this more interesting than reading 'liner cards.' There are good AM stations in Cincinnati, so that's not a problem, and our customers know a lot of successful businesses advertise on Cincinnati radio. They know the medium is good - and they can afford us." After losing money for 4 years, W M O H is now profitable and growing and in Terry's words, "Good for the town and the people who work here."

#### THE LAST WORD

It is unfortunate that the F.C.C. has to invest valuable time writing a "Hoax Rule." The chaos generated by "juvenile" air talent has no place in a business charged to serve "the public interest." It's a shame this business is populated by so many people who either don't know about the public interest or don't care.

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Bob Doll - Publisher and Editor  
Barbara J. Doll - Circulation

VOLUME X - Issue #2 - June 4, 1992

**LOCAL UP - NATIONAL AND NETWORK BIZ DOWN** - Last week, R.A.B. released its poll of April radio business in 100+ major and medium markets. Local business was up nationwide, according to the station survey, by 6%, National was down -8% and network business was off -20%. Region by region with total to date in ( ):

Area:	Local:	National:	Local + National:
East	+8% (+3%)	-11% (-12%)	
Southeast	+6% (+3%)	FLAT (-3%)	
Midwest	+3% (+3%)	-12% (-8%)	
Southwest	+11% (+7%)	-12% (-14%)	
West	+7% (+6%)	-7% (-17%)	
Total U.S.			+3% (FLAT)

Our unscientific feeling is that small market stations are generally doing better than the above sample, because, small market operators are primarily funded by local revenues (90+%) while the stations in the R.A.B. sample realize an average 75% from local sources.

**BIG FINES** - San Diego, California station, K G B-FM, \$25,000.00 indecency. Subject matter "indecent records." (Material is such that we not only won't repeat lyrics here, we won't even repeat the titles)... Commission won't back off on \$10,000.00 fine at K I E V, Glendale, California. Station did not identify the sponsors of an investment advice program or a travel program. Gist: hosts were not giving impartial advice - they were profiting directly from sale of products they were recommending. (See Page #6)

**ALABAMA RADIO NETWORK SOLD with 5 radio stations** by Mobile based Ken Johnson. He'll stay on as C.E.O.

**SPECIAL 4th OF JULY OPPORTUNITY** - 2 60-second patriotic jingles with 5 written scripts - 1 time cost \$69.00. Should make you money: Radio Concepts 1-800 950 5787.

**THERE'LL BE FIREWORKS IN LEESBURG, VIRGINIA**, thanks to the all-out effort of W A G E-AM Radio, the community local station. When Leesburg and 3 nearby communities said they would not have fireworks this year, manager Chuck Thornton and morning man Todd James, did a combination of on the air and in the community fund raising. Effort titled: "Light Up the Sky on the 4th of July." Raised: \$8,000.00 plus.

At the F.C.C. ....

NEW STATIONS (Granted):

COLORADO (Aspen) Aspen FM, Inc. 107.1 470w 804'  
(Durango) Caren Lacy 99.7 16 kW 879'  
KENTUCKY (Hardinsburg) Breckenridge B'c'g. (Jo Anne Keenan  
and Jimmy Wooley) 104.3 3 kW 328'  
MISSOURI (Asbury) William Bruce Wachter 103.5 6 kW 328'  
NEW YORK (Conklin) Cheryl Busch 100.5 3.51 kW 433'

AMENDMENTS TO THE FM TABLE (Amended):

ARKANSAS (Dumas) 105.5 C3 for 107.1 A. M.: K X F E  
(Eldorado) 103.3 C1 for 103.1 A.. M.: K A Y Z  
(Marianna)105.3 A for 106.9 A.  
(Waldo) 103.3 A. W.: 7-7/8-6  
CALIFORNIA (Quincy) 102.1 A for 102.1 C2. M.: K Q N C  
(Shingle Springs) 101.9 B for B1. M.: K F I A  
ILLINOIS (Lincoln) 95.1 A for 100.1 A. M.: W E S Z  
(Maroa) 107.3 A as 1st. W.: 7-7/8-6  
INDIANA (Cannelton) 102.9 C3 for A. M.: W K C M-FM  
(Edinburgh)102.9 A as 1st. W.: 7-7/8-6  
KENTUCKY (Beaver Dam) 106.7 A for 104.7 A. M.: W P V P.  
(Campbellsville) 104.1 C3 for A. M.: W K C Q  
LOUISIANA (Bastrop) 97.3 A for 103.3 A  
OKLAHOMA (Sulphur) 100.9 C2 for C3. M./: K F X T  
TENNESSEE (Carthage) 104.1 A for 102.3 A. M.: W U C Z  
(East Ridge) 107.9 C3 for A. M.: W J R X  
(Lafayette) 102.1 A for 104.1 A.

(Proposed):

GEORGIA (Hawkinsville) 103.9 C3 for A. M.: W C E H  
MINNESOTA (St. Joseph) 92.9 C3 as 1st.  
TEXAS (Huntsville) 103.7 C3 for 103.5 A. M.: K V S T

(Requests):

ALABAMA (Jackson) 94.5 C2 for C3 M.: W H O D  
MISSISSIPPI (Newton) 105.5 A or C2 for 106.3 A.  
(Petal) 106.3 C2 for 101.7 A.  
(Waynesboro) 107.1 A or 101.7 C3 or C2 for 105.5A  
(Req.: W M F M, Petal, MS and Newton Broadcasting Co.)  
MISSISSIPPI (Petal) 94.3 C2. (Req. G. Dean Pearce, Meridian,MS)  
(Sandersville) 94.3 C2.(Req.: James Drucker, Laurel,MS)

REPORTED SILENT (by the M STREET JOURNAL): LOUISIANA (Farmerville)  
K T D L (AM-D); MISSISSIPI (Gulfport) W Q F X (AM-D); NORTH  
CAROLINA (Kinston) W Q D W (AM-IV) (FM-C)

INVOLUNTARY TRANSFERS:

CALIFORNIA (Oakdale) K D J K (FM-B) to Gold Rush B'c'g.,  
Debtor in Possession, 470 Armstrong Way, Oakdale, CA-95361  
(920513HX)  
NEVADA (North Las Vegas) K J U L (FM C) to Carrigan Comm.,  
Debtor in Possession, 2880 E. Flamingo Blvd., Suite E,  
Las Vegas, NV 89121 (920427GI)

MONEY PAGE - \$ale\$ and Promotion Idea\$

"INDEPENDENCE DAY" - In many areas, there were no Memorial Day parades for the first time in years. In several cities, the parades dated all the way back to 1919 - 73 years.

From our experience, you will not have to journey far to find people who are disturbed about the lack of patriotism. Live coverage of 4th of July parades and community programs and events should spawn business and professional people to promote their support and attendance via pre-event ads and live coverage on air.

If there is not a good tie-in opportunity, why not schedule a 4th of July "song of the hour"? Whitney Houston's recording of the National Anthem and Lee Greenwood's "God Bless the U.S.A." were both big hits in recent years and could be included along with similar material on almost any music format.

"DOG DAYS" - That's what the days between mid-July and late August are called in most parts of the country. These are the hottest, most humid days of the year. We came across the following idea in an old Broadcast Program, Incorporated client letter:

How about having some fun with the dog lovers in your audience? Maybe bring in a new advertiser! Invite listeners to send a few words about their dog - why he/she is special. The funniest and/or most unusual entry wins a prize e.g. a makeover from a dog groomer, a week's boarding in a "luxury" dog kennel, a case of a popular dog food.

"SINGING TELEGRAM ANNIVERSARY" - They used to be very popular. First one was set 59 years ago, July 28, 1933. Engage a quartet from your local S.P.E.B.S.Q.A. or "Sweet Adelines." (A small donation will get you their services.) Have listeners sign up friends/acquaintances with birthdays, anniversaries with 7-days of the July 28 date. Have a station staffer accompany the quartet so that your listeners can hear the "delivery of the singing telegram."

Special July Opportunities:

Independence Day is Saturday, 7-4. It's Picnic Month, Hot Dog Month, Ice Cream Month. It's a big month for local community events.

#1 month for the sale of used cars, #2 for mobile homes. Above average for: new cars, auto parts, building supplies, hardware, real estate, tires. FACT: "American Demographics" says that despite last year's economic woes, nearly 2/3rds of Americans took a summer vacation trip of 100 miles or more.

\$ale\$ - Keeping Customers .....

WHAT YOUR CLIENT EXPECTS  
FROM HIS/HER RADIO SALESPERSON

1. \_\_\_\_\_ To receive regular service with follow-through.
2. \_\_\_\_\_ To be convinced of the benefits of advertising and of your radio station.
3. \_\_\_\_\_ To be served by a salesperson he/she can trust.
4. \_\_\_\_\_ To be served by a salesperson with genuine concern.
5. \_\_\_\_\_ To be provided with effective ads.
6. \_\_\_\_\_ To be provided with radio ads that deliver results.  
- return on investment.
7. \_\_\_\_\_ To provide ideas that help solve problems and realize opporunities.
8. \_\_\_\_\_ To be served by a salesperson who guards against errors in copy, scheduling, etc.
9. \_\_\_\_\_ To be served by a salesperson who is honest.
10. \_\_\_\_\_ To be served by a salesperson who keeps confidences.
11. \_\_\_\_\_ To be served by a salesperson who suggests new ways to use the station.
13. \_\_\_\_\_ To be served by a salesperson who checks to make sure billing is correct before it is mailed.
14. \_\_\_\_\_ To be served by a salesperson who stays on top of his customers' and their competitors' position in the marketplace.
15. \_\_\_\_\_ To be served by a salesperson who can help in formulating long term planning.
16. \_\_\_\_\_ To be served by a salesperson who is a sustaining source of ideas and information - A BUSINESS RESOURCE.

Chris Lytle's "How to  
Succeed in Radio Sales  
Sooner" (Adapted)

"Make new friends - but keep the old;  
New friends are silver - old ones are gold."

(Author Unknown)



## 4th of July HOLIDAY SAFETY

Handle fireworks with extra caution. \_\_\_\_\_ reminds you that even seemingly harmless fireworks can cause painful burns if not handled carefully. Make sure the fireworks you handle are legal. Fire works laws are made for your protection. \_\_\_\_\_ wishes you a safe, happy 4th of July holiday.

If you're swimming this 4th of July holiday weekend, \_\_\_\_\_ reminds you that if waters are unfamiliar, you should check carefully for underwater rocks - also, stumps and other obstructions \_\_\_\_\_ says, a little caution can save you from a painful accident.

\_\_\_\_\_ reminds 4th of July holiday travelers that you're sharing the road with record numbers of travelers. Many are not familiar with this area. For safety sake, be extra alert. Observe posted speed limits. Follow the rules of safe driving. \_\_\_\_\_ wishes you a safe, happy holiday.

The lakes and streams are crowded with boaters every 4th of July holiday weekend. If you're joining them, follow the rules of safe boating - including courtesy. \_\_\_\_\_ says, be sure your boat has the proper safety equipment in good working order. Best wishes for a safe, happy holiday from \_\_\_\_\_

Buckle up for safety! \_\_\_\_\_ reminds you that safety belts do save lives. It takes only a second to greatly reduce the chance of a serious injury or death. \_\_\_\_\_ says, buckle up! Enjoy a safe, happy holiday.

If you're staying at home this holiday weekend, \_\_\_\_\_ believes that chances are you'll be doing some yard work. They remind you, when using a power mower, before you mow, take wires, cans, twigs, and rocks away. Never mow a wet lawn. Never leave an unattended mower running. 50,000 people are injured every year in mower accidents. \_\_\_\_\_ sends this message with their best wishes for a safe, happy holiday.

Here are some holiday safety tips from your friends at \_\_\_\_\_. Traffic will be heavy this 4th of July holiday. Make sure your tank is always at least half full. If you're traveling on unfamiliar roads, drive during daylight hours as much as possible. \_\_\_\_\_ wishes you a safe, happy holiday.

\_\_\_\_\_ reminds you that every year shallow dives cause serious spinal injuries - including permanent paralysis. Know how deep the water is before you dive. The speed of a dive is only broken effectively after the diver has gone through 5 or more feet of water. \_\_\_\_\_ says, check before you dive.

Management - F.C.C. Fines .....

\$12,500.00 - LAS VEGAS TV STATION - K L A S-TV, has been notified that it is apparently liable for a fine of \$12,500.00 for illegally broadcasting ads for promotions at various Las Vegas casinos. Under Commission rules a lottery is a scheme containing the elements of prize, chance, and consideration. All 3 elements must be present. ... K L A S-TV argued that the contests it advertised did not contain the consideration element because of provisions for free participation in the contests. The Commission found that even though the contests had provisions for free entries, these were not available on a basis equal to entries available to paying customers. The violations date back to 1990 and 1991.

A BALTIMORE FM STATION FINED \$2,500.00 because of its broadcast of ads promoting a lottery. W I Y Y, owned by Hearst Corporation, broadcast 12 ads promoting a lottery held in a local bar. The patron had to pay \$20.00 admission charge entitling him/her, among other things, to a ticket for a random drawing. The Commission found that all 3 elements of a lottery - prize, chance and consideration - were present in the promotion and therefore the advertising was a violation of federal laws and F.C.C. rules.

IF YOU CAN'T PAY A FINE, WHAT? The F.C.C. recently agreed to hold a fine of \$1,300.00 in abeyance due to the licensee's demonstrated inability to pay. W V O M (AM), Iuka, Mississippi, was fined for failure to comply with E.B.S. Rules. ... The station submitted tax returns for 3 years showing inability to pay. The F.C.C. agreed to hold the forfeiture in abeyance for 3 years. If, during that period, the same rules are not violated, the station will not be obligated to pay the fine. However, if 1 or more of the violations occurs during the 3 year period, the station will be obligated to pay the fine as well as any additional fine for the new violation.

REPEAT OFFENDER - K K A S (AM), Uvalde, Texas, was recently required to pay a \$600.00 fine as well as another \$600.00 fine which had been held in abeyance. The second fine was a repeat violation of the same rules. .... Specifically the station was found in violation of the Public Inspection File rules in 1990 and fined \$600.00. The fine was held in abeyance for 3 years due to the station's financial condition with the proviso that the same rules would not be violated. ... In July, 1991, the station was again inspected. The Public File was again found not in compliance with the rules. Station ordered to pay first fine of \$600.00 and a second one for the second offense - another \$600.00.

Brad Carey, tells clients in his firm's client letter (Bordelon, Hamlin, Theriot, and Hardy, New Orleans), "We hear there are stacks of forfeiture notices backed up at the F.C.C. Now that Field Office inspectors can levy fines up to \$20,000.00, the log jam should begin to break. Some stations will be inspected twice and will be hit on the second fine much more than the first. Advice: Obey the rules!"

"Learning All Over Again" .....

18 years ago Jeff Fisher came to New England. He says, "I came for the same reason everybody else comes. It's a good place to live" And he says, "I was looking for the same thing every first time buyer looks - a station I could 'buy sick and make well." Over the years, Fisher says, "It all worked the way I'd hoped - until 1989."

Fisher's stations, Class IV AM W F T N and companion Class A FM are at Franklin, New Hampshire (population 7912), 12 miles from Laconia, New Hampshire. The MacNeill Lehrer "News Hour" on Public TV, recently called Laconia, "the economically hardest hit area in New England." Jeff says, "I don't disagree with that, but, I must tell you that things are improving - very, very slowly."

Fisher, like most people in New England, isn't sure that things will ever get back to where they were in the 1980s. "Maybe they shouldn't," he says.

Unemployment is high, the number of retailers has shrunk since 1989, but, the number of radio stations, in Fisher's words, "has probably doubled since 1989. The truth is there are more salespeople chasing far fewer dollars. Most of the new stations are losing a lot of money. There's been one L.M.A. recently and I'm sure there are more on the way. I'm in conversations with several people right now."

Fisher has the benefit of being long established and his 1974 \$110,000.00 purchase price has been recovered many times. "I don't know how the heavily leveraged operators are staying on the air," Fisher says.

Since the recession, W F T N's sales staff has been increased. "I believe to get business in a tight economy, you have to have enough people. The station that gets the business is the one with the salesperson who can be the most helpful to the customer. Being helpful means more calls and better calls - that takes time."

Fisher says, he's also increased the amount spent on sales training. "I don't send my sales people to the seminars, I take them. I can't afford to let them know something I don't," he says smiling. He then tells of talking some years ago to the sales manager of one of his competitors. "He told me he wasn't going to the Dale Carnegie Sales Course, saying, 'I've been at this for 25-years. If I don't know everything there is to know by now, I'd better do something else.'" Jeff calls him, "one of the earliest recession casualties. I don't know if he's gotten another job yet."

Fisher says, in a recession-economy advertising has to have several customer benefits. "If one feature doesn't hit, hopefully another one will."

He points to the fact that his station has a "special effort per quarter." This year at Christmas time, advertisers who bought in got:

1. - A schedule of hard-selling ads;
2. - A sign up to win contest with a prize from that store, purchased by the station;
3. - A contribution (in the winner's name) to his/her choice of 4 local charities;
4. - A special discount on the station's first quarter effort.

One big change at W F T N, he says, "We've cut back on college and pro sports. They were getting increasingly hard to sell. Ad money for sports was hard to justify to the struggling businesses. And, the rights holders kept increasing the number of games on cable and over-the-air TV, while at the same time asking for more network avails, restricting who we could sell, and charging higher rights fees. I think the end is near for college and pro sports on small stations."

Even though his business is down about a third from its "peak years," Fishers says, his station is profitable, "some months the margin is very thin." The use of satellite programming and remote control monitoring has made it possible to run the separately programmed AM/FM operation with 8 full-time and 4 part-time people.

Fisher, whose radio experience dates back to the early 1960s says, he put his stations on satellite very reluctantly. "It wasn't just a matter of saving money - although that was necessary. The truth is, the number of talented, ambitious youngsters wanting to 'break in' virtually 'dried up.' Running a good community station with a very small staff and enough sales people is a new necessity. It's like learning all over again."

#### THE LAST WORD

The N.A.B. Board is to be commended on two aspects of the resolution passed concerning the F.C.C. Ownership Rule Revision. Counting non commercial as well as commercial stations in determining the number of stations in a market is correct. They compete for listeners and get "grants" from the same people commercial broadcasters seek advertising. The N.A.B. Board is also quite right in eliminating Arbitron from the rules. Making Arbitron a part of a government regulation gives it a standing which should not be accorded a flawed system operated by people who most charitably can be described as arrogant and greedy. The laws of physics are appropriate - not estimates in deciding who can own what SMALL MARKET RADIO NEWSLETTER (Inc.) IS PUBLISHED WEEKLY AND MAILED FIRST CLASS TO SUBSCRIBERS IN 50 STATES, POSSESSIONS, AND CANADA. SUBSCRIPTION: \$109.00 PER YEAR; 26 WEEKS: \$57.00; 13 WEEKS: \$33.00. ADDRESS: 275 19th STREET, OTSEGO, MICHIGAN - 49078 - PHONE: (616) 694 9357 - FAX: 616 692 6789



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**M**arket  
**R**adio  
**N**ewsletter  
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VOLUME X - Issue #3 - June 11, 1992

**6 A.M. to MIDNIGHT OBSCENITY BAN**, passed in Senate and likely to become law, will probably be challenged by N.A.B., according to press reports last week. The legislation is given a good chance of House approval and presidential o.k. Many of the N.A.B. big dues payers argue on First Amendment grounds. Real motive of most: **SEX SELLS**.

**GET RID OF OWNER-OPERATOR PREFERENCES** in comparative hearings for new facilities, the N.A.B. has told the F.C.C. in comments filed. N.A.B. is not persuaded that owners without other stations who operate themselves provide a better service to a community than that rendered by group owners with qualified professional managers. The N.A.B. believes applicants for new facilities should make a showing that the station is needed and that the market can support it.

**NOT A HIT** - Attendance at major league baseball games is up just 7/10ths of a % this season. Attendance is down at 15 of the 26 major league parks. C.B.S.-TV and E.S.P.N. ratings are called "lame" by Adweek's Marketing Week.

**NEW WAL MART MARKETING DEAL** - The company has gone on the air in TV markets with spots "co-oped" with Valvoline Motor Oil. Other of WalMart's "superbrands" are expected to go into similar campaigns. (Advertising Age)

**THE PULSE OF RADIO** is changing its name, design, adding pages and data, and "dramatically increasing its circulation" effective July 13, according to a FAX from Publisher Eric Rhoads.

**LITTLE STATION! BIG MOVE!** When the F.C.C. passed over the owners of AM W D M V, Pocomoke City, Maryland for a newly created FM there, there wasn't much of a long term future for the station. But, if the F.C.C. o.k.s. it, W D M V will get a new lease on life at Brinklow, Maryland, 30 miles from D.C. The station in its new location would offer an ethnic format -not available now in the "Nation's Capital."

**ECONOMIC OUTLOOK** - The shoe repair business rises in bad times - goes down in good times. "Shoe Service" magazine reports shoe repair shop business +15% to +20% currently. Shipments of components to shoe manufacturers down about 10%.

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789

At the F.C.C. ....

GRANTS (New Stations):

CALIFORNIA (Sebastopol) John Corollo, Jr. 93.7 3kW 328'  
COLORADO (Telluride) Donna Royle 104.9 100kW -75'  
FLORIDA (Gifford) Molly Beard Broadcasting 94.7 3 kW 328'  
(White City) Crystal Communications 104.7 3 kW 328'  
GEORGIA (Trion) Tri State Broadcasting 95.7 3 kW 328'  
LOUISIANA (Shreveport) NTW, Inc. 102.9 50 kW 492'  
MISSISSIPPI (McLain) Community Broadcasting Co. 96.9 6kW 328'  
MONTANA (Bozeman) Reier B'c'g. Co. 100.1 100kW 984'

AMENDMENTS TO THE FM TABLE (Amended):

ARKANSAS (North Crossett) 102.7 C2 for A. M.: K W L T  
NEW MEXICO (Corrales) 95.1 C1 for A. M.: K S V A  
(Los Alamos) 107.5 C. W.: 7-14/8-13

(Proposed):

VERMONT (Hartford) 104.7 C3 for A. M.: W G L V C.P.

INVOLUNTARY TRANSFER:

MICHIGAN (Houghton) W A A H (FM A) to Houghton Radio Group,  
Creditor in Possession, Drawer 26268, Raleigh, NC 27611-  
6268 (920204 HK)

REPORTED SILENT (by the M STREET JOURNAL):

ALABAMA (Albertville) W X B K (AM-D)  
PENNSYLVANIA (Scranton) W T S S (AM D)  
(Waynesboro) W E E O (AM D)  
(Wilkes Barre ) W T S W (AM IV)  
TENNESSEE (Elizabethton) W I T M (AM D)  
TEXAS (Hamlin) K W Z D (FM C)  
(Merkle) K M X O (AM D)  
WASHINGTON (Raymond) K A P A (AM-IV)

FINE:

OREGON (Cave Junction) K C N A (FM) \$2,000.00 - Broadcast of  
a telephone conversation without first notifying the  
called party that the phone conversation was being  
broadcast.

MISCELLANEOUS:

PENNSYLVANIA SMALL MARKET BROADCASTER CARY SIMPSON has  
applied for 4.7 kW at 106.9 at Clarendon, Pennsylvania (pop.  
784). The town is 10 miles southeast of Warren.

THE HEIRS OF LATE KANSAS GOVERNOR ALF LANDON have received  
permission to donate their Dodge City, Kansas AM  
stand-alone, K E D D, to Dodge City Community College. The  
station was built in 1961. It went silent in the late '80s.

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"AMERICA THRIVES ON WHAT AMERICA BUYS" - Dick Hubble, R.M.H. Sales. St. Charles, Illinois, has come up with an unusual series of scripts called "Those Remarkable Americans." Each of the 100 scripts tells a story about a "remarkable" American - many famous, some not. The story ends with the statement, "America Thrives When America Buys" - the lead in for the commercial.

The scripts are for un-limited use and sell for a 1-time charge of \$195.00 (markets less than 50,000). A series of "ad slicks" is included for print promotion.

Information: (708) 584 3196.

"WILD CARDS" - Hubble's first promotion is running this summer on K M C O, McAlester, Oklahoma. The promotion includes 52 "show card" size playing cards. The cards are displayed by the participating advertisers in their stores. They are moved around weekly. Listeners are asked where a particular card is located e.g. "Where is the Ace of Hearts." On call outs, stations normally make the calls off the air, recording each call. When a winner is found, the tape is played. Stations tell listeners to "Keep Track of the Wild Cards" and listen for the phone to ring.

A couple of changes at K M C O. Although the station did well selling the promotion, it did not sell all 52 cards, so, some stores display more than one card e.g. a pair of kings, a full house, etc. Roz also asks for "Wild Card players" to be the "# caller". After the caller comes on the line, he/she, is asked the location of a card or hand. Jackpots start at \$50.01. \$1.01 is added each time there is no winner. Roz has scheduled a 2-month (June/July) run and will probably add a month (August) "by popular demand."

"AUTO BUSINESS IDEA" - When Roger Utnehmer bought W O M A, Algoma, Wisconsin, there was very little auto dealer advertising on it. To attract auto dealer business, W O M A run 10 announcements a day addressed to business owners. The announcements told them, "If you use a car or truck in your business, buy one now at a dealer who advertises on W O M A. We'll give you \$1,000.00 worth of radio advertising free." The offer was made on new and used cars and trucks.

Result: Dealers called the station when they were asked by business people if they advertised on W O M A? There was a rash of new car dealer business written. The station gave small business people who bought cars and trucks from advertising dealers 6 week schedules (ad-ons for business already on the station). The offer was broadcast for a month. The dealers and many of those free schedules are still on - on a paid basis. Roger has since run same offer on his stations at Eagle River (WERL/WRJO) and Park Falls (WNBI AM/FM) (all Wisconsin).

\$ale\$ - Recommended .....

Editor's Note: Charlie Jenkins took his WAVG/WXVW and WZZB/WQKC, Jeffersonville and Seymour, Indiana, to a recent Tom Hopkins seminar in Indianapolis. Hopkins is not a radio sales trainer. He is a general sales trainer, but, in Jenkins words, "he's right on target for today's selling environment."

Sample Tom Hopkins selling fundamentals:

Presentation Fundamentals: "My goal is to hear my prospects say 'Thank You' when they buy what I have to sell."

"When I make my presentation, I will encourage my prospect to participate actively."

"When I am giving a presentation, I will not create a narrow, one-way street, but a 4-lane highway where traffic flows freely."

"My presentation will focus only on those facts, features, and benefits that relate to my prospect's needs."

"My successful presentation will create an ideal opportunity for closing the sale."

Overcoming Objections Fundamentals: "Objections are the steps on my ladder to success."

"Prospects who don't object rarely buy."

"I will welcome customer objection and express sincere appreciation to my prospect e. g. 'I understand how you feel.' 'I can appreciate your comments.' 'You have raised a very valid point.'"

"When I first hear an objection, I will resist the impulse to fight it immediately. I will bypass the objection until I have finished my presentation. e. g. 'I appreciate your concern. With your permission, I would like to cover first all the key benefits of my solution. At this point, I'd like to make a note of this and discuss all your concerns at the end of my presentation. Would that be acceptable to you?'"

Closing Fundamentals - "Because I believe in my product, I have an obligation to help my prospect own it."

"Today, I will lead my prospects to a decision that is right for them and I will not get pushy."

"The best way to close lies in the art of asking the right question: 'Mr. Jones, as I see it the only real decision you have to make today is how soon you will start enjoying the benefits of this. Do you think we should start next week?'"

"The close of a sale is not limited to a brief moment, but it is part of a process that begins with the first meeting. This is why I will prepare every step of the sale like a true sales champion."



About This 'n' That .....

A letter from: Troy Mattox, W K U B, Blackshear, Georgia:

"I believe the broadcast industry should lobby the Small Business Administration to make (guarantee) loans to broadcasters and other media again."

"The reason they got out of such lending in the mid-'80s was fear of government control of the media. The number of stations, newspapers, CATV, etc. that we now have, it seems to me erased such a problem."

"The return of S.B.A. to broadcast lending would be a great boost in small markets. Our station was built with an S.B.A. loan in 1979. That loan has long since been paid off. The station has been good for us and for the community. It would not have been built if it had not been for the S.B.A."

About AM radio - from John R. Quinn, W J D M, Elizabeth, New Jersey:

"At the recent N.A.B. Convention, broadcast engineers, station owners and general managers participated in a blind listening test of simulcast signals. 90% of those taking the test could not tell the AM signal from the FM signal. Of the 10% who guessed correctly, they said they liked the stereo separation and richer sound quality on AM better than FM."

"I encourage all radio broadcasters to take the listening test themselves by hearing an AMAX-Delco at a local General Motors dealer."

"With AMAX, AM radio can compete sonically with FM."

From Dr. C.C. Smith, W L K S, West Liberty, Kentucky:

"Carl Burton returned to West Liberty 21 years ago when he retired from coaching and teaching. He started a daily 30 minute evening sports show on our station and began doing color on our high school basketball broadcasts. He did his last season on the air at 86 and then passed away. Is that a record?"

From the Katz Agency (national representatives) format shares in the 99 largest markets:

	Fall '89	'90	'91		Fall '89	'90	'91
C.H.R.	13.4	9.8	8.6	M.O.R.	6.4	4.8	3.4
A.O.R.	8.4	8.5	8.5	Easy Listen	7.1	6.0	4.9
Classic Rock	4.8	5.4	5.0	Big Band	3.3	3.0	3.4
Gold	4.9	5.6	5.2	News	3.4	3.1	3.6
Soft	5.9	7.1	6.5	News/Talk	7.0	6.6	6.0
Adult Contemp	10.6	10.0	9.3	Religion	1.8	1.9	2.0
Country	11.4	12.8	13.9	Full Service	---	9.8	9.7

## Management - Training Checklist .....

When breaking in a "new hire" or adding new responsibilities to a current employee, here are 4 steps necessary for giving a worker proper instruction about a new task:

### 1. Prepare the learner by:

- Putting him/her at ease
- Telling him/her what you are going to teach him/her
- Getting him/her interested in learning
- Finding out what he/she already knows
- Giving him/her credit for what he/she already knows

### 2. Present the task to be learned by:

- Giving him/her one step at a time
- Telling him/her how to do the task
- Showing him/her how the task is done
- Stressing key points of the task
- Presenting no more than he/she can master

### 3. Let the learner do the task under supervision by:

- Having him/her explain the task
- Having him/her show you how the task is done
- Correcting his/her mistakes

### 4. Test the Learner by:

- Asking him/her for information about the task
- Checking on his/her performance and speed
- Checking on his/her quality
- Correcting mistakes - reteaching the point he/she may have missed
- Being sure that he/she can do the task without help

To train your people properly, you need to:

- Ascertain the training needs of your employees
- Set specific goals for the training to accomplish
- Plan the training
- Choose the appropriate methods
- Evaluate the outcomes
- Make improvements in your programs constantly

Small Business Administration

It Works Here .....

There isn't a piece of automation equipment or a "liner card" in the place. The communicators (not disc jockeys) talk to (not at) the listeners. K C T I/K P J N , in recent years, have become almost as unique as their community of license: Gonzales, Texas, "The Cradle of Texas Independence."

Eddy Weems, who manages the station for longtime Texas radio investor Pat Nugent, came to the stations 3-1/2 years ago. He says, "I spent 15 years working at small stations all over the west. I worked for some of the best small market operators: Roy Maple in Gillette, Wyoming; Joe Tabback at K A Z M, Sedona, Arizona; the late Steve Hawkins at K H L B, Burnet/Marble Falls, Texas. I learned something from each of them - and others too. We do a lot of what worked well for them here."

Gonzales, population 7,152, is 65 miles east of San Antonio. It is awash in Texas history - the place where the first shot was fire in Texas's war of independence and it provided reinforcements for the "Battle of Alamo."

The town's downtown area has undergone a fate similar to other small towns since the mid-'80s when WalMart "built out on the highway." The downtown area with few alterations could easily be used as a set for a period western movie. It has both a closed movie theatre and a hotel which no longer rents rooms, but, serves food and beverage in its coffee shop and dining room.

K C T I/K P J N are located in what at one time was an auto agency at the edge of the downtown area. A record library, dating back to the station's founding in 1947, fills up most of what used to be the auto dealership service department. There are thousands of '78 R.P.M. records in what looks to be pristine condition. Also being stored, what may have been one of the station's original turntables - an R.C.A. which plays 33-1/3 and 78 R.P.M. recordings - both horizontal and vertical cuts, a separate needle for each type, provisions for recordings that played inside out as well as outside in.

Today's programming features "live" announcers playing records and c.ds. There's no format clock, music scheduler, or playlist. "We have broad, but, strict guidelines from which the communications work, but, as the manager, I feel my first responsibility is to hire people who know what to do and have the character to do it. A lot of the satisfaction has been taken out of working in a radio station by converting human beings into robots."

The 4 PM to 10 PM shift is handled by Aaron Allen, who has been on the air since his teens, a country singer/musician/song writer - as well as radio air person.

Allen, who was a headliner on 50 kW W O A I, San Antonio, in the '40s and '50s does 15 minutes of songs every night at 6 PM. The 5 night a week "old time type" radio show has been sponsored for over 2 years by a furniture store 30 miles from the station.

He also has guest song writers on his show (in the studio or on the phone) every Wednesday afternoon. They talk about their careers and their songs between records. Guests have included regional song writers who Aaron feels are "good", but "never made it," to folks as successful as Willie Nelson.

Allen now calls the K C T I/K P J N programming , "Underhill and Over-the-Hill." Jeff Underhill, a native of Michigan (who 14 years ago worked for your editor) is the morning man. "Over-the-Hill" is Aaron's nickname for himself. He's 62. Underhill joined the station after marrying a local girl.

Underhill is joined on the morning show by news man Joe Haynes. A native of the area, Haynes works a 30-mile "telephone beat". Between news gathering and broadcasting responsibilities, he joins Underhill in easy conversation on the air - centered around the morning's news and the day's scheduled events in the area. This is Joe's second station.

Middays are hosted by Dino Rodriguez. He got into radio after being involved in an auto accident. He got interested in radio while listening to the Gonzales station at the rehab center 12 miles away. He went to Elkins Institute at Dallas before signing on with K T C I/K P J N. While the accident left him a paraplegic, he has no problem handling his duties at the station. In fact Weems says, he's bilingual, a special benefit to the station, since he can host the Saturday night spanish language music program. (The station also breaks format on Sunday night when it plays old-time waltzes and polkas targeted to the large area population with Czeck and German roots.

Weems , most mornings, can be found out selling advertising. There are 2 other salespeople as well. Most afternoons he's at the station handling such things as engineering, administration, etc. "When you've got good people - there's not a lot of managing to do is there?", he asks.

#### THE LAST WORD

There is not a "one best way" to run a small market station. The idea is to be unique - to mean something to somebody. They still use a lot of chapters from the "old rule book" in Gonzales. That makes them unique and special to their area.

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**S**mall  
**M**arket  
**R**adio  
**N**ewsletter  
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VOLUME X - Issue #4 - June 18, 1992

**THE MARKETPLACE** - The Conference Board says, Consumer Confidence, after bottoming in February, climbed 15.2% in April and 10% in May. The Commerce Department reported a gain of only 0.2% in May retail sales, following 0.4% improvement in April. The lion's share of modest gains come from low-end and discount stores. Luxury stores continue to suffer.

"Americans have become frugal, conservative and thrift oriented," Retail Market Report newsletter says. "They no longer have that fear that things are going to deteriorate so they are releasing pent-up demand - but in a modest and very cautious manner. The emergence from the recession will be the slowest we've had since the Second World War."  
(Wall Street Journal 6-12)

**U.P.I. - NO SALE!** Evangelist Pat Robertson's due diligence caused him to say "no thanks" to buying the news service. The Bankruptcy looks for another prospect.

**ONE LESS FORMAT ON SATELLITE-** Unistar is dropping "Special Blend," it's beautiful music with words format, effective 10-4. After 4 years, only 30 stations. "Special Blend" subscribers will be moved to "Format 41."

**EXPANDING** - Jones Satellite Services, is building new studios in Denver. Will have capacity to do 10 formats (vs. 5 now).

**MONTREUX RADIO CONVENTION**, organized by N.A.B. in Switzerland "exceeded expectations:" 101 exhibitors leased 20,000 square feet of space, 100 U.S. attendees, 400 from 14 other countries.

**DID YOU KNOW?** "If you rent tower space for your FM antenna, you may, as a tenant, become secondarily liable if the tower is found in violation and the owner does not pay up or cure the violation. Discuss with attorney. (E. Harold Munn, Consulting Engineer, Client Letter)

**A PROFIT HONORED IN HIS OWN LAND** - Your editor will be on the program at the Michigan Association of Broadcasters convention (Gaylord 8-6/8).

At the F.C.C.

NEW STATIONS (Granted):

ARKANSAS (Whitehall) Bayou B'c'g., Inc. 104.5 3 kW 328'  
CALIFORNIA (Modesto) Thom Reinstein Comm. 93.9 3 kW 328'  
GEORGIA (Smithville) Donald L. Jones 106.9 6 kW 328'  
IOWA (Belle Plaine) Cynthia Siragusa 95.5 6 kW 328'  
OHIO (Astabula) Andrea L. Johnson 98.3 2 kW 403'  
OREGON (Florence) Coast B'c'g. Co. 106.9 2.3 kW 508'  
TENNESSEE (Benton) Stonewood Comm. 93.5 6 kW 328'  
(Coalmont) Cumberland Comm. 104.7 1 kW 548'

AMENDMENTS TO THE FM TABLE (Amended):

FLORIDA (Inglis) 104.3 A. W.: 7-21/8-20  
HAWAII (Poipu) 95.9 A. W.: 7-21/8-20

(Proposed):

ARKANSAS (Wrightsville) 107.7 C2 for A. M.: K Y T N

(Requests):

MISSOURI (Greenfield) 107.9 A for 93.5 A.  
(Halfway) 93.1 C3 for A  
(Ozark) 93.5 A for 92.9 A. (All req.: KYOO B'c'g. Co.)

REPORTED SILENT (by the M STREET Journal):

ARKANSAS (North Little Rock) K P A L (AM-U)  
NORTH CAROLINA (Wilmington) W W I L (AM-IV)  
PENNSYLVANIA (Washington) W K E G (AM-D)  
WISCONSIN (Sun Prairie- near Madison) W M A D (AM-D) W M A D-  
FM (A)

INVOLUNTARY TRANSFERS:

ARKANSAS (Bentonville) K O L Z (FM-A); (Fayetteville) K K E G  
(FM-A); (Hot Springs) K Z N G (AM-IV) K Q U S (FM-C) to  
Demaree Media, Debtor in Possession, Box 878, Fayetteville,  
AR - 72702 (920526 HG etc.)  
MISSISSIPPI (Ripley) W T X I (FM-A); MISSOURI (Vandalia)  
K L R K (FM-A); NEW MEXICO (Gallup) K G L X (FM C) to  
Michael Caplan, Interim Trustee, 827 E. Santa Fe Ave.,  
Grants, NM - 87020 (920527GN etc.)  
TEXAS (Bridgeport) K W C S (FM-A) to Dan Halyburton,  
Receiver, 3500 Maple Ave., Dallas, TX 75219 (920528GY)

FINE - PENNSYLVANIA (Philadelphia) W E G X (Malrite) \$5,000.00  
Airing taped telephone conversation without 2nd party's  
knowledge.  
- STONER BROADCASTING SYSTEM- \$7,000.00 - Broadcasting  
false, misleading, or deceptive information about contest.  
- GEORGIA (Milledgeville) W S K S-FM - \$8,000.00 -  
Not properly lighting antenna structure. Lights out  
during field inspection. FAA had not been notified.

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"WELCOME BACK TO SCHOOL" - The station makes up a school calendar with important dates of sports and other events listed. It is designed to be posted on the refrigerator of student's homes. Your call letters are prominently displayed. Idea originated with Joe Bell when he was at W E W O, Laurinburg, North Carolina.

Several small market stations with colleges/universities in their towns have published a "--- College Survival Guide" listing important calendar dates and coupons from local merchants. Stations sell advertiser a coupon in the guide and a schedule of radio ads targeting returning students. The promotion has been running for 8 years on W C M T, Martin, Tennessee where University of Tennessee-Martin is located. Enrollment is 5,000. The university administration distributes the survival guides.

You don't have to have a college or university in your town. Jim Moore, W Y M C, Mayfield, Kentucky, adapted the idea in his Market The "Back to School" guides were distributed by the 2 local high schools' administrations.

"GOOD TIMES" - is what Paul Tinkle calls the 5-minute "over the phone" interviews he sells on his morning show at W C M T, Martin, Tennessee. Only one is sold each hour (7:00 to 8:00 A. M. or 8:00 to 9:00 A.M.) The customer buys a minimum of 5 interviews (1/day for a week) at 2x the station's highest minute rate.

"It has proven to be an excellent vehicle for very small businesses who can't justify a bigger expenditure and as an add-on to ad schedules," Tinkle says. A local sandwich shop franchise used the "Good Times" features to launch its breakfast menu. "They bought for 2 weeks and renewed 5 times for a week each they got such good response," Paul says.

He describes the interviews as entertaining - good conversation along with the advertising.

Sales Prospect .....

"American Demographics" magazine calls the kitchen the "real living room" in a home - pointing out that 76% of all household conversations take place there, it is the gathering place during meal preparation and cleanups in 76% of households. 70% of meals are eaten there. Spontaneous gathering takes place there when guests are entertained (62%). One of the radio consulting firms said recently, its research shows that most people filled out their Arbitron diaries at the kitchen table.

Kitchen remodeling is big business during the summer months. Main reasons people remodel kitchens: inadequate storage space (65%), inadequate counter space (60%), tired of existing look (52%), kitchen doesn't fit lifestyle (41%)

\$ale\$ - Your Telephone Effectiveness .....

	<u>Always</u>	<u>Freq-</u> <u>uently</u>	<u>Rarely</u>
1. Do you prepare a list of key discussion points before each call?	_____	_____	_____
2. Do you have all the necessary documents for the call ready for quick viewing? (Your customer file, price list, response to possible objections?)	_____	_____	_____
3. Do you have all the necessary working tools ready? (Pen, paper, calculator, computer)	_____	_____	_____
4. Do you prepare yourself psychologically before you dial the number? (Do you turn that frown on your face into a smile?)	_____	_____	_____
5. Do you treat call screeners with respect and a positive attitude?	_____	_____	_____
6. When you are unable to reach your client, do you leave a compelling reason and a specific time window for a scheduled callback?	_____	_____	_____
7. When you are about to close a telephone conversation with a hard-to-reach client, do you automatically schedule a mutually agreeable telephone appointment for your next call?	_____	_____	_____
8. When you find the conversation is side-tracking into irrelevant subject areas, do you politely lead the client back to the call purpose?	_____	_____	_____
9. Do you take notes of the most important facts and comments during the conversation?	_____	_____	_____
10. Do you update your files immediately after the call and immediately decide on your objective for the next call?	_____	_____	_____
11. Do you immediately follow up on promises you made during your conversation?	_____	_____	_____
12. Do you analyze what you've accomplished at the end of your day to chart your sales progress?	_____	_____	_____

*Handwritten signature*



"Running A business Better" .....

ALPHABETICAL ORDER - "Make sure that whoever types your infrequent memos uses alphabetical order. Otherwise some of your people will go through Freudian agonies as their names rise and fall on the addressee list and they appear to rise and fall in your favor.

Robert Townsend in "Further  
Up the Organization" (Harper  
& Rowe)

HIRING - "You must never hire anyone you look down on or think less of than yourself. Your employees will know how you feel about them anyway, because we all know how others think of us, whether we deny it or finesse it."

"Your employees are an accurate reflection of who you are. After all, you, or your people, hired them and you or your people established their working environment. Your employees shouldn't admire you. That's kid stuff. You should admire your employees."

Paul Hawken in "Growing A  
Business" (Simon and  
Schuster)

AD MEDIA FROM A NON MEDIA EXPERT - The following are typical responses to ads run in various media:

Newspaper - Excellent traffic builder  
Local Television (over the air) - Big turnout - not  
all serious buyers;  
Local Radio - Very good if specific offer is made  
Local Magazine - Depends heavily on quality of ad  
Billboard - High awareness  
Direct Mail- Very small percentage of total market

Mark Stevens - "36 Small  
Business Mistakes and How  
To Avoid Them" (Reward)

MANAGEMENT - "Most management experts agree that good management involves 5 basic functions:

1. Set objectives;
2. Organize (analysis and classification of work);
3. Communicate (and motivate);
4. Follow up (measure performance and results);
5. Develop people (for present tasks and future)."

Kenneth J. Albert, "How To  
Pick The Right Small  
Business Opportunity"  
(McGraw-Hill)

"Silent Stations" - a list attached to N.A.B.'s. comments to the F.C.C. concerning the proposed revision of radio ownership rules. The N.A.B. document was filed on 5-29-'92:

ALASKA (3 - 2 AM and 1 FM) - Anchorage KXDZ(FM); Fairbanks KBCN; Long Island KABN.

ALABAMA (18 - 17 AM and 1 FM) - Abbeville WARI/W I Z B(FM); Alexander City WACD; Bay Minette WBCA; Brantley WLVN; Dothan WAGF; Enterprise WLHQ; Huntsville, WAAJ,, Jacksonville WJXL; Lexington WKNI; Luverne WLVN; Mobile WLTV; Montgomery WZTN; Ozark WFSF; Parrish WKIJ; Pepperell WDAK; Prattville WRNB; Prichard WLPR.

ARKANSAS (18 - 13 AM, 5 FM) Augusta KABK(FM); Barling KOLK(FM); Benton KBBA; Camden KJWH; Dardanelle KCAB/KWKK(FM); Dermott KXSA; Gurdon KGAP ; Horseshoe Bend KHAM; Jacksonville WOKY; Kensett KMOA; Marianna KZOT; Marked Tree KPCA; Monette KXXA; Pine Bluff KPBA; Springdale KBRB; Waldron KRWA(FM); Yellville WCTT

ARIZONA (8 - 6 AM, 2 FM)

Bisbee KBZB; Black Canyon City KUET; Flagstaff KCLS; Marana KSAZ; Parker KMDX; Willcox KHIL/KWCX(FM); Williams KYET

CALIFORNIA (15 - 10 AM - 5 FM)

Bakersfield KBAD; Big Bear Lake WBBV; Blythe WJMB; Coalinga KNKS(FM); Farmersville KQIQ; Fort Bragg KDAC; Grover City KWCD(FM); Lemoore KQYZ(FM); Lompoc KLOM; Merced KDAT(FM); Salinas KRQC; San Jose KLEL(FM); Santa Barbara KKSM; Truckee KHTZ; Watsonville KOMU

COLORADO (15 - 10 AM - 5 FM)

Craig KQZR(FM); Deer Trail KTMG; Dillon KHTH; Grand Junction KIOB(FM) Hayden KKMx; Leadville KRMH/KRMH(FM); Manitou Springs KXRE; Monument KCBR; Pueblo KRRU; Rocky Ford KAVI/KAVI(FM); Silverton KDFM(FM)/KDRW; Walsenburg KFLJ

CONNECTICUT (2 - 2AM)

Ansonia WADS; Hartford WCCC

DELAWARE (1 - 1 AM)

Wilmington WAMS

FLORIDA (20 - 18 AM 2 FM)

Atlantic Beach WQBR; Avon Park WAPR; Babson Park WXPQ; Bradenton WKLW Bushnell WKFL; Clermont WWFL; Coleman WFRK; Destin WBZR; Eustis WKIQ; Fernandina Beach WQAI; Imokalee WCOO(FM); Indian Rock Beach WXYB; Jacksonville WJGC; Jupiter WEXI; Marco WMIB; Melbourne WMEL; Mount Mount Dora WBGB; Red Water Lake WWAK; Titusville WAMT; Williston WFEZ(FM)

GEORGIA (24 - 21 AM 3 FM)

Ashburn WFFM (FM)/WNNQ; Augusta WCKJ/WRDW; Bainbridge WYSE; Brunswick WPIQ; Camilla WCLB; Dawson WAZE/WHAI; Gainesville WLBA; Garden City WNMT; Marietta WFOM; Millen WGSR; Monroe WMLS; Nashville WNGA; Ocilla WSIZ; Soperton WJHH; Thomasville WSST; Trion WSAF; Valdosta WFVR; Waycross WAYX; Waynesboro WBRO; Woodbine WCGA; Wrightsville WIML(FM)

HAWAII (3 - 3 AM)

Honolulu KHNR/KORL; Kailua KLEI

IOWA (1 - FM 1)

Jefferson KLSN(FM)

IDAHO (7 - 4 AM - 3 FM)

Gooding KRXR; Lewiston KJLC(FM); McCall KMCL/KLVU(FM); Mountain Home KLVJ/KLVJ(FM); St. Anthony KIGO

ILLINOIS (5 - 1 AM - 4 FM)

Bethalto WXJO(FM); Chicago WBHI(FM)/W P N T; Henry WRVY(FM); Peoria WECU(FM)

INDIANA (7 - 3 AM 5 FM)

Crawfordsville WNDY(FM); New Albany WDGS; Noblesville WYIC; Roanoke WQTX(FM); Terre Haute WQTX(FM); Versailles WRIP; Winamac WAOB

KANSAS (4 - AM 4)

Dodge City KEDD; Lawrence KFKU; Topeka WREN; Winfield KKLE

KENTUCKY (12 - 10 AM 2 FM)

Bowling Green WCBZ(FM)/WLBJ; Cave City WSMJ; Danville WKLO; Elkhorn City WBPA; Hyden WSLK; Hyden WSLK; Inez WFJT;Jeffersontown WLSY(FM)  
Louisa WVKY; Murray WNBS; Shepherdsville WBUL; Whitley City WEQO

LOUISIANA (11 - 10 AM - 1 FM)

Bastrop KMYQ; Baton Rouge WTKL; Coushatta KRRP; DeRidder KDLA;  
Gonzales WSLG; Haynesville KLVU;Mansfield KDXI/KJVC(FM); Monroe KLIC;  
New Roads KCLF; Oakdale KICR

MAINE (5 - 5AM)

Belfast WBME; Dover-Foxcroft WDME; Gorham WPNN; Presque Isle WKZX/WIMS

MARYLAND (3 - 3 AM)

Bel Air WHRF; Brunswick WTRI; Leonardtown WKIK

MASSACHUSETTS (7 - 5 AM - 2 FM)

Duxbury WDBY(FM); Fitchburg WFGL; Holyoke WREB; Norfolk WJCC; Pittsfield  
WTBR(FM); Springfield WSPR; Worcester WNEB  
Pittsfield (FM); Springfield WSPR; Worcester WNEB

MICHIGAN (10 - 8 AM - 2 FM)

Bay City, WXOX; Clare WABX; Flint WTRX; Kalkaska WKAL; Mio WFMA(FM);  
Mount Clements WBRB; Petosky WJML; West Branch WBMB/WBMI(FM); Zeeland  
WROR

MINNESOTA (4 - 4 AM)

Austin KQAO; S. St. Paul KMAP; Staples KNSP; Stillwater WTCN

MISSOURI (11 - 5 AM - 6 FM)

Branson KLFC(FM); DeSoto KDJR/KHAD(FM); Kansas City KJLA; Macon KIDZ/  
KLTI; Owensville KLZE(FM); Salem KFPS; St. Louis KOMR(FM); Steelville  
KNSX(FM);Vandalia KLRL(FM)

MISSISSIPPI (25 - 18 AM - 7 FM)

Amory WDAT; Calhoun City WJRL; Carthage WSSI; Centreville WZFL/WZFL(FM)  
Cleveland WDTL/WDTL(FM); Columbus WCBI/WJWF; Corinth WALP(FM); Drew  
WKZB(FM); Ellisville WJKX(FM); Greenville WDDT; Jackson WOKJ; Marks  
WQMA; Newton WMYQ(FM)WMYQ; Pontotoc WSEL/WSEL(FM); Ripley WCSA; Sardis  
WKXT; Vicksburg WOTA; Water Valley WVLY; Yazoo City WAZF/WJNS.

MONTANA (7 4 AM 3 FM)

Anaconda KANA; Bozeman KBMN; Cut Bank KCTB(FM);Hardin KKUL; Helena  
KHTC (FM) Sidney KSDY(FM) Whitefish KSKR

NORTH CAROLINA (25 - 20 AM - 5 FM)

Albemarle WXLX; Bayboro WKZF(FM); Belhaven WKJA(FM); Brevard WPNF;  
Charlotte WCNT; Eden WLOE; Fuquay-Varina WNER; Greenville WBZQ;  
Hendersonville WTZQ; Hickory WSPF; Jacksonville WLAS; New Bern WSFL;  
Reidsville WRNC; Salisbury WNDN(FM); Sanford WXKL; Spring Lake WCIE;  
St. Pauls WKKE; Warrenton WARR/WVSP(FM); Warsaw WTRQ;Wilmington WWIL;  
Windsor WBTE/WURB; Yadkinville WDIX; Yanceyville WYNC

NORTH DAKOTA (1 - 1 AM) Wishek KDRQ

NEBRASKA (2 - 1 AM - 1 FM) Albion KLBN(FM); Scottsbluff KOLT

NEVADA (2 - 1 AM - 1 FM) Reno KXEQ/KZSR (FM)

NEW HAMPSHIRE (2 - 2 AM) Berlin W B R L; Peterborough W R P T

NEW JERSEY (4 - AM 4)

Bridgewater WBRW; Dover WMHQ; Hammonton WONZ; Washington WSRR

NEW YORK (8 - AM 5/FM 3)

Babylon WGLI; Rockport WASB; Central Square WCSQ(FM);Cornwall on the  
Hudson WARW; Gouverneur WIGS; Herkimer WYUT/WYUT(FM); Sodus WSCS(FM)

OHIO (9 - AM 7 FM2)

Ashtabula WAST; Canton WBXT/WCER; Cortland WXTD; Galion WGLX/WQLX(FM);  
Marysville WUCO; Nelsonville WYNO; Westerville WBBY (FM)

OKLAHOMA (6 - 3 AM - 3 FM)

Cordell KRMK(FM); Frederick KTAT; Henryetta KDLB; Nowata KRIG(FM);  
Sallisaw KKID/KKID(FM)

OREGON (4 - 3 AM - 1 FM)

Cave Junction KIVR; Gresham KKGR; Reedsport KDUN; Tri-City KTRQ(FM)

PENNSYLVANIA (13 - 8 AM - 5 FM)

Barnesboro WNCC; Ephrata WGSA; Farrell WRQQ; Girard WGAE; Harrisburg WKBO; Hughesville WKHL; Huntingdon WQRO; Kane WKZA; Mount Carmel WXNH(FM)

Renovo WMHU(FM); Saegertown WEOZ(FM); Salladasburg WKHL(FM); Windber WBEM

PUERTO RICO (3 2 AM - 1 FM) Anasco WVID; San German W S O L; Vega Baja WEGA

RHODE ISLAND (1 - 1 AM) Wickford WKFD

SOUTH CAROLINA (19 - 15 AM - 4 FM)

Abbeville WABV; Aiken WKXC/WRXR; Bishopville WAGS; Burnetttown WRKU; Camden WVEF; Charleston WCEW(FM); Conway WPJS; Dorchester WVVO; Kingstree WKSP; Lake City WVLC; Marion WWP(DM); Moncks Corner WJYQ(FM); Myrtle Beach WKEL; Pageland WPSC; Ravenel WMGL(FM); Ridgeland WCOG; Spartanburg WKDY; Winnsboro WINF

TENNESSEE (22 - 19 AM - 3 FM)

Dickson WQZQ(FM); Dyersburg WDSG; Etowah WCPH; Fairview WPF(DM); Fayetteville WEXR; Gallatin WAMG; Harriman WKCE; Kingsport WGOC; Knoxville WEMG/WKGN; Lebanon WCOR; Lynchburg WITX; Madison WHNK; Madisonville WRKQ; Maryville WCGM; Milan WWHY; Nashville WFSK(FM)/WWGM; Oak Ridge WKNF(FM)/WORI; Smyrna WKXB; St. Joseph WJOR

TEXAS (40 - 22 AM - 18 FM)

Bandera KHL(CM); Beaumont KKFH/KWIC(FM)KZZB/KZZB(FM); Bellville KACO Big Lake KWGH; Big Spring KWKI; Borger KBBB/KDXR(FM); Breckenridge KROO(FM)KSTB; Brownfield KLCU(FM); Canadian KRBG(FM); Conroe KSSG; Cotulla KDCY(FM) Denison KTCY(FM); El Paso KEZB/KEZB(FM)/KFNA; Fort Hood KIFH(FM); Huntington KAQU(FM); Jasper KJAS(FM); Kenedy KTNR (FM); Kermit KERB; Lufkin KSRK; Marshall KMHT; Morton KRAN; Odem KKHQ(FM); Odessa KNDA/KOYL; Ozona KYXX(FM); Pampa KPDN; Ralls KCLR; Refugio KZTX(FM); Rockport KPCB(FM); San Angelo KBIL/KBIL(FM)/KCRN/ Stamford KVRP

UTAH (11 - 6 AM - 5FM)

Gunnison KGVH(FM); Heber City KTMP; Kanab KCKK(FM) Manti KSME(FM); Moab KCNY; Mount Pleasant KMTP(FM); Price KRPX; Tooele KTLE/KTLE(FM); Tremonton KBXQ(FM)/KZZK

VIRGINIA (6 - 6 AM)

Herndon WRHX; Hot Springs WWES; Lynchburg WWOD; Manassas WPRW; Virginia Beach WVAB; Waynesboro WZKT

VIRGIN ISLANDS (2 - 1 AM - 1 FM) Charlotte Amalie WVGN (FM); St. Thomas WGOD

WASHINGTON (4 - AM 3 - 1 FM) Lacey KLDY/KTOL; Lakewood KTGN; Spokane KVXO(FM)

WISCONSIN (4 - 1 AM 3 FM) Marathon WMGU(FM); Marinette WCJL; Menomonie WVSS(FM); Mishicot WTRW(FM)

WEST VIRGINIA (2 - AM-2) Fairmont WMMN; Huntington WHRD

WYOMING (3 - 2 AM - 1 FM)

Casper KATI; Cheyenne KKAZ(FM); Orchard Valley KUUY

THE LAST WORD

Hard numbers on above list: There are 445 stations on the list. Some may have returned to the air since the list was compiled, but, others have left the air. FM stations equal 118 or 26.5%. By state: most stations off the air = Utah. By our count 11 (12%) are off the air vs. 4.5% nationally. Only state with "0" silent stations is South Dakota.

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IN OUR  
10th  
YEAR



**S**mall  
**M**arket  
**R**adio  
**N**ewsletter  
Inc.

Bill Taylor  
KQSS  
P.O. Box 292  
Miami

AZ 85539

Bob Doll - Publisher and Editor  
Barbara J. Doll - Circulation

VOLUME X - Issue #5 - June 25, 1992

**UNISTAR'S NEW SMALL MARKET POLICY** - If a station doesn't have an Arbitron Rating, it won't have to carry network commercials - but, it will pay \$2,000. a month affiliation fee. Neil Sargeant, a Unistar executive, told SMRNewsletter, that is "basically the new policy." From SMRNewsletter experience the rates over the years have fluctuated from time-to-time and place-to-place from 0 to \$500.00 to \$1,000.00, depending upon competition - the intense rivalry between Unistar (formerly Transtar) and its principal competitor, Satellite Music Network.

"It no longer makes any difference in this business how many stations you have," Sargeant said, "It's how good those stations are and where they're located as far as selling advertising is concerned. That's our business." He said he had station ownership interests himself 20 years ago, "And it would have been fabulous to get a service like a Unistar Network for just \$2,000 a month." ... **About stations already on**, he said, "We're going to ask for an increase at renewal time - but, we're not going all the way up - we'll be reasonable."

**SATELLITE MUSIC NETWORK** vice president Frank Woodbeck told SMRNewsletter, "We are firming up our affiliation rates - but they are not dramatically different from what we've been charging. We want small market stations." Jones Satellite Radio Services, Denver, say they intend "to continue our current small market charges indefinitely."

**SUN RADIO NETWORK**, satellite talk, is changing hands. It's being bought by rodeo star/real estate financier Howard Carson. The present owner bought it out of bankruptcy in 1989.

**F.C.C. POLITICAL RATE AUDIT** - 30 stations and cable systems were audited June 10. More audits are expected.

**RE.: STONER FINE** (Page #2 SMRNewsletter 6-18) - The notice says, Stoner's W M X Z, New Orleans, promised listeners that the winner would get "keys to \$100,000. worth of cars." The winner actually got a car worth a "lot less." Fine \$7,000.

**ANOTHER TELEPHONE FINE** - \$4,000 to W X L O, Fitchburg, MA for broadcasting a conversation without called party notice.

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789

At the F.C.C. . . .

NEW STATIONS (Granted):

FLORIDA (Tavernier) Gilford B'c'g. Co. 96.9 3 kW 328'  
GEORGIA (Greenville) Orchon Broadcasting Co. 95.7 3 kW 328'  
(Bolingbroke) Joseph I. Kendrick 102.1 3 kW 328'  
MICHIGAN (Marlette) GB B'c'g. Co. 92.5 3 kW 328'  
VIRGINIA (Marion) James K. Cornick 103.5 3 kW 328'  
WASHINGTON (Wilson Creek) Wilson Creek Br. Co. 103.3 6kW 328'  
WISCONSIN (LaCrosse) Miss. Valley Br'crs. 106.3 25 kW 328'

AMENDMENTS TO THE FM TABLE (Amended):

CALIFORNIA (Fort Bragg) 100.3 B1 for A. M.: K O Z T  
(Quincy) 100.3 C3 for A. M.: K S P Y  
GEORGIA (Richmond Hill) 105.3 C3 for A. M.: W R H Q  
KENTUCKY (Radcliff) 103.5 C3 for A. M.: W U O X C.P.  
SOUTH CAROLINA (Branchville) 105.1 A as 1st. W.: 8-4/9-3  
(Walterboro) 93.7 A for 105.3 A. M.: W O N O

(Proposed):

CALIFORNIA (Dunsmuir) 100.1 C3 for A. M.: C.P.  
IOWA (Grundy Center) 97.7 C3 for A. M.: K G C I  
NEW YORK (Copenhagen) 106.7 C3 for A. M.: W W L F.  
(Mexico) 103.9 A as 1st.  
OREGON (Canyon City) 94.5 A as 1st.  
VIRGINIA (Lawrenceville) 105.5 for 98.9 A. M.: W H F D  
(South Hill) 98.9 A for 105.5 A. M.: W S H V  
(White Stone) 104.9 A for 100.1 A. M.: W N D J C.P.

REPORTED SILENT (by the M STREET JOURNAL):

LOUISIANA (West Monroe) K M B S (AM-U)  
VIRGINIA (Norfolk) W C M S (AM U)

FM C.Ps. CANCELLED:

ALASKA (Soldotna) (C); ARIZONA (Winslow) (C); KANSAS (Colby)  
(C); MAINE (Milbridge) (B); MICHIGAN (Oscoda) (B); MINNESOTA  
(Worthington) (A); MONTANA (West Yellowstone) (A); MONTANA  
(Ennis) (B); SOUTH DAKOTA (Aberdeen). (C); SOUTH DAKOTA (Belle  
Fourche)(A); WYOMING (Kemmerer) (A)

INVOLUNTARY TRANSFERS:

CALIFORNIA (Walnut Creek/Pittsburg) K K I S (FM B)/K K I S  
(AM-U) to Randolph E. George, Receiver, 1700 Montgomery  
St., San Francisco, CA - 94111 (920605EA/B))  
KANSAS (Fairway) K C N W; MINNESOTA (Golden Valley) K Y C R;  
TEXAS (Alvin) K T E K; TEXAS (Fort Worth) K N R B;  
VIRGINIA (Fairfax) W D C T; WISCONSIN (Jackson) W Y L O  
(all AMs) to Marsh B'c'g., Inc., Debtor in Possession,  
4730 Duluth St., Minneapolis, MN 55422 (920608E  
B/C/D/E/F/G)  
TEXAS (Dennison) K T C Y (FM A) to William A. Osborn, Receiver,  
3300 West Mockingbird Lane, Lockbox 20, Dallas, TX-75007  
(920327HG)

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"GUERRILLA GOODNESS" - The idea passed along by a broadcast friend in Canada, has sparked a promotion on K L G A AM/FM, Algona, Iowa. No cash or prizes involved.

The movement, apparently originated in California's "Bay Area" (San Francisco). It encourages people to "Practice Random Kindness and Senseless Acts of Beauty."

Some of the "acts" picked up in the spontaneous movement which is without organization or sponsor: A San Francisco woman driver paid toll for the 6 cars following her across the Bay Bridge; a man slipped a coin into an expiring parking meter, whose car owner he did not know; a housewife adds the slogan to all her letters; a man plants wildflowers along a roadway.

George Allen, owner of the Iowa station, says the slogan is spreading on the West Coast and Canada: appearing on bumper stickers, business cards, neatly painted signs - but is getting very little media attention.

Not so on K L G A where it was broadcast as an editorial 6 times on a Monday. It then was scheduled as a "liner:" "K L G A reminds you to Practice Guerrilla Goodness today. Practice Random Kindness and Senseless Acts of Beauty."

Three weeks after the campaign started, K L G A plans to set aside a "Guerrilla Goodness Day with listeners calling in reports of kindnesses they've witnessed or received. The editorial ran on 6-8-'92. The "liners" have been on 10 days. "The response," Allen says, "has been very good."

"MAYBE TOO LATE FOR THIS YEAR, BUT", Gary Cantrell writes from K L K C AM/FM, Parsons, Kansas, that this will be the 3rd year the Parson fireworks presentation will feature patriotic music broadcast on the station as background for enjoying the display. Selections are co-ordinated with the fireworks company. 2 way radios are used for communication between the station and the fireworks detonators. Gary sells local institutional advertisers (banks, manufacturers, etc.) a \$100.00 package which includes pre-event announcements telling people to tune in K L K C while they're watching the fireworks, courtesy ---." The co-sponsors also get an open and close credit.

"FOLLOW YOUR AUDIENCE" to the pool or beach, Broadcast Programming's Alison Link advises. Her idea. Tell your listeners to take their portable radio to the pool or beach and "have it tuned to K K K K." The K K K K "prize lady or man" will have a prize for "people she catches listening to K K K K at the pool (or beach)."

\$ale\$ - Investigation .....

Even when we think we know our customers' needs or wants, it's psychological dynamite to get them talking about them - and us listening.

A good sales interview accomplishes these objectives:

1. It gets your prospects talking and you listening - this sets the stage for the most effective persuasion possible.
2. Your prospects verbalize their needs or wants - this tells you what it'll take to sell them.
3. Your prospects clarify in their own minds what their wants or needs actually are - they commit themselves to you.

You can strengthen your interviewing skills by practicing these 4 action guides:

1. Ask open-ended, indirect questions that draw out wants or needs.
2. Listen to and paraphrase all points - write them down.
3. Identify dominant wants or needs - get prospects' agreement.
4. Assure them you want to help them select the right products or service.

In the interview step (of your sales call), your prospect should spend at least twice as much time talking as you do - you should spend twice as much time listening. But you maintain control because of the questions you ask. Remember - asking questions and listening (will) work miracles for your sales success..

Remember, before you can prescribe the proper medicine for your prospects, you must first know where they hurt.

Ron Willingham  
"The Best Seller!"

(Prentice Hall)

About Your Customers - The Mobile Home Dealer .....

Almost 1/3 of the year's mobile home sales will take place during the next 90 days (July through September). 44.8% of mobile home owners are 45+ - 18.1% are 25-34, 8.6% are 35-44.60.5% of mobile homes are located in non metro areas. Prospects buy from a particular dealer because: he had what buyer wanted (58.4%); price (3.24%); dealer was nearby (13.7%); provide financing help (12.7%); dealer reputation (12.3%); lot availability (6.2%); recommended by others (6.0%).



About This 'n' That .....

A letter from Bill Futterer, W A Y N, Rockingham, North Carolina:

"After seeing article about F.C.C. fines in your 'paper' (SMRNewsletter 5-14-'92), I wrote my attorney. He sent me a copy of "The Public and Broadcasting" with this comment:

'Enclosed is a copy of the F.C.C.'s. "Public and Broadcasting", revised edition, procedure manual. Someone has filed a petition to drop the requirement that this outdated and outmoded document be maintained in broadcast stations' Public Files. In the meantime you are prudent to get it into your file and avoid the possibility of a fine. Ridiculous."

"A Cost of Doing Business" from American Demographics magazine. Their source is the National Center for Health Statistics:

Sick days per year taken by employees - ages:	18/24	25/44	45/64	Ave.
	4.79	3.20	2.35	3.17

What One of Your Competitors is Saying (from Kerrville, Texas Daily Times 5-24-'92):

Radio copy depends on word imagery and it is limited to 30 to 60 seconds - not enough time for complex issues. Average recall for 1/2 page newspaper ad is 32%, for a 1/4 page ad is 31%. Radio ad recall is only 4%. Once a commercial is aired, it is gone. There is absolutely no tangible evidence it existed. For those listeners not tuned in at that specific time, the commercial is lost. Radio is an entertainment medium. People listen for musical enjoyment (passive experience). Newspapers are an information medium that allows shoppers to compare values offered by competitive advertisers. 77% of all newspaper readers look at every page. No audience can actively listen to the radio 77% of the time. (Audits and Surveys, Inc.)

Good sales meeting discussion topic. What would you do if that item ran in your local newspaper and your best advertiser asked you about it?

Going to the ball game becoming Prohibitive for families?

"Team Marketing Report" says an afternoon at a major league ball park will cost a family of 4 \$85.85 this year (4 game tickets, 2 beers, 4 franks, 4 soft drinks, two souvenir caps, 2 programs, and parking). That's +10.4% higher than last year vs. Consumer Price Index (C.P.I.) +3%. Highest cost in major leagues is Toronto at \$112.83, lowest Cincinnati \$72.28. (Same publication quotes cost of same for N.B.A. basketball \$141.75 - N.F.L. football \$151.55.

#### About Programming ....

About The Music You Play - C.H.R. (Current Hit Radio), whose audience has dropped almost a third during the past 3 years, is in for still more audience loss over the next 3 years. The prediction came from researcher Alan Burns, who spoke to the recent Radio and Records Convention in Los Angeles. He sees the C.H.R. audience dropping another 21% (over a 5th).

The principal beneficiary will be what is called Adult Hit Rock, sometimes called "Hot A.C." He sees that format increasing its audience by 47%. Another winner will be Soft Adult Contemporary, growing by 28%.

Country, whose share has grown 22% in the past 3 years and currently ranks #1 in many compilations of listening nationwide still has more growth coming, Burns says. He sees its audience growing 22%. The slippage in adult contemporary listening (down 8%) the past 3 years, will turn up 12% the next 3 years.

The "oldies" boom apparently is over. Burns research points to only a 4% increase the next 3 years.

Also, About the Music You Play .....

For the first time ever, in 1991, the average music buyer (records, cassettes, c.ds.) was 35 years old or older.  
Source: Recording Industry Association of America.

#### About What You Say Between the Music .....

"Every piece of research that's ever been done on the subject shows that our listeners want to know the title of the song and who recorded it after the song has been played. Intro-announcing the artist and title falls on deaf ears. A typical intro doesn't register in the listener's mind. Only after the listener has heard the music and liked it does the title and artist become important. After the song has played, the listener wants and expects the announcer to say who did it and what the title is."

"When the typical announcer turns on a song and opens the mike, he invariably says, 'here is (artist)' with (title) and nothing more about the music. He may say something about the weather or toss in a promo liner, but that's usually done for self-gratification of 'talking down the intro' (over the music). That practice impresses no one but other disc jockeys. It is a most irritating habit from the listener's standpoint."

Steve Warren, Program  
Consultant "Program  
Operations Manual"

"No Time for A Rut" .....

Bonnie Tate had spent most of her working life as bookkeeper for the local rural electric co-op - 16 years. "I was looking for a change - a new challenge." That change came, when the regional office of G.M.A.C. at Huron, South Dakota, had an opening. "The pay scale was very high in comparison to other opportunities here." (Huron population: 11,900).

Little more than a year into her job with G.M.A.C., she and her fellow workers learned first hand what it's like to be part of a "consolidation" or "down-sizing" that became so familiar to workers in the big industrial states. "Without warning, they announced that our office was being merged into another one and that they wouldn't need us," Bonnie recalls.

Bonnie found a job quickly, "doing a lot of the same kind of work I'd done at the rural electric. This was at K I J V, one of the two radio station operations in the town.

"Very quickly I learned that a radio station was a very different kind of business from a utility or financial services business. Even as bookkeeper, no two days were ever alike."

A year and a half at K I J V, a series of changes took place that would give Bonnie Tate's career the "change", the "challenge" she had sought when she gave up her longtime association with the rural electric. First, the out-of-state station owners decided to sell the stations. Second, the long-time general manager left to take an equity position in a station.

"The management at the home office asked me to serve as interim manager - keep things together until a sale took place. They were reasonably sure, they told me, that a new owner would want to install his own manager."

The station was purchased by Midwest group owner Ray Lamb. "I applied for the manager's job on a permanent basis, but, didn't think I'd get it," Bonnie says. She did.

"There is a big difference between keeping track of the 'numbers' and making the 'numbers' happen," Bonnie says of her move from bookkeeper to manager. "Yes, there were some problems."

"The first challenge with which I was confronted was, I guess, the biggest one you encounter. I inherited a sales staff of three women - all of whom had more radio experience than I did and two of whom were older. I decided that we needed two things in our sales effort: discipline and accountability. Can you imagine, on a slow day in February, all 3 salespeople - one at a time quit in about 10 minutes time."

A combination of ads on the radio (K I J V and FM K G T R) and some personal recruiting brought together a sales staff of 4, 3 men and 1 female, ages 23 to 57. That staff includes a salesperson from the competing radio station, a building materials salesman, an insurance salesman, and "a man who's sold just about everything."

Bonnie had never sold "a thing," prior to coming to K I J V/ K G T R. But, she says, "Ray Lamb, when he bought the station said that selling was not a requirement of the job, but, he said, 'I think it will help you.'" Bonnie who handles the station's agency business also has a dozen local accounts. They're the hard-to-sell accounts that I understand are in every town. "I generally turn them over to someone else, once I get them going and then I add another prospect whose not on the air."

"I wasn't afraid of sales. I just didn't think I'd like it. But," Bonnie says, "it's now my favorite part of the business."

How do you manage with so little radio experience? Ms. Tate says, "First, this was a long time, successful station. I do a lot of the things that have been done here for years. Second, Ray Lamb and the management talent in his organization provide a wealth of help. Third, you use common sense.

K I J V (a Class IV AM) and (Class A FM) K G T R are programmed separately: AM = Unistar's "AM Only," FM = "The Oldies Channel." There are 10 full-time employees and 4 part-timers. Ms. Tate, says of being in radio, "I don't think I'd ever have the time to get into a rut in this business."

#### THE LAST WORD

In answer to an F.C.C. inquiry about alleged indecency on W L U P, Chicago, the licensee said, "There are undoubtedly those who would bemoan the trends in American television and radio, but, what America sees and hears on radio and television is reflective of its standards and tastes." They or their attorneys that filed those comments are kidding. They would allow that type conversation or language in front of their children or wives? Let's be honest W L U P owners. That programming is on your station for the same reason people make and sell "dirty pictures," "XXX movies," and other "adult goods." It has nothing to do with upholding the "First Amendment." It has everything to do with "Making a buck."

SMALL MARKET RADIO NEWSLETTER (Inc.) IS PUBLISHED WEEKLY AND MAILED FIRST CLASS TO SUBSCRIBERS IN 50 STATES, POSSESSIONS, AND CANADA. SUBSCRIPTION: \$109.00 PER YEAR; 26 WEEKS: \$57.00; 13 WEEKS: \$33.00. ADDRESS: 275 19th STREET, OTSEGO, MICHIGAN - 49078 - PHONE: (616) 694 9357 - FAX: 616 692 6789



At the F.C.C. ....

NEW STATIONS (Granted):

ARIZONA (Tempe) Grimm and Clifford 97.9 100kW 5314'  
CALIFORNIA (Gualala) G.J. Hanneman, Ph.D., 100.5 6 kW 669'  
INDIANA (Seelyville) Victory Christian Center 95.9 6 kW 328'  
KENTUCKY (Philpot) Ruth Steele 94.7 3 kW 328'  
MICHIGAN (Marlette) GB Broadcasting Co. 92.5 3 kW 328'

AMENDMENTS TO THE FM TABLE (Amended):

WISCONSIN (Lomira) 97.7 A for 106.7 A. M.: W F D L  
(Sheboygan) 93.7A for 97.7 A. M.: W W J R

REPORTED SILENT (by the M Street Journal):

TEXAS (Amarillo) W P U R (AM-D) (Canyon) K P U R (FM A)

The F.C.C. has cancelled C.Ps. for 49 AM stations - failure to build:

AK (Juneau)	MD (Pittsville)	NC (Wake Forest)
(Wasilla)	ME (Bangor)	OH (Athens)
AL (Spanish Fort)	(Brewer)	PA (Quakertown)
(Heflin)	MI (L'Anse)	SC (Hollywood)
CA (Templeton)	MN (Sartell)	(Pendleton)
CO (Stratmoor)	(Jeffers)	(Timmonsville)
CT (Poquonock)	MS (Columbia)	TN (Hendersonville)
DE (Laurel)	(Petal)	TX (Claude)
FL (Woodville)	MT (Ennis)	VA (Falmouth) (2)
(Pensacola Beach)	NE (Chadron)	(Danville)
GA (College Park)	NV (Las Vegas)	(Dayton)
(Remerton)	(Boulder City)	(Garrisonville)
Hi (Princeville)	NY (Brownville)	WA (Long Beach)
IN (Ellettsville)	(Cazenovia)	(Dungeness)
..	(Delmar)	WV (Elk Hills)
	(Geneseo)	
	(Solvay)	
	(Syracuse)	
	NC (Rocky Mount)	

FINES:

GEORGIA (Moultrie) W M G A (AM) - Unauthorized transfer of control  
MAINE (Caribou) W C X U (AM) - Unauthorized transfer of control  
TENNESSEE (Johnson city) W E T B (AM) - Unauthorized transfer of control  
WASHINGTON (Seattle) K C I S (AM) \$6,000.00 - Public File not available during regular business hours.

INVOLUNTARY TRANSFER:

TEXAS (Bridgeport) K W C S (FM-A) to Dan Halyburton, Receiver, 3500 Maple Ave., Dallas, TX 75219 (920528GY)

①  
817  
2412199

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"SHOUT NO - LIKE YOU MEAN IT" is the theme of a public service program, designed to be underwritten by an industry or other institutional advertisers. The program is designed to "street proof kids" against being abducted.

There is a 2-minute "Shout No" song, a 60-second and 30-second version and sales aid information designed to make the most of the campaign for the advertiser(s) sold and the station. Price is \$500.00 for unlimited use.

(Editor's Note: The taped demo presentation is the most compelling we've ever heard).

Suggest you call 800-950-5787 (Radio Concepts, Inc., St. Cloud, Minnesota).

THEY ALSO HAVE FOR SALE - A customized jingle package for your county fair - customized in the music style of your format. Price is \$217.00 - market exclusive.

A couple of Summertime ideas from Dan O'Day's "Great Radio Promotions and Contest Book" (\$34.95) c/o O'Liners, 11060 Cashmere Street, Los Angeles, CA - 90049 - phone (213) 478 1972:

"K K K K COOLS OFF YOUR SUMMER" - Send the station van out for an afternoon. Have one of your disc jockeys dispense ice cold lemonade in personalized paper cups with the station logo, calls, and frequency.

or "HOW MANY WATERMELON SEEDS" - Give your listeners the size and weight of the melon. Take guesses how many seeds. Move the melon from place-to-place. End of contest, have 2 of your airpeople count the seeds one-by-one in a public place.

Looking ahead to August .....

August is an above average month for the sale of new and used cars (9.1% and 9.5% of the year's sales); auto parts, book stores, building supplies (9.4%); fabrics/sewing; mobile homes; optical goods, real estate (resale) #1 - 9.9% of the year's sales, shoe stores (9.3%), sporting goods (9.1%). Most obvious opportunity is "Back to School."

In addition to back-to-school: Family Day (Kiwanis) is Sunday 8-9; Elvis (Presley) International Tribute 8-9 to 15 (he died on 8-15-'77 at 3:30 P.M. Eastern); National Aviation Day is Wednesday August 19.

\$ale\$ - Guerrilla Tactics for Eliminating Objections" ...

STRATEGY #1 - See objections as questions.

When the client raises an objection, you should assume that the client has not really voice an objection, but rather has asked for more information:

He says, "Your rates are too high." He's really asking, "Why are your rates higher than your competition." You reply with, "What you're wondering is why we charge more than - - - -? That's the real question isn't it?"

He says, "My budget is spent." He's asking, "Is it worth changing my budget?"

He says, "I buy only newspaper." He's asking, "Would radio make my ad stand out more and reach a new market?"

He says, "I have to talk to my partner." He's asking, "Will my partner approve of my decision?"

He says, "I tried radio. It didn't work." He's asking, "If I do it differently this time, will it work?"

STRATEGY #2 - Turn the Objection Into A Reason for Buying.

When a person states an objection, he reveals his principal reason for buying, he will have an excellent chance to get the sale. It also makes it hard for the client to keep using it as an objection, because it has now become his reason for buying.

He says, "I buy only newspapers." You say, "But, aren't you missing a lot of people who are too busy to read a newspaper - and - radio will make your newspaper ad stand out."

He says, "Your audience is too young (or too old.)" You say, "This is the very reason you should buy. The people we reach is a market you're missing. They aren't buying here, because you haven't invited them."

STRATEGY #3 - Smoke Out all the Important Objections.

You ask, "What is the reason you aren't advertising on our station?" He states his objection. You say, "Is that the only reason?" He replies, "Yes." "Then if (eliminate objection), you'd use our station?" He replies "Yes."

You ask, "Is (restate the objection) the only reason?" He replies, "Yes." You say, "Then if (eliminate objection) would you buy?" He replies, "No." You ask, "There's another reason! What is it?"

Client says, "My budget is spent." You ask, "If you had the budget, would you buy?" Client, "No." You, "Then there's another reason. What is it? He replies, "None." You, "Well, you say you won't buy because there's no budget, there has to be another reason. What is it?" He says, "I have to get approval from the owner!" You, "Let's talk to him."



#### STRATEGY #4 - Agree With The Client .

Find some point of agreement before you start to answer an objection. The client will not object as much if he knows that you understand the problem.

He says, "Your rates are too high." You say, "I understand how you feel, I had the same feeling at first too. However, if we look at ---." You're right when you say that. We are high because ---." "I'm sure you have good reason to say that, but have you considered ---?"

DON't CONTRADICT! ALWAYS, "Yes, but ---." PEOPLE BUY NOT BECAUSE YOU ANSWER ALL OBJECTIONS. THEY BUY BECAUSE THEY WANT IT.

#### STRATEGY #5 - Admit the Objection.

You are not selling something that is perfect in every way. When a client objects to a real limitation, you are better off admitting it. Clients bring up past problems because they want empathy and understanding. Admit it and go on.

Client: "The last person who called on me from your station was rude." You say, "I'm sorry about that. I'll be serving you from now on. You won't have that problem again."

#### STRATEGY #6 - Let the client answer his own objection

One of two things will happen. The client can't give a satisfactory answer when you ask, "Why?" Or, he'll state a real reason with which you can deal.

He says, "I can't use your station." You ask, "Why?"  
He says, "You have the wrong demographics?" You ask, "Why?"  
He says, "Radio doesn't work." You ask why?

REPEAT THE OBJECTION SO YOU BOTH KNOW THAT YOU UNDERSTAND WHAT THE CUSTOMER SAID.

#### STRATEGY #7 - Eliminate Objection with Questions At the Beginning of Your Presentation.

You ask, "Do want to reach a new market that will buy your service?"

The above was part of the sales seminar conducted by Pam Lontos at Texas Association of Broadcasters' annual "Radio Day," June 19 and 20 in Midland.

Ms. Lontos, who has done radio sales training for 20 years, believes in the current over-radioed, economically challenging marketplace, good questions are key to making sales. She warns, "Be careful. A lot of the radio 'consultant sell' calls I've seen are too much like 'a grilling by the I.R.S.'"

Ms. Lontos has a new audio tape series. Phone (714) 831 8861. FAX: 714 831 8645.

DO NOT ASK THESE QUESTIONS in a job interview. Doing so puts you a risk of running afoul of federal and state discrimination laws, legal experts say:

1. Do not inquire of race, color, sex, religion, age, national origin, or citizenship.
2. Do not request a picture.
3. Do not request age, birth certificate or date of high school graduation.
4. Do not inquire as to future family plans, the career path of spouse, or activities of the applicant's children.
5. Do not ask about membership in clubs.
6. Do not ask for height or weight (as this may lead to discrimination against women and some nationalities).
7. You cannot ask about an applicant's arrest record.
8. You cannot ask about criminal convictions if not related to position.
9. You can not ask about previous workman's compensation claims or information about past or present physical condition not related to work requirements.

"Furniture World" 6-'92

"ONLY 100% OF SALES GOAL IS SATISFACTORY," Sales Trainer Irwin Pollack says. He believes that goals should be set for each member of the sales team on the S-M-A-C-T system:

S pecific  
M easurable  
A ttainable  
C hallenging  
T imetable

Pollack says that salespeople who do not reach their goal should submit a 200 word explanation to management in writing. This makes both the salesperson and the management accountable: the salesperson for improvement, the management for help to the salesperson.

Pollack believes that sales managements are not focused enough on training sales staffs. He suggests that a syllabus be distributed to the salespeople listing the 13 training topics that will be presented at the weekly sales training meeting. "That sends the message that you have a plan and put a premium on salespeople professional development."

Irwin Pollack at  
"Texas Radio Day" 6-19/20

Phone: (508) 653 4000

"The Radio Station in WalMart's Hometown" .....

"From the very beginning, we never believed in spending much money on advertising, and saturation helped us to save a fortune in that department. When you move like we did from town to town in these mostly rural areas, word of mouth gets your message out to customers pretty quickly without much advertising. When we had 75 stores in Arkansas, 75 in Missouri, 80 in Oklahoma, whatever, people knew who we were, and everybody except the merchants who weren't discounting looked forward to our coming to their town. By doing it this way, we usually could get by with distributing just one advertising circular a month instead of running a whole lot of newspaper advertising. We've never been big advertisers, and, relative to our size today, we still aren't." The words are those of Sam Walton from the autobiography he finished just before his death last month. "Sam Walton, Made in America" (Doubleday)

After reading the Walton book this past weekend, we decided to talk to Elvis Moody, owner-operator of K J E M, Bentonville, Arkansas (population 10,825) in the northwest corner of the state. It's the town where Sam Walton opened his first 5-cent and 10-cent store after losing his lease on his original store in a town in the east side of the state. It is 8 miles from Rogers, where the first Wal-Mart opened 30 years ago. Since 1951, it has been the Walton family home and has been the nerve center for what is now the world's largest retailing enterprise. There are 6,000 WalMart employees in the WalMart headquarters offices, warehouses, and trucking operation - half live within or close to Bentonville - the other half commute from towns in Northwest Arkansas and Southern Missouri.

Elvis Moody built daytime-AM K J E M in 1979 (2.5 kW on 1190). When his station went on the air, there were 2 WalMart retail stores in Bentonville - 1 downtown and 1 on the edge of town. There was also the Walton 5-cent and 10-cent store. All 3 of those locations are now closed. WalMart is now operating a "Super Store" - a Wal Mart discount store and a super market under 1 roof.

The first 5 years K J E M was on the air, Moody says, he ran it as a conventional small market station. By the mid-1980s, the influx of new people, brought to town by WalMart, and the increased mobility of local people, changed his market like many other small towns. (Bentonville has grown 3-3/4 times since 1950). The changes in his retail base plus the arrival in the area of high-powered, tightly formatted FMs, Moody says, "changed our situation. We built an FM station at Seligman - across the Missouri state line, a town of 450 people. We have evolved on our FM from country to adult contemporary to easy listening." The AM, country until a short time ago is now a "home grown" big band/nostalgia format.

Moody says that "our stations are still good citizens. We do local programs for Bentonville and the other towns in our primary coverage area. On our FM, we do public interest programming of interest to Southern Missouri, as well as northeast Arkansas. But, we keep focused and short (usually about 3-minutes). Our regional news service is helped by a co-operative venture with the news department of K H O G, a full power TV located in Fayetteville, Arkansas, Northwest Arkansas's largest city.

Moody says, he gets about a call a week from stations in all parts of the country, looking for the "secret" to selling WalMart. "I have to tell them, I don't think there is a secret. They're consistent. They recently bought out a Bentonville-based super market chain. They closed the local location and set up the supermarket operation in their new "super store." The publisher of the local newspaper, the "Daily Record," owned by Sam's son Jim, told Moody recently, "We miss the old supermarket owners. They ran two pages every week. Since WalMart took them over, they've cut down to a half page or page weekly." On the other hand, the Walton family owns a chain of banks (also headquartered in Bentonville). "The banks are very good radio advertisers," he says.

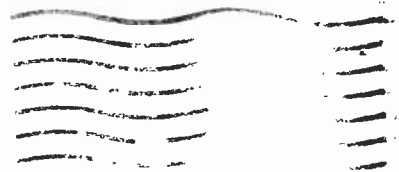
Even though the WalMart organization has put little money into the K J E M (AM)/K E S E (FM) bank account over the years, Elvis Moody speaks almost in awe of the recently deceased Sam Walton, his family, and the Wal Mart people with whom he shares citizenship in Bentonville. "I can't think of any corporate citizen I'd trade them for. Like everybody else, I'd like to see them on our radio stations. It'll probably happen someday - but, I don't know when. A lot of people won't agree, but I think their buying Paul Harvey is a hopeful sign."

#### THE LAST WORD

No single person has impacted small towns as much as Sam Walton. He has brought painful changes to thousands of business communities. If you think about it, if it hadn't been Sam, it would have been somebody else. The face of small town America changed drastically when the Interstate system was built in the late 1950s/early 1960s. Small town people became more mobile and less loyal. The discounters appearance in the cities were like a magnet, pulling people out of the small towns who were not willing to pay a premium for goods and suffer inconveniences of store hours instead of customer hours. The early discounters (most of whom have disappeared) held that you couldn't operate in a town of under 50,000 people. Sam found out you could and became the richest man in America before the other discounters caught on. Sometime ago, I heard a retail expert say, "The only thing worse than having WalMart come to town is not having a Wal Mart in your town."

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SMALL MARKET RADIO NEWSLETTER (Inc.) IS PUBLISHED WEEKLY AND MAILED FIRST CLASS TO SUBSCRIBERS IN 50 STATES, POSSESSIONS, AND CANADA. SUBSCRIPTION: \$109.00 PER YEAR; 26 WEEKS: \$57.00; 13 WEEKS: \$33.00. ADDRESS: 275 19th STREET, OTSEGO, MICHIGAN - 49078 - PHONE: (616) 694 9357 - FAX: 616 692 6789



OUR 10th YEAR

**S**mall  
**M**arket  
**R**adio  
**N**ewsletter  
Inc.

Bill Taylor  
KQSS  
P.O. Box 292  
Miami AZ 85539

Bob Doll - Publisher and Editor  
Barbara J. Doll - Circulation

VOLUME X - Issue #7 - July 9, 1992

**1991 N.A.B. STATION FINANCIAL REPORT** 58.6% of all radio stations lost money. (50.8% 1990). 21.1% of average station's operating expenses went to programming; 4.3% to news; 4.1% to engineering; 19.7% to sales; general and administrative 42.1%.

**HARD DISC DIGITAL AUTOMATION "HOTTEST" SECTOR** of equipment business as stations rush to bring expenses in-line with continuing "lack-lustre" revenue pictures. Lot's of competition. At our deadline: An announcement from Fort Worth based, "The Management." They're dropping "Digital D.J." price from \$7,995 to \$6,495 - monthly payments drop from \$198.00 to \$154.00

**MEDIA COMPANY PEOPLE FAVOR PEROT**, according to a June 15 to 26 poll of "Advertising Age " subscribers. People employed in the media Perot 29.8%, George Bush 26.9%, Bill Clinton 15.4%. At ad agencies: Perot 35.7%, Bush 24.0%, Clinton 20.1%. 27.9% of media people had no opinion. That figure was 20.1% for agency people.

**MAY RETAIL SALES** were 2.7% higher than May, '91. Building materials 8.0%, autos 5.6%, general merchandise 4.6%, Food stores 2.2%, drug and proprietary stores 4.2%. Apparel and accessory stores were unchanged. (Department of Commerce)

**A.P. LOWER RATES - SHORTER CONTRACTS** - With A.B.C. teaming with Reuters and Gannett and C.B.S. "inking" a deal with ZapNews, A.P. will offer custom "news you use" at lower rates with agreements as short as 2 years (has been 5).

**C.B.S. RADIO "BLEEDING" ON BASEBALL DEAL**, just like its "big brother" C.B.S. TV. Asking M.L.B. for better deal. The baseball problem and soft network ad sales have forced the layoff of 22 of the network's 150 employees.

**1992 SMALL MARKET N.A.B. MARCONI FINALISTS:** Stations: KEAN, Abilene, TX; KFGO AM, Fargo, ND; KSNM, Las Cruces, NM; WBIZ, LaCrescent, MN; WSPT-FM, Stevens Point, WI. Personalities: Rudy Fernandez, KEAN, Abilene, TX; Clint Formby, KPAN, Hereford, TX; Todd James, WAGE, Leesburg, VA; James T. Morgan, WHLN, Harlan, KY; Wynn Speece, WNAX, Yankton, SD. Awards will be presented September 12 at "Radio '92" in New Orleans.

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

At the F.C.C. ....

ARIZONA (Williams) Jana Tucker 96.7 1 kW 804'  
CALIFORNIA (Thousand Palms) Rochlis-Johnson Part. 94.7 510w 581'  
COLORADO (Basalt) Caren Lacy 106.1 1400w 338'  
CONNECTICUT (East Lyme) Margaret O. Pescatello 98.7 3kW 328'  
NEW YORK (Endwell) Carol A. Morgan 107.5 1360w 489'  
NORTH CAROLINA (Wrightsville Beach) Wrightsville Beach Radio  
L.P. 93.7 3 kW 328'  
UTAH (St. George) Marvin Kent Frandsen 95.9 99,630w 1965'

AMENDMENTS TO THE FM TABLE (Amended):

FLORIDA (Naples Park) 105.5 C3 for A. M.: W I X I  
(St. Augustine Beach) 105.5 A as 1st.  
(St. Augustine) 94.1 C3 for 105.5 A. M.: W S O S  
(Solana) 104.9 A for 105.3 A. . W M M Y C.P.  
TEXAS (Bay City) 101.7 C2 for 96.1 C2. M.: K X G J  
(Edna) 96.1 A for 101.7 A

(Proposed):

WASHINGTON (Winlock) 95.1 as 1st.

FINES:

MICHIGAN (Grand Rapids) W M A X (AM) (former owner)  
\$7,500.00; (Holland) W K L Q \$2,000.00; (Grand Rapids)  
W G R D AM/FM \$5,000.00 - all E.E.O.

C.Ps. CANCELLED / CALL LETTERS DELETED:

COLORADO (Silverton) KQZZ (107.3) MICHIGAN (Harbor Beach) WFMM(105.7)  
FLORIDA (Apalachicola) WAPY (105.5) (Mio) WFMA (103.9)  
GEORGIA (Cuthbert) WDRL(100.7) (Oscoda)WXJD (95.7)  
ILLINOIS (Dwight) WKDL (98.9) MINNESOTA (Grand Marais)WBFX 100.5  
INDIANA (Clinton) WPNL (93.9) (Worthington)93.5 KLES  
(Kentland) WPNI (101.7) MISSISSIPPI (Bruce) WLFQ 94.5  
KANSAS (Colby) KCLH (97.9) (State College)WUMI 104  
(Fredonia) KWFN 104.1 MONTANA (W. Yellowstone) KRGS 96.5  
(Liberal) KTDJ 102.7 N. CAROLINA (Manteo) WZZI 98.1  
KENTUCKY (Whitley City)WHAY 105:9 OKLAHOMA (Commerce) KCCX 99.7  
LOUISIANA (Arcadia) KWQN 92.5 TEXAS (Friona) KGRW 95.1  
(Mamou)KIHG 101.1 (Hawley) KWQA AM 1060  
MAINE (Milbridge) WXJH 93.7 (San Saba) KBAL 96.9  
(Van Buren) WBKQ 100.7 VIRGINIA (Alberta) WGNJ 107.7

REPORTED SILENT (by the M STREET JOURNAL):

GEORGIA (Blakely) ( W D K Z (FM A) / W B B K (AM-D)  
TEXAS (Mission) K V T Y (FM A)

WAS THERE A CONNECTION? Fire destroyed W S O S  
studios/offices at St. Augustine, Florida, Tuesday, June 23  
shortly after 8:00 P. M. The station went back on the air  
24 hours later from its transmitter site. The station  
recently went from a "live" to a satellite format. It was  
unattended at its studios when the fire broke out, according  
to "Inside Radio."

"ONE PROMOTION - 3 SPONSORS" - Elvis Moody, K J E M/K E S E, Bentonville, Arkansas, is running a clever promotion now that could be adapted to other business lines and other times of the year.

The advertisers are a supermarket, a hot tub dealer, a soft drink bottler. Station listeners are told to visit the super market, look at the hot tub on display, guess how many cans of the soft drink are cooling off in the hot tub, and register their guess.

The supermarket gets traffic, the hot tub is viewed carefully by thousands of people who would not otherwise even see it, and the soft drink container is firmly set in registrants minds. After the promotion ends, the hot tub dealer will have an excellent list of prospects.

(Special note: To avoid the possibility of someone removing a can or two and changing the result, the cans were carefully put into the hot tub. Three witnesses signed as to the number of cans when the promotion started. Entry blanks carry this provision - just in case there's a problem.)

Editor's Note: The above is a marketing idea - not just a radio sales idea. Darrell Solberg, Sioux Falls, South Dakota based radio sales trainer, believes that radio salespeople in the 1990s have to become marketers, who can offer solid solutions to problems instead of "pushing packages and promotions."

Last week, Lou Vito, W P K O/W B L L, Bellefontaine, Ohio told of reading someone's article recently saying, "You're selling when you need to sell what you have. You're marketing when you sell what the customer needs to buy."

The Other Side of the Story .....

The N.A.B. surveyors came-up with an even gloomier report for 1991 than the one last year for 1990. Coincidental with the release of the N.A.B. Radio Financial Survey came the July issue of "American Demographics," a Dow Jones publication, that monitors "Consumer Trends for Business Leaders." Its cover carries a color picture of Bob Martin, a longtime friend, subscriber, attender of SMRNewsletter seminars and owner of "successful" WHBN AM/FM, Harrodsburg Kentucky. He was the focus of the several page spread, "Rich and Rural." Non metropolitan America (23% of the population) is not populated exclusively by people who "don't wear shoes." There are a lot of successful people like Bob. His saavy, like many small town business people is illustrated as follows: He and wife Jo Anne took story-writer Sharon O'Malley to dinner at the country club. "At dinner, he gave me a business card with the numbers 1,2,3, and 4 on the back." "Pick a number," he says. "I pick #3." He turns the card over. It reads, "Why pick #3? W H B N AM/FM Stereo is #1." 7 out of 10 people pick #3, Bob says. "I have a gambler friend who makes a pretty good living with that trick."

## \$ale\$ - Critical Factors for Success .....

Do what unsuccessful sales people will not do. Take time to care and listen; organize and prioritize; focus on the imperatives and don't "major in the minors."

Don't be afraid to fail. Ask for the order - again and again - and understand that a "no" is not final.

Don't take things personally. Understand the difference between your prospects rejecting the idea you offered and rejecting you.

Stick to the fundamentals. Use the telephone every day to ask for appointments. It is easier to make 2 appointments a day, instead of spending a whole day chasing, "not in," "too busy to see you," etc. .

Use selling hours to sell. If you're doing administrative work during prime selling time (normal business hours) you are limiting your ability to succeed. If you socialize, organize, philosophize, exercise, analyze, or rest your eyes during prime selling time, you are shooting yourself in the foot.

Organize non-selling time to excel. Decide when and what to read, how to complete paperwork, how you will approach prospects when you have less critical time for thinking and these indirect selling activities.

Eat with prospects whenever you can. One of the biggest mistakes you can make is to habitually go to lunch with other salespeople.

Delegate everything you possibly can. Don't think you have to orchestrate everyone who does your work - there is probably an inside person who can do many of those jobs better than you.

Never get caught just waiting. If you have to sit 5 minutes and wait for an appointment, read. Driving to an appointment, listen to a competitor, an audio tape. Your mind will always outlast your body in stamina and ability to perform.

'Book of Small Business Checklist  
John H. Melchinger Co.  
Newton Center, MA 02159

## A Close .....

A non-threatening close is, "How shall we proceed from here?", or "Where do we go from here?" This is most useful where all needs have thoroughly been identified, and solutions explained. If enough trust has been established, which it should, this close works nicely.

Telephone Selling Report  
Omaha, NE 68137



## Management - Salesperson Essentials .....

Besides wanting to sell, salespeople have certain key qualities that ensure success: empathy, ego drive and ego strength.

Empathy is the ability to sense the reactions of another person. It is the ability to pick up the subtle clues and cues provided by others to accurately assess what they are thinking and feeling. Empathy does not necessarily involve agreeing with others' feelings, but it does involve knowing what their feelings or ideas are.

Empathy is not sympathy. Objectivity is lost in sympathy. Someone once said that empathy is placing oneself in the other person's shoes, but sympathy is putting them on and feeling the pinch. Sympathy involves a feeling of loyalty to another person and, thus, the loss of objectivity. If you identify with and feel the emotions of others, you cannot view them in a dispassionate, objective, and helpful manner. Thus, in order to sell effectively, you must understand how a prospect or client is feeling, while still maintaining your own sense of identification, purposes and objectives. A salesperson simply cannot sell without this invaluable ability.

Because sales involves evasions, objections, and changes in course by the prospect, salespeople need to be empathic enough to adjust their presentations and approaches. Understanding the needs of customers and selling them appropriate solutions is part of a building-block process that starts with someone who is empathic enough to really hear what is being said and to recognize hidden agendas and objections.

Ego drive is that special quality that makes the salesperson want and need to make a sale. Such a drive is egocentric to the extent that salespeople feel that prospects are there to help fulfill their personal needs. To the top salesperson, getting a prospect to say "yes" provides a powerful means for ego enhancement. If an individual really is ego driven, he or she needs that "yes" as a means of self satisfaction.

Ego drive refers to the degree to which an individual basically likes himself or herself. If individuals fundamentally like themselves, then failure can serve to motivate them toward the next try. Someone with a strong ego or sense of "self" may feel badly about failure but views failure as another opportunity. The failure results in disappointment and satisfaction, which must be corrected through another opportunity for fulfillment. If a person does not have sufficient ego strength to react with resiliency, the sales failure is taken as personal rejection.

Also important: ability to make effective decisions, cope with details, organize work and time, communicate effectively, be assertive, self-discipline, and self-motivated.

Jeanne and Herb Greenberg,

co-chairs, Caliper Testing

SPORTS ESTIMATE SHEET

1. Station operating cost per hour - times length of broadcast(s)	\$	
2. Line charges or % of maintenance cost and depreciation cost of Remote Pickup Equipment	\$	
3. Travel Expenses and/or % of Maintenance and depreciation of station vehicle	\$	
4. Broadcast Rights	\$	
5. Merchandising and Advertising	\$	
6. Announcer(s) or Network Fees	\$	
7. Profit	\$	
8. Sales Commissions	\$	
<b>TOTAL</b>	<b>\$</b>	

- Notes:
- 1. Annual Operating Expenses divided by 365 by 18 hours daily (6 A to Mid)
  - 3. and 4. - Both Remote Pickup Units and vehicle costs are major contributors to station expenses. A % of the costs should be recovered by sports revenue.
  - 8. Some station deduct direct sports expenses before figuring sales commissions. More often than not this is a disincentive to salespeople. Therefore, many stations in figuring sports prices "mark up" items #1 through #7 by multiplying the figure (e.g. 15% by 17.65%)

(The above form has appeared many times over the years in SMRNewsletter. We are grateful to Charlie Wright for generously sharing it with us. Charlie is the longtime owner/operator of W B Y S, Canton, Illinois. He says, "Please tell your readers to feel free to copy this form and use it in any way they find it helpful)."

MISC. NOTES:

## "Selling Sports" .....

At left (on Page #6) we include an estimator sheet to use in setting prices for your sports. With so many costs rising, despite the current low-inflation figures, pricing sports right has to be job #1. This is particularly true, if you are carrying college and pro sports from a network. Across the country, the trend is to giving stations fewer avails and charging network fees to stations. In small markets where there is a practical "top" to the amount of ad money available to sports, its important to have your financial strategy in good shape before the salespeople "hit the street." In our little consulting business we are amazed at how much money "comes in" in sports and how little of it shows up on "the bottom line."

It's important to remember that advertising on sports is not "just a schedule." It's advertising that reaches many upscale, influential listeners who may not listen to other programming. Attention is above average. People listen closely to the play and the ads get high attention.

When an advertiser involves himself/herself in a team's season, he/she enjoy high frequency with the fans who follow the fortunes of that team. In addition to frequency, the advertiser gets the extra plus of associating himself/herself with an important community venture. No other type advertising opportunity provides this unique association and loyalty.

Sports broadcast sales have traditionally been fun, emotional buys. They still are. But, in the present environment, the other aspects need to be included in most sports presentations.

### "Everybody Will be Watching TV"

That's an objection as old as television - 40 years. The answer at this time is:

28.6% of listening by men is in autos - 22.1% in other away from home locations - generally out of reach of the TV set.

Don't forget the long standing, widespread practice of huge numbers of fans who watch the game on TV with the sound turned down - following the play-by-play on the radio.

Despite television (and cable), sports on radio still enjoys a big audience. Point out that there are now radio stations who broadcast sports only 24 hours a day. Recently one sold in New York city for \$70-million (W F A N).

### "Who Listens?"

	All Radio Listeners	Household Income \$50,000+	College Graduates	Professional/ Managerial
Baseball	100%	145%	137%	148%
Pro Football	100%	146%	144%	150%
College Football	100%	153%	166%	160%
College Basketball	100%	151%	161%	143%

(Simmons Research)

Note: High school sports has the added benefit of school loyalties and local names. In most small communities, almost everyone has some connection to the local team.

### THE LAST WORD

An item on Page #3, SMRNewsletter 6-25-'92, about "Guerrilla Goodness" from George Allen, K L G A AM/FM, Algona, Iowa, prompted a reader, Tony Niskanen, to put up the following notice on the bulletin board at Sam Flax on Fifth Avenue (at 19th St.) in New York City:

### CALL FOR VOLUNTEERS

Designers  
Copywriters  
Publicists

To Help the Spread of

### GUERRILLA GOODNESS

An UNMOVEMENT to Encourage People to  
Practice Random Kindness and  
Senseless Acts of Beauty

Call (212)995 9800

Tony's hopeful the ad types who frequent the store will come up with SOME FREE IDEAS to "make the movement move."

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**S**mall  
**M**arket  
**R**adio  
**N**ewsletter  
Inc.

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789

IN OUR  
10th  
YEAR



Bill Taylor  
KQSS  
P.O. Box 292  
Miami AZ 85539

Bob Doll - Publisher and Editor  
Barbara J. Doll - Circulation



VOLUME X - Issue #8 - July 16, 1992

**FM UPGRADES QUICKER** - A procedural change is under consideration at the F.C.C. ~~Stations who wish to upgrade~~ could skip the Rulemaking stage by merely asking for a power increase, similar to the AM procedure. Over the years, stations seeking to upgrade their facilities have been subject to conflicting rulemaking petitions.

**ANOTHER TALK NETWORK OWNERSHIP CHANGE** - Business Radio Network has a new owner for the 2nd time in 1-1/2 years. It's a L.A. group headed by Richard Grisar. Business Radio Network, a 24 hour all business news network, took over American Radio Network 6 month ago and renamed it American Forum.

**THOSE 2-YEAR A.P. CONTRACTS** are for new customers only, according to a direct mail piece distributed by their competitor Zapnews. The release claims that the 3,000 or so stations "already stuck with 5-year A.P. contracts are still stuck."

**ZAP NEWS HITS "BIGGEST" TIME** - A Manhattan Zap News bureau opened this week "just in time for the Democratic National Convention." New York city stations who sign will pay \$1,050.00 per month.

**DID YOU KNOW?** Army National Guard Regulation (AR) 601-1, dated September, 1990 (dealing with recruiting) reads as follows:

"Broadcast communications (television and radio): The Army National Guard is a public service advertiser, therefore, paid advertising is prohibited. A working rapport must be established with television and radio - to obtain air time for Public Service Announcements (P.S.As.)

The regulations go on to provide guidelines for use of outdoor, transit, and print advertising - paid presumably.  
(Regional Repts Client Letter)

**CLEVELAND, MS STATION W D T L HOSTED WEDDING on the air:** Station sales manager, Terry Luker, to furniture store manager, a station customer, Teresa Baker. Local judge officiated. The station's news director, Vickie Taylor, served as made-of-honor. Did station sell it?

At the F.C.C. ....

NEW STATIONS (Granted):

MICHIGAN (Manistee) American Broadcast Financial Corp.  
107.9 3 kW 201'

NEW YORK (Syracuse) D.J.'s Broadcasting Co. 105.9 3 kW 328'

AMENDMENTS TO THE FM TABLE (Amended):

MICHIGAN (Gladwin) 103.1 A for 103.9 A. M.: W M Z X

MINNESOTA (Cloquet) 96.5 C3 for A M.: W L K K-FM

SOUTH DAKOTA (Bell Fourche) 95.9 C1 for A. M.: K B F S-FM

(Proposed):

MICHIGAN (Rogers City) 99.9 C2 as 2nd.

NEW MEXICO (Grants) 100.7 C2 for 100.9 A. M.: K Z N M

INVOLUNTARY TRANSFERS:

MISSOURI (Cabool) K O Z X (FM-A) to Thomas J. O'Neal,  
Trustee, (920504HO)

TEXAS (Bridgeport) K W C S (FM A) to Dan Haliburton,  
Receiver, 3500 Maple Avenue, Dallas, TX 75219 (920528GY)

LICENSE REVOKED:

SOUTH CAROLINA (Pageland) W P S C (1510 - 500w D/250w C.H.)  
(Est. 1975). Licensee: Sandhill Broadcasting Co.

Also at the F.C.C.

The Commission's Field Operations Bureau has measured the signal characteristics of 174 AM stations. The purpose of the measurements was to check compliance with Section 73.44. That section regulates the amount of spectrum AM stations can use. The present limits were imposed in April, 1989 to bring stations with standards established by the National Radio Systems Committee (N.R.S.C.) 94% of the stations checked were in compliance. 6% (11 stations) were not in compliance. The F.C.C. calls this "very high compliance." The Field Operations Bureau may conduct such in the future to assure continued high compliance, it says.

And ...

The Commission has determined that it will continue to apply the integration criterion to comparative proceedings, in spite of the remand for further consideration of the applicability of the integration criterion by the Court of Appeals (Bechtel vs. F.C.C.)

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"DOLLAR DAYS REVIVAL" - Charlie Wright, W B Y S AM/FM, Canton, Illinois, tells us, "Dollar Days started many years ago as a newspaper ad selling idea. The newspaper this year was convinced that the idea had worn itself out.

The downtown committee of the local Chamber of Commerce didn't agree. With the help of W B Y S, one of the banks, they proved that people still come down, if there's a reason.

The something that drew people downtown to Canton was a parade of "classic cars" ('40s, '50s). When the parade concluded, the cars were displayed all over downtown. They were available for close inspection, Charlie says. Another center of activity was a local drug store that still has a fountain. '50s music was played in the store as shoppers enjoyed an old fashioned fountain treat.

27 stores took part in a town-wide sign up. A drawing was held in each store for a prize. Then, all entries were moved to a central point. Drawing #1 was among the 27 participating stores. A check for \$250.00 (donated by a bank) was made out to the store whose name was drawn. That check was then given to the winner of the grand drawing. They then bought \$250.00 of whatever they wanted at that store.

"The crowd was huge. We sold a lot of advertising," Charlie says. "I'm sure there'll be another Dollar Days."

LABOR DAY SALUTE" - This is a small television-market idea from an N.A.B. publication of promotions in the "hundred-plus TV markets." It should work just as well on radio. The station calls on manufacturers in its area. The manufacturer's messages tell what they make, to whom it's sold, and salutes the men and women employees who work there. The messages are run-of-schedule or in special Labor Day weekend programming.

"THE ENVIRONMENTAL STATION" - SMRNewsletter is reluctant to suggest syndicated fare, unless it has the potential of creating new dollars. We believe, this program series deserves investigation. It is called, "The Environment and You."

Creative Marketing is offering the 65-program series for unlimited use during a 2 year period. The material is not time sensitive. You can sell the programs to ecology minded businesses to tie in with environmental events and special efforts.(e.g. cleanup days, weeks, months).  
Information: 800 543 7413.

\$ale\$ - Practice Makes Perfect .....

Break Bad Habits. .... The best way to identify strengths and weaknesses in your presentation style is rehearsing on videotape. Study the videotape carefully to determine your problems, then practice to improve. The most common bad habit is interspersing a presentation with awkward "ums" and "ahs." Try to replace them with flowing, continuous speech or with pauses that allow you to collect your thoughts. (Bert Decker, Decker Communications, San Francisco, CA)

Stay eye to eye. In one-on-one situations, that means meeting the other person's gaze for 5 to 7 seconds at a stretch. In a group, make strong eye contact with each of the listeners in turn. "When speakers are in situations that make them nervous, they look only briefly at members of their audience." (Decker in his book "You've Got to Be Believed to Be Heard" (St. Martin's Press)

Find out what's on the prospect's mind. "I used to give highly structured presentations. Now, I have switched to a more flexible approach. I interrupt my text to ask my prospect or prospects for feedback and address the points they raise. Unless prospects are interacting with you, you don't have any idea what issues are on their minds." (Julie C. Wang, Wang Associates Health Communications, New York, NY in "Your Company" magazine - Summer 1992).

Play defense. You should be able to anticipate 9 out of 10 questions and objections. For each question you think you'll receive, prepare an answer, as well as a comment or observation you can use to bring the discussion back to your presentation. (Andrew D. Gilman, president CommCore, Inc., New York, NY and Washington, D.C. ("Get to the Point: How to Say What You Mean and Get What You want" - Bantam)

\$ale\$ - Making Radio Tangible .....

1. Let the customer take part in putting the ad together - maybe "voicing" all or part of it.
2. Take in a copy of the ad (like a newspaper proof) before it runs.
3. Take a copy of the schedule of the times the ads will run.
4. Take a copy of the finished "ad" or "ads" on cassette to the customer. If it's a major undertaking for the customer's business, play the "ad"/"ads" for his salespeople at his sales meeting. Get his people involved in and enthusiastic about the radio schedule.

(Steve Cashdollar, Sales Trainer, hdq. Indianapolis, IN - phone (317) 579 3195)



## The #2 Radio Advertiser ...

In the early 1980s, John Shanahan discovered the reason his youngest son got sick before school every morning was that he feared being called on to read in class.

So, Mr. Shanahan looked back to his own childhood for a way to ease the process of learning to read, and he remembered phonics - a method of learning individual vowel and consonant sounds before learning whole words.

A musician who had worked writing jingles and ad copy in the late 1970s, Mr. Shanahan produced an audiotape setting phonics to music that helped his son.

In 1985, he decided his tape might interest a larger audience - including adults who couldn't read - and he formed Gateway Educational Products.

The new company began producing and selling Hooked on Phonics, an audiotape and brochure set, and advertising on radio "because it was the cheapest way to attack the marketplace," Mr. Shanahan, now 51, says.

Gross revenues were \$100,000.00 in 1987. Last year they were \$50-million (5 years later). With an expanded product line, including products that teach history, algebra, and languages, Mr. Shanahan expects his company's sales to hit \$80-million this year.

About his radio investment and plans for the future, he says, "We'll stay loyal to radio. We'll dance with the lady we came with."

Therese Kauchak Smith in  
"Advertising Age" 7-6-'92

## Radio's Non-Advertiser .....

Paul Higham is Wal Mart's Vice President-Marketing. Like the company, he is described as not only committed to a team approach but unafraid of change.

The 45-year old executive shapes Wal Mart's advertising to reflect the corporate culture and the store's shopping experience. He use stores as a medium to showcase marketing program through in-store TV spots and point-of-purchase material.

Wal Mart recently undertook a new cooperative ad program with manufacturers. The first features a 60-second TV spot running in-store in which a Wal-Mart associate (employee) and an employee of Valvoline motor oil each describe their commitment to quality and value. Other manufacturers are said to be lined up for the program.

The company has made a shift to image advertising with less emphasis on promotional messages.

Jennifer Lawrence in  
"Advertising Age" 7-6-'92

Running A Business Better .....

**"BRING A FRIEND" CARD** - Give your customer a business-sized card that is punched each time they bring a friend shopping with them. When a customer's card is punched 10 times, he or she can receive a special discount on his/her next purchase.

Barbara Wold, author,  
"Retail Planning Guide"  
\$24.95 - call (714) 854 9337

**HANDLING A COMPLAINT** - When someone complains, assume the complaint is legitimate. Try the American Express approach. Take a challenged charge of the bill - then investigate. Only 1 or 2 percent of customers intentionally try to swindle a firm.

Small Business Report  
203 Calle Del Oaks  
Monterey, CA 93940

**WHEN YOU DESIGN YOUR BUSINESS CARD**, leave ample margins at the top and bottom. Reason: Many people now punch the cards to fit a Rolodex. Without the margin, your card may not get a place in the Rolodex.

Janell Bartlett  
111 Frelinghuysen Ave.  
Battle Creek, MI - 49017

**MATCH THE COLOR most often identified with** the following:

- |          |                 |               |              |              |
|----------|-----------------|---------------|--------------|--------------|
| 1. Trust | 2. Hate         | 3. Futuristic | 4. Healthful | 5. Love      |
| 6. Fast  | 7. Mickey Mouse | 8. Stability  | 9. Quality   | 10. Friendly |

Answers:

- |          |          |           |          |         |
|----------|----------|-----------|----------|---------|
| 10. Pink | 9. Blue  | 8. Blue   | 7. Red   | 6. Red  |
| 5. Red   | 4. Green | 3. Silver | 2. Black | 1. Blue |

Adweek

**NEED HELP FINDING CREDIT FOR A PROSPECT?** Do some probing of the prospective buyer. You may find an easy line of credit that can help make that prospect a buyer. Does the person work for a non-profit organization? He/she may have a 403 (b) tax sheltered annuity than can be borrowed against at an interest rate below market. Your prospect may have a 401(k) in their private business/practice. Loan can be taken against these. How about cash value from life insurance policies.

Client Letter  
W M J B-Radio  
Janesville/Beloit, WI

**QUOTE OF THE MONTH** - "A diamond is a chunk of coal that made good under pressure."

Darrell Solberg, Sales Trainer  
Sioux Falls, SD 57106

(605) 361 9923

"No Retirement Plans Yet" .....

Charlie Wright is 71. He's marking his 53rd year in radio, his 51st year in commercial radio, his 38th year as operator of W B Y S, Canton, Illinois, a farming/Rust Belt town of 12,800, 35 miles south of Peoria.

Charlie Wright stays so busy running his station, he seems to have little time for "reminiscing about those good old days" when he was a staff announcer on the C.B.S. radio station in Tucson, Arizona. "I had finished 2 years college at Salem, Oregon where I grew up. I ran out of money and had to leave college."

Charlie was then, and is now, the consummate "radio man." It started, he says, in his freshmen year of high school when he built a crystal set radio from a kit. "Listening to the stations on that little radio - and better ones later, I never had any other ambition but to be in this business."

Charlie does not share the enthusiasm for radio "like it was in the 'Golden Age'" that so many of his contemporaries do. "Most of it came over the network. You really didn't do all that much at the local station. What you did do, the owners wanted to sound like the network. This business really got to be fun after World War II when a lot of stations came on the air that didn't have networks. That's when radio started becoming local."

Charlie went into the Navy in 1942. He served as a Radar Operator until he was discharged in 1945. "They asked me what I'd done in Civilian life. I told them I was in radio broadcasting. I guess they thought I knew something about engineering, so they put me in radar. I didn't have a chance to tell them I wasn't a radio engineer, but, a radio announcer."

During the service, Charlie met and married his wife Ruth - a native of Minnesota. He hired on at K V I, Tacoma, Washington where Ruth had gotten a nursing job. He finished his college degree while holding down the radio announcing job.

With his degree completed he hired into K F X J, Grand Junction, Colorado, then K H A S, Hastings, Nebraska as an announcer-writer. At Hastings he was promoted to manager of the sales department. He landed his first management job in 1950.

The Bartell Family had stations mainly in major markets, but, "for reasons none of them could explain, they'd bought K C H A in Charles City, Iowa. "In just a little over a year, there'd been a couple of owners and at least 3 managers."

Charlie remembers, "\$15.00 and \$20.00 days when I first got there." He made it enough of a success that one of the

members of a wealthy Charles City family bought it "at a nice profit to the Bartells." Of the new owner, Charlie says, "This guy had never been a success doing anything. He didn't have to. We were not meant for each other."

Charlie answered a "Help Wanted" ad in "Broadcasting" run by the newspaper publisher in Canton. He had built W B Y S in 1947. "The newspaper publisher offered me a 49% interest. The stock had a negative net worth with debts piled up by 7 managers in 7 years. He asked me how much money I had? I told him \$2,500.00. "That'll buy you 49%," he said.

The station's 3-salespeople walked out shortly after Charlie arrived. "They didn't like the accountability and discipline I required." Charlie took over the 3 sales lists. Ruth handled much of the account servicing. "We did it ourselves for 3 years so it got done the way we wanted it done." We then carefully and slowly built our sales staff to 3 full-time. We know how we want our sales effort done. If there's not somebody who can and will do it that way, we do it ourselves until the right person is found."

W B Y S (and the FM that was added in 1968) grew steadily until 1982. Charlie and Ruth bought out their newspaper publisher partner in 1971. "The farm crises struck this area hard. To make things worse, International Harvest, with 2,000 "very high paying jobs" closed. Within a year 27 merchants were gone and with them 25% of our gross," Charlie recalls.

"We put computers to work and were able to trim 3 jobs without hurting the station's programming or service. We worked harder - and after 8 years the station is performing like it did pre-1982. The town has gotten some new business - including one that's recession proof - a prison."

Charlie Wright is now, as he has always been, "a hands on operator" - he's on the air, on the street." Ruth continues her participation in the business. In the early days that included hosting an after-lunch hour of interviews from the Wright home. Program was called "Open House."

Charlie blames most of radio's current problems on experts. "They're spreading a lot of bad news and forecasts. But, radio's like the bumble-bee, aerodynamics engineers claim there's no way those bees could fly - but they do."

#### THE LAST WORD

Faux pas of the year: Eddie Fritts' letter to Los Angeles Convention Bureau saying, in so many words, Los Angeles is not a fit place to hold a radio convention - because of the high crime rate. Los Angeles is the nation's #1 radio market and source of N.A.B. radio dues. In the wake of L.A. outrage, Fritts has apologized - but, hasn't reversed stand.

SMALL MARKET RADIO NEWSLETTER (Inc.) IS PUBLISHED WEEKLY AND MAILED FIRST CLASS TO SUBSCRIBERS IN 50 STATES, POSSESSIONS, AND CANADA. SUBSCRIPTION: \$109.00 PER YEAR; 26 WEEKS:

\$57.00; 13 WEEKS: \$33.00. ADDRESS: 275 19th STREET, OTSEGO, MICHIGAN - 49078 - PHONE: (616) 694 9357 - FAX: 616 692 6789

**S**  
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**R**  
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Small  
Market  
Radio  
Newsletter  
Inc.

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789



Bill Taylor  
KQSS  
P.O. Box 292  
Miami

AZ 85539

Bob Doll - Publisher and Editor  
Barbara J. Doll - Circulation

VOLUME X - Issue #9 - July 23, 1992

**NEW F.C.C. OWNERSHIP CAPS STAYED** - There'll be a little fine tuning of the rules which were scheduled to go into effect on August 3. Commission consensus and an accommodation with Congress are being sought by Chairman Al Sikes.

**"HARD LOOK" AT FM APPLICATIONS RELAXED** - The "hard look" approach was enacted in 1985 to deal with an avalanche of applications in the early days of "80/90." The rush of FM applications has slowed and the Commission now believes it can allow applicants the opportunity to correct application defects.

**ONE STEP FM PROCEDURE PROPOSED** by the F.C.C. would skip the Rulemaking Process. If the proposal becomes a Commission procedure, a licensee would simply file an application to increase power. If granted, the change in the facility would be recorded on the Table of Allotments. It would save time, money, and would protect incumbents from being subjected to what often are "speculators" filing counter proposals.

**NOT ONLY NUMBERS - BUT, QUALITY** - The most recent F.C.C. Employment Report (SMRNewsletter 7-2-92) showed that 51.3% of radio sales posts are held by women. Radio Advertising Bureau just completed a FAXED poll to find out the gender of the station's top biller. In the 100+ markets, a woman is the #1 biller in 53% of stations, the survey found.

**NO SECURITY OR REVERSIONARY INTEREST FOR LENDERS**, the N.A.B. says. The trade group believes such interests might work unfairly against broadcasters, giving bankers too much leverage and encouraging premature foreclosures.

**MARKETPLACE** - WalMart is going after Sears' "long suit," Craftsman Tools. Wal Mart will market a line bearing the Poplar Mechanics brandname. They licensed it from Hearst Publications. This follows an earlier WalMart-Hearst trademark deal, Sports Afield hunting and fishing products.

**POLITICAL FORMS REFLECTING VERY RECENT RULES** changes are available from N.A.B.: \$10.00 per 100 for members - \$20.00 for non members. Call toll free 800 368 5644. The current form is PB-14.

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

At the F.C.C.

NEW STATIONS (Granted)

ALABAMA (Brundidge) Troy Broadcasting (W T B F, Troy) 94.7 3kW 328'  
CALIFORNIA (Carmel) J and M Broadcasting 95.5 3 kW 328'  
OHIO (Lebanon) McMurray Communications 97.3 3 kW 328'  
SOUTH CAROLINA (Clemson) Golden Corners B'c'g. 104.9 3 kW 328'  
TEXAS (San Augustine) San Augustine Cable TV, Inc. 92.5 150w 139'  
WISCONSIN (Adams) Roche-A-Cri B'c'g. 106.1 6 kW 328'

AMENDMENTS TO THE FM TABLE (Amendments):

ALABAMA (Thomasville) 104.5 C3 for 95.3 A. M.: W J D B  
GEORGIA (Mount Vernon) 101.7 A as 1st. W.: 8-31/9-30  
MINNESOTA (Fosston) 107.1 C2 for A. M.: K K C Q  
MONTANA (Great Falls) 94.5 C for C2. M.: K M O N  
NEW YORK (Bridgehampton) 102.5 A. W.: 8-28/9-28  
                  (Calverton-Roanoke) 105.3 A. W.: 8-28/9-28  
                  (Southampton) 92.9 A. W.: 8-28/9-28  
                  (Westhampton) 98.5 A. W.: 8-28/9-28  
SOUTH CAROLINA (Ladson) 105.3 A as 1st. W.: 8-28/9-28

(Proposed):

CALIFORNIA (Ludlow) 100.1 B1 as 1st.  
                  (Mammoth Lakes) 106.5 B1 for 105.3 A  
IDAHO (Eagle) 107.9 C for C2. M.: K R V G  
                  (Weiser) 99.5 C1 for 99.3 A. Ch. city/license to  
                  Fruitland. M.: Treasure Valley B'c'g. C.P.  
KANSAS (Liberal) 105.1 C1 for C2. M.: K Z Q D  
MISSOURI (Trenton) 92.3 C3 for 92.1 A. M.: K T T N  
NEW YORK (Brighton) 94.1 A as 1st.

INVOLUNTARY TRANSFERS:

ALABAMA (Tuscaloosa) W T N N- (AM-IV)/W F F X (FM-C);  
IOWA (Clinton) K M J C (FM-C); NEW YORK (Rome) W Z L B  
(AM-IV)/W F R G (FM-B); OHIO (Wapakoneta) W Z O Q (FM-A);  
OKLAHOMA (Poteau) K Z B B (FM C) from Arrow  
Communications (Paul Ruthrothfuss, President) to William  
R. Rice, Receiver, 9102 North Meridian, Suite 500,  
Indianapolis, IN 46260 (9206298GW etc.)

License Revoked:

ARKANSAS (Jacksonville) K O K Y (AM 1kw D) - License  
Revocation Order Issued.

Fine:

ILLINOIS (East Moline) W L L R - \$12,500.00 - Contest Rule  
Violations

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"BEST OF THE 'HOMEGROWN HOUR" - W X C Y, a country FM at Havre de Grace, Maryland, interrupts its "hit-country" format each Sunday night for 1-hour to present, "The Homegrown Hour."

That hour features local talent from the station's tri-state coverage area (portions of Maryland, Delaware, Pennsylvania). Bob Bloom says, the Sunday night hour has become one of the station's most popular and profitable features.

To generate some good community relations, station visibility, and new income, the station has produced C.Ds. and cassettes of the most popular area artists, who've appeared on the "Homegrown Hour."

An auto dealership in an outlying town has signed as corporate sponsor for the c.d./cassette sales (\$9.95 and \$6.95 respectively.) A portion of the proceeds is going to a well supported local environmental group, The "Save the Bay Foundation."

"RESTAURANT OF THE WEEK" - W S C H, Aurora/W X C H, Versailles, Indiana (southeastern Indiana) has sold several non-radio advertising area franchises with this special offer, John Schuler says.

The restaurant purchases 42 R.O.S. ads (6 per day - 7 days) at the stations' rate card (about \$500.00). The restaurant gives the station 21 certificates for "dinner for 2." These are awarded to listeners who are "the # caller" at random times of the day. As a bonus (in return for the dinners), the stations give the restaurant 42 promotional announcements. The ads + the give-aways + the promos = domination the week the restaurant is "Restaurant of the Week." Purchasers are limited to 4 weeks per year.

"FOR FUN AND PROFIT" - It is the worse looking vehicle on the streets of Union City, Tennessee, W K W T people claim. "It was given to us by a local salvage yard," Larry Doxey says. "They thanked us for taking it away."

The station sold signs on the car along with a remote and 80 ads to each advertiser who bought in. There are ads on the doors, fenders, hood, and top. Ads on the tires were sold to a tire dealer.

Doxey reports that, "It causes a lot of second looks as it moves around the community. There's a lot of talk. And it's provided something for the "air people" to joke about. It'll be given away in late August at the county fair.

\$ale\$ - Positive Contact .....

We all need positive stress to challenge and stimulate us. Convert this stress into energy that you bring to the customer. Energy is infectious. It charges the atmosphere. It creates results. A person who is prepared shows his preparedness. A person who is confident brings confidence into the room. A person who is successful breeds success.

The customer will be glad to see you if you are up. It helps lift his spirits. Customers like to deal with successful people - not losers.

A smile is an extension of good feelings you have inside of you. Make the sales call as fun and as enjoyable as appropriate.

Set the stage. Become an extension of your solution. It's up to you to stimulate, activate and motivate. Hold on to an infectious belief in what you are selling, and act out your excitement.

In my younger days, I used to enjoy watching the Friday night fights on television with my father.

One of the sponsors of those fights was the Gillette Razor Blade Company. Gillette had a jingle that has always stayed with me. It went something like this:

"You want to look sharp ...

You want to feel sharp .....

You want to be sharp .....

In essence, that message is what Positive Contact is all about. Looking sharp is your appearance. Feeling sharp is your attitude. Being sharp is your energy.

All these elements represent Positive Contact.

"You'll Never Get No For An  
Answer" by Jack Carew  
"Pocket Business Books"

\$ale\$ - Reasons the Customer Will Buy .....

To Increase	To Protect	To Make	
Profit	Investment	Money	
Satisfaction	Self	Satisfied customers	
Confidence	Employees	Good impressions	
Convenience	Property		
To Improve	To Reduce	To Save	
Customer relations	Risk	Time	
Employee relations	Investment	Money	
Image	Competition	Energy	
Status	Worry	Space	
Earnings	Trouble		

Tempeleton Selling Report  
Omaha, Nebraska



\$ale\$ - Some Thoughts On Collections .....

There is an unseen balancing act going on in most salespeople's efforts - selling and collecting. Here are some ideas to help you keep your selling/collecting equilibrium:

1. DO YOU REALLY BELIEVE IN YOUR STATION? If you do you should expect to be paid promptly. A customer will not have any more respect for your station than you do.
2. MAKE SURE YOUR SALES PRESENTATION INCLUDES A VERIFICATION STEP, usually after the prospect says, "Yes." Example: "We're going to run ---. Your cost will be ---. We bill on the first. Payment is due by the 10th." LET THE CUSTOMER KNOW UP FRONT THAT YOU EXPECT TO BE PAID PROMPTLY.
3. Keep in mind, to the customer, service and follow up are as important as results. When you go that extra mile on every front, you'll be more apt to get paid on time.
4. There are a certain number of potential advertisers in every market that are collection problems. Should you avoid them? In a perfect world, "Yes." But, this is not a "perfect world." Keep your eyes and ears open out in the marketplace for clues. If the potential customer has a bad credit reputation, matter of factly say, "If you'll pay me for the first week now, we'll get you started. Then, I'll come by at a time most convenient for you each week. We'll keep your copy fresh and I'll pick up your weekly payment. That'll save us both money on bookkeeping and postage." IN TRUTH, GRANTING CREDIT IS A FAVOR ON THE PART OF THE SELLER (THE STATION). THAT FAVOR IS FOR PEOPLE WHO PAY THEIR BILLS IN A BUSINESS-LIKE WAY - NOT EVERYBODY!
5. Do you watch the payment activity of your accounts on a regular basis?
  - a.) If a customer's pattern of payment changes, do you find out why? E.g., "Sam, you normally pay by the 20th. I notice we haven't gotten a check this month. Did you get our statement? Was everything in order?"
  - b.) Are you afraid to ask for a weekly payment or an advance payment from a customer with whom your station has had a bad collection experience?
  - c.) When a problem arises, do you contact the customer promptly? If it isn't right, do you make it right in a timely manner?
6. Do you agree that the sale is not made until the check has cleared your station's bank?

Don Mayberry, Manager-radio  
Gleason Marketing  
(WOXO/WTBM/WTME/WKTQ)  
Hdq.: Norway, Maine

About This 'n' That .....

A NEW STATION SALES MANAGEMENT/TRAINING SYSTEM is being offered by Sales System, headed by Don Chaney, a Texas/Arkansas station group owner.

The BUI Sales System is not a "1-shot" system. It is an ongoing program. One of its most unique features is using a handwriting analysis on applicants for sales posts.

Chaney and his associates got a lot of interest during the June "Texas Radio Days" in Midland. Inquiries should be addressed to Don Chaney, Broadcasters Unlimited, Inc., Tyler Texas - phone (903) 581 0606.

A SUBSCRIBER LETTER: "I thought you'd like to see just a little of what I receive in the mail on a daily basis. In this case, I think it's just wonderful that Kentucky Fried Chicken is willing to allow me to provide free advertising for them without costing me a cent. (Enclosed K.F.C.'s flyer pushing their song writing/entertainer contest). They say 550 stations took part last year. Since so many 'sucker' stations take part each year, it's no wonder that radio receives hardly any advertising dollars from K.F.C. Why don't the newspaper jump at this opportunity?"

Randy Forrester  
K L Y R AM/FM  
Clarksville, Arkansas

"TALKERS' TEN" is a survey of the "top-10" discussion topics on a cross section of radio station talk shows coast-to-coast (about 100). The survey is made by "Talkers", a 5 year old monthly trade "paper" aimed at talk show hosts, producers, guests etc. For June:

1. Perot Mania - The Ross Perot presidential effort.
2. Presidential Election - Family values #1 issue.
3. Civil Rights - #1 issue: Aftermath of L.A. Riots. #2 Homosexuality in the 1990s.
4. Criticism of Government - Local and national issues.
5. The Environment - Political and scientific aspects of environmental movement.
6. The Economy - Better? Worse? The future? Hottest debate: Balanced Budget Amendment.
7. Police - Ignited by post-L.A. Riots issues.
8. Abortion - Ongoing debate is being driven by Republican Platform debate.
9. Health Care Crisis - Centered around spread of AIDS, high cost of health care and insurance.
10. The Media - Talk radio and talk shows in general continue to be forum for media and press analysis.

"Talkers" (12 issues \$50.00)  
(413) 567 3189

"Our Own Game Plan" .....

Pipestone, Minnesota is 10 miles east of the South Dakota state line - 50 miles northeast of Sioux Falls, South Dakota. The town population is 4,900 in a county of 10,700. It is home to AM K L O H and FM K I S D. The pair has been owned since 1976 by Wally Christenson.

Christensen says, "We have just about finished the long journey back to where our grosses were in the early 1980s - before the farm crises." The journey back has followed a course that would not have been recommended by the experts. "We ran counter to the conventional wisdom, but, it's worked," he says.

When the farm crises struck, Christensen was in the last year of payments on his stations. "We could have made it by cutting back on expenses and re-financing the little bit of debt we had, but, I decided when (and if) things came back, we would have lost a lot of ground for which we'd worked hard."

Christensen decided to upgrade both his AM and FM stations, making an investment of over a third of a million dollars. "Out here, in the mid-'80s, AM was the #1 radio service. We decided to increase our power from 1 kW to 9.4 kW - more than doubling the coverage. The station went AM stereo. Studio equipment, some of which dated back to the K L O H sign-on in 1955 was replaced. The station was automated and put on satellite (country music). "Today, Am is still the #1 radio service in this part of the country. It generates about 60% of our combo's gross," Christenson says.

The FM, a Class C operating at 700', was also put on satellite. Currently that station takes the unusual tact of programming 2 different Satellite Music Network formats: mornings 6 A to Noon, "Kool Gold" (oldies). The balance of the station's 24 hour schedule features S.M.N's. "The Heat," (C.H.R.)

The coming of the satellites did not signal a drastic cut in staff, according to Christensen. "Instead," he says, "we put more effort into building solid proposals and doing thoughtful production. Automation and the satellite makes it possible to get rid of the mechanical, redundant jobs that are done better by machines. Our people now concentrate on creative, productive jobs."

There are full-time salespeople on the K L O H/K I S D staff. "We have had to rebuild our gross by going after new business - the kinds that we didn't thing were prospects pre-1985." He identifies those new sources as including hospitals, professional people (doctors, lawyers, chiropractors, attorneys, accountants), and governments (county and city).

His sales people work an area of 50-miles - 75 in some directions. The farm crises and the arrival of Wal Mart have changed the business landscape in his area drastically since he arrived at Pipestone back in 1966 - 10 years before he bought the stations. "Out here the principal trade towns are 40 to 50 miles apart. In between them are 'crossroads' of 500 and 1,000 population. Retail economists observing this area believe that a Wal Mart store's arrival in one of the trade towns signals the demise of 10 to 15 businesses there and 65 to 70 businesses in the 'crossroads' towns. That's 80 businesses closing for each 1 Wal Mart opening. That's why we've worked on developing non-traditional advertisers." He adds, "The businesses that survive tend to be better run and financed and more often than not spend more on advertising than they did in the pre-Wal Mart/pre farm crises days.

One longtime source of income at K L O H/K I S D is "Wheeler Dealer," that's been on the stations for nearly 20 years. It has grown steadily "even in bad times." 3 times per year, the stations trade merchandise/services for airtime. The items are listed in a print circular (also run in some newspapers). Bids are taken initially by mail. On a pre-announced day, the phone lines are opened during a 1-hour radio broadcast during which people can make final bids. "On regional stations, stopping the music for more than an hour would do serious damage audience-wise. This has worked well. It is a major contributor to our gross."

"The marketplace has changed and obviously radio stations and the way you run them has changed," but Christensen is confident enough in small town radio that he recently purchased K O S Z/K V H T, Vermillion, South Dakota - 110 miles from the Pipestone stations.

#### THE LAST WORD

Believe It Or Not! The Advertising Council, which distributes free public service ads to newspapers, magazines radio and TV stations, in March sent out ads for a conservation organization called "Earth Share." The ads were produced by the prestige ad agency D.D.B. Needham. The print ads urged readers to buy small ads, "because small ads use less paper." Radio-TV "spots" told listeners to "buy short commercials because they use less electricity."

Repercussions , according to "Advertising Age" (7-13-'92): Larry Marlow, publisher of the Mount Pleasant (Iowa) News said, "It's counterproductive to what we're trying to do." No complaints from radio or TV stations. The Ad Council honored D.D.B. Needham with a "silver Bell" Award for the agency's work on the campaign.

SMALL MARKET RADIO NEWSLETTER (Inc.) IS PUBLISHED WEEKLY AND MAILED FIRST CLASS TO SUBSCRIBERS IN 50 STATES, POSSESSIONS, AND CANADA. SUBSCRIPTION: \$109.00 PER YEAR; 26 WEEKS: \$57.00; 13 WEEKS: \$33.00. ADDRESS: 275 19th STREET, OTSEGO, MICHIGAN - 49078 - PHONE: (616) 694 9357 - FAX: 616 692 6789



**S**mall  
**M**arket  
**R**adio  
**N**ewsletter  
 Inc.

Bill Taylor  
 KQSS  
 P.O. Box 292  
 Miami

AZ 85539

Bob Doll - Publisher and Editor  
 Barbara J. Doll - Circulation

VOLUME X - Issue #10 - July 30, 1992

**EXPERIMENTAL D.A.B. ON SATELLITE** application has been withdrawn by Satellite C.D. Radio, Inc. The N.A.B. believes it would be premature and prejudicial for the F.C.C. to approve any licensing scheme for Satellite C.D. Radio since no larger government policy has been developed for digital audio broadcasting (D.A.B.)

**NEW OWNERSHIP RULES FOR RADIO** could be announced as early as the August 5 meeting of the Commission, Chairman Sikes indicated in an address to a communications group in the Midwest recently.

**MANAGEMENT-OWNERSHIP INTEGRATION - SUPREME COURT NEXT?** Despite a Court of Appeals ruling, the F.C.C. affirmed its grant of an FM C.P. at Selbyville, Delaware to Anchor Broadcasting L.P. based on its plan to integrate ownership into station management. The appeals court agreed with a competing applicant that the integration issue should not be used in selecting a winner.

**SONNIX RENIGS ON PRIZE - F.C.C. FINE = \$12,500** - The group owner's W L L R, Moline, IL awarded a huge money prize in 1989. Contest and prize liability were purchased from "high rolling" Unidyne which went "busted". Commission said, too bad, but station had to pay-off. Sonnix financial stress caused them not to pay contestant as agreed. Latest Commission action: Order to catch contestant up - plus - an addition in fine from \$6,250 to \$12,500.

**AT R.A.B. JOYCE REED's "V.P. STRIPES"** to Roann Evans. She's now Vice President - Co-Op.Vendor/Event Marketing. Ms. Reed retired recently after a 3 decade career at R.A.B. Susan Orner becomes Director of Member Services.

**SHAKE UP IN SAULT ST. MARIE, CANADA** - The Canadian publication, "The Record" says AM country C F Y N and top 40 C K C Y will turn in their licenses effective August 30. Their FM operations, country C J Q M and soft A.C. C H A S will share common facilities in an "L.M.A." like agreement. The Ottawa province stations are across the border from Sault Ste. Marie, Michigan. (The "M STREET JOURNAL" 7-22-'92)

**N.A.B. RADIO CONVENTION** (New Orleans 9-12/15) - (800)342 2460

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789

At the F.C.C. ....

NEW STATIONS (Granted):

CALIFORNIA (Copperopolis) Threshold Comm. 105.5 3 kW 328'  
COLORADO (Grand Junction) Blackridge B'c'rs. 104.3 100 kW 1296'  
GEORGIA (Dahlonega) Kevin C. Croom 104.3 3 kW 328'  
INDIANA (Seelyville) Victory Christian Center 95.9 3 kW 328'  
NEW MEXICO (Carlsbad) Kolob B'c'g. Co., Inc. 106.1 50 kW 492'  
NEW YORK (Essex) Essex FM Radio Part. 101.3 487w 804'  
(Westport) Westport B'c'g 102.5 6 kW -33'  
OKLAHOMA (Shawnee) Bott Comm., Inc. 95.1 100 kW 984'

AMENDMENTS TO THE FM TABLE (Amended):

CALIFORNIA (Tulare) 96.5 C2. W.: 9-9/10-9  
GEORGIA (Hazelhurst) 93.5 C2 for A. M.: W V O H  
(Jeffersonville) 93.7 C2 from 97.5A M.: W W S T  
(Sandersville) 101.7 A for 93.5 A. M.: W S N T  
(Soperton) 101.1 A for 101.7 A. M.: W K T M  
(Tennille) 101.9 A for 99.9 A W: 9-9/10-9  
MINNESOTA (Springfield) 94.7 C2 for A. M.: K L R P C. P.  
MONTANA (Great Falls) 94.5 C for Cl. M.: K M O N  
OREGON (Altamont) 97.7 C1 for 101.3 C. M.: K C H Q  
(Bandon) 96.5 C3. W.: 9-9/10-9  
(Fruitdale/Harbeck) 98.3 C2 for A. M.: K L D R  
WISCONSIN (Neenah-Menasha) 100.3 C2 for 100.1A M.: W E M I

(Proposed):

IOWA (Perry) 105.1 A for 101.7A M.: K D L S  
(Sac City) 97.5 A for 105.1 A  
(Storm Lake) 101.7 C1 for 101.5 Cl. M.: K A Y L  
NEBRASKA (Blair) 101.5 C3 for 106.3 A.

REPORTED SILENT (by the M STREET JOURNAL):

Maine (Farmington) W K T J (AM-D)

INVOLUNTARY TRANSFER:

FLORIDA (Eatonville) W H B S (AM-D) to Rumbaut and Associates, Inc., Receiver, 2555 Collins Avenue, Suite 500, Miami Beach, Florida - 33140 ((920430EA)

About Play-by-Play Sports:

A growing number of high schools are levying privilege fees on stations broadcast games from them. The best way to head them off is by building good relationships at home and "on the road." For carrying the game, your station should promote attendance at the game you are broadcasting. Your broadcast school should make it a point to thank officials of the host school for their hospitality. Follow this up with a thank you letter. For fee charging schools - schedule around them if possible.

SMRNewsletter's "99 Money  
Saving Ideas"

## LABOR DAY ANNOUNCEMENTS

America's working men and women have worked hard to give this country a standard of living that is the envy of most of the world. \_\_\_\_\_ salutes working men and women of this area this Labor Day weekend. \_\_\_\_\_ says, enjoy a happy holiday. You've earned it.

\_\_\_\_\_ believes that the working men and women of any community are its greatest resource. Labor Day is working people's special holiday. \_\_\_\_\_ sincerely hope it will be a happy and safe one. Enjoy it. You've earned it.

It's the last big holiday weekend of the summer. If your Labor Day weekend plans include boating, \_\_\_\_\_ reminds you to be sure that boat is equipped with proper life saving gear. Be sure to follow the rules of boat safety. Don't forget the most important rule of all - be courteous.

\_\_\_\_\_ sends best wishes for a safe, happy Labor Day holiday.

When our country changed from an agricultural economy to an industrial economy, America's working men and women made the change so successfully that the nation became the envy of the world. \_\_\_\_\_ know that we are again facing a major change in our U.S. economy. \_\_\_\_\_ knows our working men and women will again rise to the challenge. Here's a salute to the working men and women of this community from \_\_\_\_\_,

Holidays are great - full of the kind of happy times memories are made of. \_\_\_\_\_ reminds you to drive safely. Don't let carelessness turn this Labor Day holiday into a nightmare. \_\_\_\_\_ reminds you that alcohol and gasoline are a deadly combination. Don't drink and drive. Watch out for the motorist who does.

This Labor Day weekend, \_\_\_\_\_ says thank you to the working men and women of the community. Your contribution is truly important in keeping this a good place to live. \_\_\_\_\_ says, enjoy the Labor Day holiday. You've earned it.

During this last holiday weekend of the summer, \_\_\_\_\_ reminds you that shallow water dives often cause serious spine injury - including permanent injury. Before you dive, know how deep the water is. The speed of a dive is only broken effectively after the diver has gone through 5 or more feet of water. \_\_\_\_\_ says, enjoy a happy, safe holiday. You've earned it.

If you're traveling this Labor Day weekend, \_\_\_\_\_ reminds you that traffic will be heavy. Start early. Make sure your tank is always at least half full. If you're traveling unfamiliar roads, drive during daylight hours when possible. Have a happy, safe holiday. You've earned it.

Management - What Does It Take to Sell?

Research by "The Selling Advantage" has uncovered 4 traits that enable people to succeed in selling. How many questions can you answer correctly. How many of these traits do you and your salespeople possess?

Select the best choice in each question:

1. All good salespeople must have:
  - A.) Empathy with people
  - B.) The ability to sympathize with others
  - C.) A lack of both empathy and sympathy - or they will be pushovers.
  
2. To succeed in selling, a person must:
  - A.) Be aggressive
  - B.) Be extremely ambitious
  - C.) Have an inner need to persuade others
  
3. Successful salespeople must have "service motivation." This means they derive satisfaction from:
  - A.) Wanting to serve others
  - B.) Hearing others say things such as, "You did a good job," and "I appreciate that."
  - C.) Selling people something they can use.
  
4. Top sales performers:
  - A.) React to rejection much as a hungry person reacts to missing a meal
  - B.) Takes rejection personally but bounces back quickly
  - C.) Feel rejected only when they have a bad day.

Answers: 1. = A. Empathy, says the article, is the ability to sense the reactions of another person. Sympathy involves identifying with the emotions and prevents a salesperson from viewing customers in a dispassionate, objective way.

2. = C. Salespeople must want and need to make a sale. Without that trait, all others won't contribute to sales success.

3. = B. Service motivation is becoming increasingly important in the 1990s.

4. = A. This is the trait of resiliency. Top salespeople never take rejection personally.

"The Selling Advantage"  
715 Lancaster Ave.  
Bryn Mawr, PA 19010



MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

VALUE ADDED occupied a full page of space in the June/July issue of the New Hampshire Association of Broadcasters member letter. It shared the view and experience of a cross section of station managements in the state. It included this idea from W X X K, Newport, New Hampshire:

"THE 'K I X' Kids Trade Show" (W X X K is known as "KIX.")  
The station assembled 30 exhibitors whose products services target children. Items included toys and videos. There were booths sponsored by health services for children. "K I X" chose Mothers Day Sunday for the event. It should work just as well at another time. The station's G.M. Bob Frisch called first time response excellent and plans to repeat it next year.

Andy Orcutt, General Sales Manager at W Z I D/W F E A, Manchester, New Hampshire reports, "National and regional accounts seem to be asking for some extra marketing tool with every schedule. Of course we'll do whatever we can to give our advertiser the extra value they want, but, we can't do that without reminding them of the original value of our air time."

"FAN ALLEY" - At W Q E L/W B C O, Bucyrus, Ohio, the local high school hadn't had a winning season in any sport in 15 years. A community task force was formed to increase pride in the community and the community's young people.

Deb Pinion, W Q E L/W B C O Promotions Director, a member of the committee, was one of the "spark plugs" for the annual "Fan Alley," - giant pep rally. Over 2,000 fans carrying flash lights formed a giant "B U C Y R U S" on the football field.

Two World Records have been set in connection with the "Fan Alley" event: World Record Frisbee Toss (2,888) and the World's Largest Flashing Billboard (2,000 fans with flashlights reading "Go Big Red.")

W Q E L/W B C O has run promotional announcements prior to the events and the events themselves. Sales made by telemarketing mainly.

Incidentally, The girls softball team won the state championship in 1990, the baseball team has won 2 league championships, the tennis team won one, and last year the school's football team was #2 in the State -all since "Fan Alley" started. (Broadcast Programming, Inc. Client Letter)

"SALESPERSON RECRUITING IDEA" - Lou Vito and his sales manager, Dan Weldy, W P K O/W B L L, Bellefontaine, Ohio, use the card on right to recruit salespeople and other employees.



Lou Vito  
Talent Scout  
1501 Road 235  
Bellefontaine, Ohio 43311-9506  
513-592-1045  
FAX 513-592-3299



*You just provided the kind of service I'd like the people in our company to provide. Thank you. I am always interested in talking to people about the opportunities in our industry and our company. If you are interested, call me. In any event, keep up the good work.*

\$ale\$ - Teach Your Client to Concentrate and Dominate ...

One of the principles of military strategy is to concentrate your forces along a narrow front - and attack on a narrow front. The way that axiom interprets for advertising is this: Nearly all small and mid-size businesses have too few people, too little time and too few dollars to go around. They lack the resources to spread their dollars around to talk to every person in the market. Or, if they can talk to everyone, they cannot talk to each of those people enough times to make them customers.

We choose a part of the customers in the market - the "narrow front" (defined as the audience of one or two media) and concentrate our few resources (attack on a narrow front) on them.

This means we must consciously choose not to talk to others. On the surface, this tactic sounds illogical but, after reflection, it turns out to be the only effective way for a small business.

Once the business realizes it needs very few core customers to grow dramatically, it can then also realize that each major media in the area talks daily with thousands upon thousands of potential customers. The problem all along was not how many prospects a single medium could reach. Rather, it was a question of how many prospects a single medium was allowed to sell!

A second part of this rule: Dominate wherever you engage your forces. Jack Trout and Al Ries in their book "Marketing Warfare" say that our advertising battlefield is in "the customers mind."

We must dominate in order to win in our customer's mind. The way we do this is to dominate on one or two media. That way, we are able to present enough messages to create customers from those media. When you budget even a small business correctly, it can nearly always dominate at least one medium.

Excerpted from: "The Radio Sales Tool Kit Training Manual" from Midwest Marketing, Topeka, Kansas - phone (800) 445 3437. Rod Rademacher, President.

Rademacher's firm consults small and medium size businesses in marketing, advertising, promotion and strategy. He has a string of successes stretching from coast-to-coast. He and his associates offer a program to radio stations consisting of in-station training with salespeople, a day long seminar for business people plus individual follow up 1 to 1 consultations with attending business people. Midwest has worked with several SMRNewsletter subscribers. Inquiries should be made to Mr. Rademacher at the above phone number.

"Live to Satellite - One Station's Experience" .....

"It is certainly possible to transmit canned entertainment and information from New York and Los Angeles by satellite. There may be a monetary profit to be gained but the reason to listen to W B N O instead of a station in Detroit or Toledo or Fort Wayne is gone. A declining audience will be followed by reduced advertising. Eventually W B N O will be for sale."

That is the dire prediction that appeared in the Bryan newspaper during the first month of the local station's moving from a traditional format to a satellite delivered format (Jones Soft Hits out of Denver, CO) controlled by "hard disc" automation ("Digital D.J. from the Management, Fort Worth, TX). The author of the newspaper column is a retired minister who free lances for the Bryan Times, the town's daily. Edward Auchard has been a Bryan resident 22 years, living previously in St. Louis and Detroit.

The column relates how Auchard and his wife believe W B N O was a major force in orienting them to the culture of Williams County. Through W B N O, he relates, "We became aware of the wide range of activities available in this community." He relates the warm friendship that developed between he and his wife and Luke and Mary Thaman. Luke has been the station's manager for 25+ years. Mrs. Thaman's career as talk show hostess/news director predates Luke's association with W B N O by several years.

Bryan, 50 miles west of Toledo in Northern Ohio is the seat of Williams County (population 37.2-thousand - retail sales \$204-million). Bryan's plight has been similar to that of many small radio markets: non radio advertising chains and franchises have supplanted scores of local ownerships. Less than a year ago, an "80/90" FM station, licensed to a tiny town 10 miles north, went on the air. That station, W L Z Z, operates with satellite programming (Jones country) on "hard disc" automation. It is controlled from a co-owed station 35 miles away at Angola, Indiana. W L Z Z forsook its city of license (Montpelier - pop. 4,440) and set up an office on the main street of Bryan (7,879).

A nearby Ohio broadcaster said, "W B N O was still doing very well - but, the combination of things prompted the W B N O owners to institute changes to bring the station up-to-date operationally and the programming more competitive. They're still doing local news, farm programming, play-by-play sports - the things good small stations do."

One of the local features that's gone is the 1-hour daily talk show, conducted for 28 years by Mary Thaman, wife of the general manager. "That was an ownership decision," a nearby broadcaster says. "They didn't think that kind of programming was appropriate for the 1990s."

Bill Priest, a 23 year employee, currently Operations Manager/News Director, says of the change to satellite, "We've gotten some bad publicity, but, from what I can tell, both our advertising volume and our listening audience seem to be holding steady." The bad publicity he believes, "is more a matter of adjustment than a problem. We're getting a lot of compliments on our new music."

Priest, with Luke on vacation, was reluctant to discuss payroll size at W B N O. A comparable station, less than 100 miles away recently made the same kind of change. Their staff was pared from 6 full-time and 2 part-time down to 4 full-time and 2 part-time. That station, while cutting its full-time staff by 1/3rd, increased its hours of operation from 18 to 24 hours daily.

Edward Auchard in his newspaper column said, "The (out of town) owners have destroyed another institution. Probably no newcomer to the community will be able to recover what has been lost, and the whole region will be culturally and commercially damaged."

He continues, "Absentee landlords cannot directly experience the damage they inflict, not only to their own estates, but also upon society as a whole. If it is not too late, I hope the plundering of W B N O can be arrested. It is a resource too valuable to be dissipated in a splurge of greed."

#### THE LAST WORD

The changes at W B N O were, I'm sure painful for everybody involved - including the owners. William Middendorf is a former Assistant Secretary of the Navy. Carl Shipley has practiced law for many years in Washington, D.C.

Their entry into the broadcast business was prompted by the potential for good investment. Their stations in small towns in Ohio and Michigan were good investments. Their Indiana investment is one they'd like to forget.

It must be noted that they have been good corporate citizens of all 3 communities where they were absentee owners. The stations and personnel were active. Money was not only taken out, but, a lot was reinvested in plant and equipment that enabled the stations to provide a more dependable, higher level of service.

While the newspaper tells the community that the W B N O owners have all of a sudden turned into callous money grabbers, the real truth is Bryan will continue to have a local radio station that provides local things not available elsewhere. It'll be stronger than ever a year from now. Most of all there'll still be a radio station because the owners had the courage "to cut the cloth to fit the pattern" - an essential ability in business.

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VOLUME X - Issue #11 - August 6, 1992

**R.A.B. RADIO REVENUE REPORT UP 6%** in June (Local) over the year before. Best showing in the Southeast, Southwest and West each up 8%. Business up 6% in Midwest. Poorest showing in the East +3%. ... National Revenue off -10% nationwide. Southeast (-10%), Southwest (-14%) and West (-20%) showing biggest losses in national business. East - 6%. Only up area = Midwest +5%. Local/National Revenue total up +2% in June - first 6 months FLAT. Network revenue - 13% through June. R.A.B. figures from 100 major markets.

**SATELLITE NETWORK "DOINGS:"** Super Gospel Country Radio Network (24 hours on satellite) debuts on Spacenet 4, Transponder 20 Monday August 10. First sign-up, Jerome Hughey's W I Z K, Bay Springs, MS. Also signed: 50 kW station on Grand Turk Island in The Carribean. Info: Bill Malone 1-800 877 1950. ... Satellite Music Network dropping "The Heat" (C.H.R.) for new "hot A.C." format - yet to be named. ... Business Radio Network, the American Forum (talk shows) and Star Communications (24 hour sports) have been folded into North Star Communications, headed by Boston investor Richard D. North. Contact is now Tim Trainor, Marketing Director (617) 523 3700.

*4125 Kella Springs<sup>nd</sup> Sout 722*

**FORMER CENTURY 21 HEAD BECOMES MAJOR COMPETITOR** - Dave Scott becomes president and owner of Media Touch Music Corporation, distributor of compact disc and digital hard disc commercial and voice tracking recorder-player systems. He's being joined by 10 year Schafer/Cetec V.P. Earl Bullock. Scott and Bullock can be contacted at (214) 221 3100.

*Palma 75244  
75244*

**GOING FOR HIMSELF** - Tom Bair, manager of the Shepherd Group's K R E I/K T J J, Farmington, MO, since 1982, is buying W R O I (a Class A FM) in Rochester, IN. Tom and his wife are from Northern Indiana.

**DEATH HAS ENDED ONE OF LONGEST OWNERSHIPS** in Small Market Radio. W.E. Jones put K S L O, Opelousas, LA, on the air in 1947. He was its G.M. until he died at 97 - in the office every day until 6 months before he died. Wandell Allegood, his "right hand" since 1952 becomes G.M./60% owner.

**NEW RADIO OWNERSHIP RULES** were expected to be pared down to 18/18 from the earlier mentioned 30/30.

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789

At the F.C.C. ....

NEW STATION (Granted):

WISCONSIN (Portage) Magnum Communications, Inc. 95.9 6 kW 328'

AMENDMENTS TO THE FM TABLE (Amended):

ALABAMA (East Brewton) 95.7 A as 1st. W.: 9-14/10-14

KANSAS (Horton) 93.7 C3 as 1st. W.: 9-9/10-9

MISSISSIPPI (Okolona) 105.7 A deleted

OREGON (Rogue River) 94.7 C3 W.: 9-9/10-9

TENNESSEE (Byrdstown) 96.7 A as 1st. W.: 9-9/10-9

TEXAS (Big Spring) 94.3 C3 for 95.3 A. M.: K B S T

94.3 C2 as 2nd. W.: 9-14/10-14

(Midland) 95.1 C3 for A. M.: K Q R X

(Sterling) 96.5 C2 as 1st. W.: 9-14/10-14

WASHINGTON (Eatonville) 104.9 A as 1st. W.: 9-9/10-9

WISCONSIN (Rhineland) 100.1 C1 for 100.3 C1. M. W R H N

(Proposed):

ALASKA (Palmer) 95.5 c1 for 95.7 C1.

MISSISSIPPI (Belzoni) 106.3 A for 92.9 A. M.: W J S J

(Cleveland 92.9 C2 for 92.7 A. M.: W Q A Z

MISSOURI (Knob Noster) 105.7 C2 for C3. M.: K X K X

(Requests):

CALIFORNIA (Arnold) 99.1 A as 1st. Req.: Clarke B'c'g., Inc.

FLORIDA (Bradenton) 103.5 C for 103.3 C1. Req.: High Point Br. Part

(High Point) 102.9 A. Req. High Point Br. Part.

REPORTED SILENT (by the M STREET JOURNAL):

MISSISSIPPI (Magee) W S J C (AM - D)

NORTH CAROLINA (Winston Salem) W S M X (AM - D)

FINES:

CALIFORNIA (Red Bluff) K A L F-FM \$10,000.00 - re-locating  
studio to Chico without authorization.

(San Francisco) K M E L (FM) (former owner:  
Century Broadcasting) \$25,000.00 - indecency.

TEXAS (Corpus Christi) K R Y S-FM - \$6,250 - airing a  
broadcast that promoted a lottery.

MONEY SAVING IDEA:

You may be able to have the telephone at your transmitter  
site changed from a regular business line to an extension of  
one of your studio lines.

Some telephone companies offer a special rate for telephones  
that get only minimal use - like your transmitter site phone.

SMRNewsletter's "99 Money  
Saving Ideas"

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

September is a big month for the sale of new and used autos ... auto parts, builders' supplies, carpets and floor coverings, mobile homes, and tires.

September is Cable TV Month, National Chicken Month, Honey Month, Piano Month.

Special Weeks: Adult Dental Awareness Week 9-13/19 (info: American Dental Assoc., 211 E. Chicago Ave., Suite 2038, Chicago, IL 60611; National Chiropractic Week (9-14/20) Info.: Hilpisch Clinic, 1401 Helmo Ave., N., Oakdale, MN 55128; National Farm Safety Week is 9-20/26 (SMRNewsletter will have a telemarketing campaign.)

Special days:

Mon. 9-7 - Labor Day	Sat. 9-19 - Miss America Finals
Sun. 9-13 Grandparents Day	Tues. 9-22 American Business
Sun. 9-13 30 days until Columbus Day	Womens Day
	Tues 9-22 Ice Cream Cone Birthday (89 years)
	Sat. 9-26 National Hunting Day

"CIRCUS DAYS" - Those small circuses are still traveling the country's small towns. The Retail Division, Chamber of Commerce, Neenah, Wisconsin, (pop. 23,700) sponsored a circus appearance (an afternoon and an evening show). Merchants staged a special pre-circus savings event, discount admission coupons were distributed during that event, a traditional circus parade made its way through business district before circus got underway. Lots of good ad-selling and promotional opportunities for local radio station.

"NEW MONEY IDEA" - Tim Price writes from W K V I AM/FM, Knox, Indiana that his station regularly carries a Saturday morning program about guns. The sponsor and host of the program is a local gun shop owner.

Each show focuses on a different firearms related topic e.g. scopes, gun safety, cleaning and maintenance, etc.

If you have a prospect, who is reluctant to go on the air, Tim's sponsor might make his tapes available at a low price. You can call Tim at (219) 772 6241.

"COLUMBUS DAY - 500th Anniversary of Sailing" - If you're looking for a tie-in promotion, why not a giveaway of a sailboat? Or, how about a trip to Columbus. There's one in almost every state. (From Dan O'Day's "Great Radio Promotions and Contests.")

## \$ale\$ -- Do You Rationalize Away your Sales Failures? ...

One of the biggest mistakes made by salespeople today: rationalizing away their own shortcomings, excusing themselves for failing to make the sale by pinning the blame somewhere else.

If salespeople fail to "get the order" what happens? Chances are they will try to quickly and easily wash away their disappointments by convincing themselves that:

Their product does not have all the features it should have.

The prices they quote are all wrong.

The business's promotion program is no good.

The prospect isn't really interested.

The competition is too tough.

Or, any one of a thousand other all too familiar excuses.

One or more of such rationalizations may prove valid. But, then again they may not be valid. This is where the trouble comes in - the salespeople don't even bother to test the validity of the rationalization. They automatically excuse themselves from any personal responsibilities for having let the sale slip away.

At no point do these salespeople sit down and honestly ask themselves where they personally may have been at fault. Did they, for example, fail to gain the prospect's full attention at the start of the sales interview? Did they fail to satisfactorily answer one or more objections? Did they wait too long before attempting to "close"? Did they place too little emphasis on quality ... fail to emphasize service features ... have an inadequate grasp of the prospect's business and problems?

There is no law that says a salesperson must remain on such a sales-defeating street. Many a person has been able to detour suddenly into the road that leads to selling success. It takes these 3 things:

1. The willingness to face up to the fact that selling failures are generally attributable to the salesperson himself/herself.
2. The courage to dig out of these buried mistakes.
3. The ambition to seek the wisdom and skills to avoid making these mistakes in the future.

"36 Biggest Mistakes  
Salespeople Make" by George  
Kahn (Prentice Hall)



## L E T T E R S

WE HAVE THREE DIFFERENT "PROGRAMS" being sold here by "marketing firms" out of Phoenix. These are in-store programs at high traffic locations. There's ads on shopping carts, participation on the store bulletin boards, TV schedules passed out at the check-out stand.

I haven't heard any reports that this stuff works, but, it's tangible. If the grocery cart, the bulletin board, the TV guide sold soap, don't you think Lever Brothers would snap it up? There wouldn't be room for the local real estate agent.

Bill Taylor  
K Q S S  
Miami, Arizona

RE: ON AIR WEDDING AT W D T L, Cleveland, Mississippi: Back in 1989 we had an on-the-air wedding here. John Conway, host of our Saturday morning trivia contest program, married Debbie Keator, a reporter for the Middletown (NY) Times-Herald Record newspaper.

I gave away the bride. A local Justice of the Peace performed the ceremony. We didn't sell it, but, I did trade out the food for the reception (for on air mentions).

By the way, the couple is still happily married.

Eugene H. Blabey  
W V O S AM/FM  
Liberty, New York

Large market stations have come to the point where they could operate with a 200-play Seeburg Record Player. Here in the small towns, people expect more than "10 in a row" from their local station, but how do we do that?

High school and college students are no longer trainable. Their heads are screwed on backwards. How do we survive in this age of low intelligence and exaggerated egos?

Gormon Collins, Sr.  
W D O C AM/FM  
Prestonsburg, Kentucky

'SEVERAL SUBSCRIBERS SENT US A COPY of the back cover of a recent issue of "Broadcasting" magazine. The National Guard spent an estimated \$5,000.00 to ask the nation's broadcasters for free ads. The pitch, Is a minute of your time too much to ask?" "Run our spots whenever possible. If you can't spare a minute, we'll settle for :30, even :10 or :20."

## BACK TO SCHOOL SAFETY

\_\_\_\_\_ is pleased to be a part of the "Back to School Safety Crusade." They remind you parents of youngsters who ride the school bus that there is a "blind spot" of 10 feet around a school bus where the driver may not be able to see a child. \_\_\_\_\_ says, instruct your children not to circle close to the bus before boarding.

\_\_\_\_\_ wants this to be the most successful, safest school year ever. That's why they're bringing you this message in the "Back to School Safety Crusade." Parents, be sure your children get to the bus stop a few minutes early. While children are small, they should be accompanied by an adult or a volunteer should be posted at the stop. A reminder from \_\_\_\_\_.

The "Back to School Safety Crusade" is on the air.

\_\_\_\_\_ reminds parents that "Do as I say - not as I do" is not good advice - particularly when it comes to safety and your child. \_\_\_\_\_ says, teach him or her good safety rules by setting a good example. Let's make this the most successful, safest school year ever.

This is the "Back to School Safety Crusade," brought to you by \_\_\_\_\_. Boys and girls, be on the lookout for careless drivers. There are many motorists who are not as alert and careful as they should be. \_\_\_\_\_ says, follow safety rules. Watch out for drivers who don't.

\_\_\_\_\_ know that your child is taught safety rules at school. But, they believe it's even more important that these rules are taught at home. During the "Back to School Safety Crusade," \_\_\_\_\_ says, tell your children that safety is important. Show them! Set a good example!

They should, but, they don't! \_\_\_\_\_ reminds you that children don't always watch out for cars. Particularly before and after school, watch for children on foot and on bicycles. Join the "Back to School Safety Crusade." Join \_\_\_\_\_ and drive with extra care.

\_\_\_\_\_ brings you this "Back to School Safety Crusade" message. Many little children are going to school for the first time. Most of them don't have much experience crossing streets and watching for cars. \_\_\_\_\_ says, please, watch out for them.

When you see a school bus stopped, there are probably children on foot near-by. Never pass! \_\_\_\_\_ reminds you it's not only the right and safe thing to do, it's the law. \_\_\_\_\_ is a sponsor of the "Back to School Safety Crusade," because they want this to be the most successful, safest school year ever.

## About Your Customers' Customers - The Marketplace .....

Consumers' values have probably made the biggest shift since 1989 of any similar 3 year period in history. A recent Yankelovich poll, reported in this weeks' "Brandweek" magazine shows these drastic changes in what Americans associate with success/accomplishment:

	1988	1991
An expensive car	43%	38%
Having successful investment strategy	40%	34%
Shopping at prestige stores	27%	20%
Staying in a luxury hotel	30%	19%
Wearing designer clothing	27%	17%
Having a gold credit card	20%	14%

The Yankelovich poll is born out by the hard numbers released by the U.S. Department of Economic Analysis comparing consumer expenditures for 1989 with 1992. Those figures tell us just how great consumer action has changed:

Sales of jewelry and watches are down 10.8% since 1989. Consumer spending in these lines has dropped from 0.8% to 0.7%.

Soft drinks are up- hard drinks are down: Since 1989 consumer expenditures for soft drinks have increased 8.28% - almost 3% a year. In 1989 soft drinks accounted for 1.2% of consumer spending. They're now 1.3% of that spending.

On the other hand, expenditures for alcoholic beverages for off premises consumption was 1.3% in 1989 vs. 1.2% currently. The business is down 7.27%. The on premise sales situation is twice as bad. Business is off 12.85% since 1989. Its share of consumer spending has dropped from 0.7% to 0.5% or .28%.

Tobacco sales have dropped -4.5% since 1989.

Footwear sales are down -3.89%. Womens, girls and infants clothing are down -2.96%. But, sales of mens and boys wear are up 1.73%.

Since 1989, furniture's share of the consumer spending dollar has dropped by 1/10th of a %. TV and stereo equipment's share rose by the same 1/10th of a %. Sale of TV and stereo equipment are the only category enjoying a double digit increase in sales of the past 3 years - 10.26%.

The growth of services' share of consumer spending has accelerated since 1989. It has increased from 53.7% in 1989 to 55.5% in 1992. Spending on doctors, dentists (up +12.6%), hospitals and nursing homes (up 9.63%) and health insurance (up 8.31%) account for 12.9% of consumer spending vs.12.6% 3 years ago.

It is interesting to note that spending on tailors, shoe repair, dry cleaning/laundry, beauty salons and other personal services is up 6.21% getting a 10th-of-a-cent more out of each consumer spending dollar - about the same amount lost by footwear purveyors.

Car repairs and rentals are up 9.45% - getting an extra 2/10ths of a % of the spending dollar. Sales of new domestic cars are down -24.79%, import cars -12.47%. Used cars are up 4.69% - getting an extra 1/10 of a cent of the consumer dollar.

About the current state of the marketplace, it must be noted that overall consumer spending is up almost 3% (2.9%) since 1989 from \$3.223-trillion to \$3.317-trillion - +\$94-billion.

Yankelovich research in "Brandweek" shows that business is dealing with far more cynical consumers than 3 years ago:

Confidence in the Advice of:	1988	1989	1990	1991
Salespeople - appliance dealers	25%	15%	10%	8%
Salespeople -clothing stores	23%	17%	7%	8%
Salespeople - auto dealers	15%	10%	4%	6%

In choosing a store, what's important to the 1990s consumer? (Allowed multiple choices);

Reasonable Prices	85%	Pleasant Atmosphere	52%
Carries quality merchandise	68%	Lots of sales	49%
Near place live/work	58%	Has attractive displays	31%
Knowledgeable salespeople	54%	Lets me shop catalog	19%
Makes it easy/shop	52%	Has delivery service	17%

#### THE LAST WORD

What are those "cynical" folks out there in the marketplace saying about advertising? They're saying "Tell me the truth." Consumer rejection of hype and deception, in the Yankelovich measures, is the highest it has been in 20 years. In a poll ranking areas of business that need new regulations, Americans placed "truth in advertising" just above "pension protection" and just below "nuclear safety."

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VOLUME X - Issue #12 - August 13, 1992

**THE NEW REVISED RADIO OWNERSHIP RULES** were released last week. Initially, they allow up to 18 AM and 18 FM licenses national (2 more in each service if minorities are involved). Within markets of 15 or fewer stations, an owner may own a total of 5 stations if the total equals less than 50% of the stations serving a market with a primary signal.

The Local Marketing Agreement (lease) entered into in January and described in SMRNewsletter 1-16-92 at Somerset, Kentucky will have to be undone. It includes 66% of the stations there (4 of 6). Top number for the L.M.A. operator, would be 2 - its own stations W S F C/W S E K (FM) The widely publicized Eastern Kentucky Network, headquartered at Pikeville, Kentucky and operated by 6 term N.A.B. director, Walter E. May, will have to be undone. About half the stations in its 8-station "network" will have to be un-L.M.Aed. Much of the N.A.B. F.C.C. lobbying "push" for "50% or less" instead of what was done "Less than 50%" was urged by May, reportedly.

Small market observers expect a lot of stations that would have been L.M.Aed. or bought by more affluent competitors to go off the air.

**PUBLIC TV "SELLING" STRATEGY**, long a sore point with many SMRNewsletter subscribers got a section 2 headline story treatment by the Wall Street Journal (8-10). A small agency, Public Broadcast Marketing, Inc., which acts as a rep firm for public stations' sponsorships and underwritings was quoted as saying, "Public television should be viewed as a 'media buy rather than a philanthropic gesture.'" The "Journal" reports that the I.R.S. believes the grants should not be viewed as charitable donations and public stations should pay taxes on the income.

**N.A.B. TV FINANCIAL REPORT:** 35% to 40% of stations (50% of independents - 25% of network affiliates) lost money in 1991.

**COMPUTER SHOW "OFF THE BIRD" ON AGAIN** - "The DATA ZONE" returned to the air August 15. Wide range of computer topics covered. Straight barter. Station gets 6-minutes. Live off satellite (TVRO on Satcom C-1, Transponder 2, 7.5 mhz or on tape. Info/demo, Broadcasters Direct, 800 800 0997.

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789

At the F.C.C. ....

NEW STATIONS (Granted):

ARIZONA (Tempe) Grimm and Clifford AM 1060 500w D 5 kW N  
CALIFORNIA (Yermo) Antelope Broadcasting Co. 105.3 560w  
1037'

KENTUCY (Lexington) J.L. Givens Assoc. 104.5 50 kW 492'

NEVADA (Laughlin) William E. Fitts 93.5 100kW 984'

NORTH CAROLINA (Greensboro) Triad Network AM 1470 5kW D/3.5  
kW N DA-2

(Southern Pines) Greene Broadcasting, Inc.  
102.5 3 kW 328'

SOUTH CAROLINA (Hartsville) Hartsville Broadcasting Co, 98.5  
3 kW 328'

TEXAS (Jasper) Rayburn Broadcasting Co. 107.3 3 kW 298'

REPORTED SILENT (by the M STREET JOURNAL):

ARKANSAS (Augusta) K A B K (FM A)

LICENSE REVOKED:

MISSISSIPPI (Amory) W D A T (AM-D) licensed to Wayne C. Murphy

FINES:

Two Las Vegas Television Stations, K T N V (owned by W T M J Milwaukee) and K V B C and a California radio station, K M Z Q, San Diego, were each fine \$12,500.00 for violation of anti-lottery broadcast rules.

SPECIAL TO UNISTAR SMALL MARKET STATIONS:

Nick Verbitsky, Chairman/C.E.O. of "Unistar" networks got a page and a half of "ink" in last week's broadcasting.

He told Peter Viles that Unistar's network advertising sales were down 12.8% for the first half of 1992. SMRNewsletter has heard they're worse. Verbitsky doesn't expect a significant turnaround in the near future. He intends to make up for down advertising revenues by increasing affiliate fees (SMRNewsletter (6-25-'92)).

Verbitsky showed his lack of knowledge of small market radio station economics by saying, "I think our products is worth a hell of a lot more than \$500.00 a month. That's a whole radio station - soup to nuts for \$6,000.00 a year. It's a little ridiculous. I'd like to see it be \$25,000.00 for starters. I think it should be \$100,000.00."

In probably the rudest remark to ever hit trade press print, when asked if a small market station doesn't want to pay more, "he'd be "happy to see the station take its business to Satellite Music Network." That's pretty arrogant talk, considering that S.M.N. is part of what is the largest, best run, most successful company in broadcasting.

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

On this page last week, W K V I AM/FM, Knox, Indiana, described a program which brings new information (about guns), a new "voice" to the station (the gun shop owner), and a new revenue source (not many stations boast a gun shop on their regular account list). Wandell Allegood runs a lot of such programs on his very successful AM station. Some examples with Wandell's descriptions:

"THE HADLEY CASTILLE REPORT" - 5-minutes at 7:05 A.M., Monday and Wednesday morning: "In addition to being a very fine musician who specializes in Cajun music, Hadley reveals the secrets of how a person can save money on heating and cooling needs. He lets people know that a bad heating system can actually pump lethal carbon monoxide right into the home of an unsuspecting family. He tells what is happening when a hot water tank starts making those strange noises and what should be done. Hadley also whips out his fiddle to make music on the radio , just as he does in appearances in the region and in Canada.

"BO's CAR CARE TIPS" - 5 minutes Tuesday and Thursday at 7:05 A.M. "Horace Bodin, manager of the local N.A.P.A. outlet, tells you exactly what those little red lights on the dashboard mean. For those who do minor servicing on their car or truck, Horace tells them more ways to save money than they've ever dreamed."

"VERLIN LATIOLAIS REPORT" - 5 minutes Tuesday and Thursday morning at 6:30. "Verlin has roots in farming and he knows all about it. That makes it a lot easier for him to stock the items in his farm supply store that local farmers and gardeners need. His 'planting guide' is a must for everyone from planters of small gardens or owners of thousand acre farms. His 'bulletin board' lists farm items to buy, sell, trade."

"TED SCHAD REPORT" - 10-minutes, Tuesday and Thursday mornings at 7:10. "Ted is President and C.E.O. of the largest industry in our parish (county). He is also the community's biggest booster. Ted names people who have done good things, however, he is quick to point out those local, state, and national figures who appear to place their own interests first and the public's second."

There are about a dozen shows along with those profiled here on KSLO. The hosts' businesses sponsor them. K S L O is not a talk station. It is a country/cajun formated station which audience surveys say consistently gets half or more of the radio audience in its primary area. A dozen stations share the other half.

\$ale\$ - Techniques from the Old, Old Timers .....

It was one of the first best selling books on sales. It was written in 1947, was re-printed in eleven foreign languages - and 45 years later still sells briskly. The book is "How I Raised Myself from Failure to Success in Selling" by Frank Bettger. The book, published by Prentice Hall in paperback, recounts the personal experiences of an insurance salesman. The solid information is timeless, e.g.:

"I was surprised to learn that, as a young man, Ben Franklin couldn't get along with people. Finally, he came to realize that he was losing out all around. Then he became interested in studying the Socratic method (Socrates lived in Greece 2,200 years before Franklin was born.) " By studying Ben Franklin and Socrates long before him, Bettger developed the following:

"The 'don't you think' habit is a little aid which I find helps me avoid making so many positive statements. For example, if you say: 'We should avoid making so many positive statements. We should ask more questions,' I have merely stated my opinion. But if I say to you: 'Don't you think we should avoid making so many positive statements? Don't you feel we should ask more questions?' haven't I shown you how I feel? But haven't I, at the same time made you happier by asking your opinion? Isn't your listener likely to have 10 times as much enthusiasm if he thinks the idea is his?"

"You can do 2 things with a question:

1. Let the other person know what you think.
2. You can at the same time pay him the compliment of asking his/her opinion."

#### 6 THINGS YOU CAN GAIN BY THE QUESTION METHOD

1. Helps you avoid arguments.
2. Helps you avoid talking too much.
3. Enables you to help the other fellow recognize what he wants. Then you can help him decide how to get it.
4. Helps crystallize the other person's thinking. The idea becomes his idea.
5. Helps you find the most vulnerable point with which to close the sale - the key issue.
6. Gives the other person a feeling of importance. When you show that you respect his opinion, he is more likely to respect yours.



## Programming - About P.S.As. ....

How many people in this business treat the P.S.A. with disdain? Far too many. The idea is: we do them because we have to. Wrong! A P.S.A. is an important piece of information to at least one listener. If an air-person makes light of the P.S.A., he (and the station) take a chance of personally insulting that listener. I don't think anybody (or any station) can afford that.

A P.S.A. is very, very valuable. Why? Because of the nature of our medium and the way people listen. 70% of listening is done alone. So, our announcers are talking to people one-on-one. Most of the time, our listener hears us talking about general things: the weather, advertisers, news, music, and such. If, in the course of all that general information, we say something that relates specifically to a listener's activities, interests, or pet projects, he is generally impressed and pleased. "Wow! What's important to me is important to 'my' radio station, too." That reaction can only serve to strengthen the listener's relationship with the station.

P.S.As. should be carefully selected. If they are, in the course of a year, the station can touch many (perhaps all) listeners in a very special way. This is most valuable programming. Making fun of a P.S.A., or simply tossing it off as unimportant is dumb.

The individual P.S.A. is of little importance to a majority of people listening at any given time. Avoid long P.S.As. People hear them as "just another commercial."

To take full advantage of the value of P.S.As., 3 things should be done:

- 1.) The announcement should be kept short. There's no need for 30 or 60 seconds. They are really headlines. The copy should say who's doing what, where, when, and why.
- 2.) P.S.As. should be written and spoken in a conversational manner.
- 3.) Whenever possible, personalize the copy with the word you as in, "you can get in free" or "you can get more information by calling --- ----."

Selection of subjects for P.S.A. scheduling should be done carefully by someone who knows the community and the audience. It should not be left up to an intern or other staffer with only light experience and knowledge. Let the TV people spend their time on the Heart Fund, Cancer Fund, etc. Spend your time on local activities e.g. car washes, rummage sales, church socials, etc. These are things that touch people.

Steve Warren in "The  
Programming Operations Manual"

Management - Running the Business Better .....

IT'S STILL THE MAGIC WORD IN ADVERTISING - You have a product to sell at \$10.00. For a special promotion you are considering the following:

- a - Buy one for \$9.99 - get the second for 1¢.
- b - Buy 2 - get 50% off.
- c - Buy 1 - get 1 free.

Although all 3 offers are the same, the last 1 pulled 40% better.

- Bob Stone quoted in "Kaleidoscope"

MADE "RIGHT" IN AMERICA - A United Technologies Corporation ad in the Wall Street Journal suggested that American workers who can take pride in their work, hang this message over their work areas for employers, customers, and co-workers to see:

"I'm a little fed up with the constant criticism of American workmanship.

How other people do their job is their business.

But, I do good work and know it.

I have perfected my skills.

I make each minute count.

When I make a mistake, I correct it.

I would gladly sign my name to every piece of work I do.

- "Bits and Pieces," Fairfield, NJ

AMERICANS DO APPRECIATE GOOD SERVICE AND WILL PAY FOR IT - A prime example is how the American public spends extra money for better service is Federal Express. For guaranteed out-of-town overnight delivery, Fed Ex customers pay what amounts to a premium of several thousand percent above the cost of mailing a letter. Interestingly, the majority of letters sent in the mail arrive within 24 hours - but there are no guarantees. I think this tells us something about Americans' appreciation of outstanding and dependable service.

- Joe Girard in "How to Close Every Sale" (Warner)

A MONEY SAVING IDEA YOU'LL WANT TO COPY- A notice near your copier would read:

"Before you photocopy, ask yourself:

Do I really need to make this copy?

Do I really need this many copies?

Can I reduce the text and fit it on fewer pages?

Can I copy on both sides?"

- Photocomm, Inc., Scottsdale, AZ

NEW BRAND NAMES RISE AND FALL WITH THE SPEED OF SOUND - Applications for food and beverage trademarks containing the word "heart" dropped almost 40% between 1990 and 1991. "Pure" dropped 23% and "fresh" dropped 18%. Increased regulations regarding health and content claims put the damper on these applications. But, new applications for "light," "lite," and "nature"/"natural" increased 25% from 1990 to 1991. Environmental trademarks continued to be popular, with "envi-" and "eco-" prefixes increase 21% and 10% respectively. "Super" decreased 14% over 1990, while "max" and "maxi" decreased 18%. The recession no doubt prompted the 17% increase in "quality" and 12% increase in "value." In 1990 and 1991 there were 1,200 trademark filings containing "America" and "American"

"American Demographics" 8-'92

"Mom and Pop - and the Kids" .....

What is now W W B H, "The Beach" at New Smyrna Beach, Florida (pop. 13,557), has had "a couple of dozen owners" during its 30 year history. It is an AM at 1550 with 1 kW D and 84 watts sunset to sunrise.

The current owner, Bob Belz, is well into his 5th year, as he says, "Making it by the hardest."

When Bob bought the station 5 years ago it occupied 1,200 feet of downtown office space and had a staff of 13 people. He trimmed the staff to 4, then to just 2 - he and his wife, Debbie. The operation was moved into a spare room in the Belz residence.

"We struck gold, audience-wise, the first year I was here. We went on the Unistar 'Oldies Channel.' It was a great hit, until one of the area powerhouse FMs went to an oldies format."

He continues, "The next year, we went 'talk,' with programming mainly from Sun Radio Network. That was bound to fail. I couldn't stand it myself. I'm an old jock who has always listened to the radio for music."

"Another problem - a station like mine has to be sold door-to-door to the 'Mom and Pop' stores. They don't play talk stations in their stores. They weren't listening and didn't think anyone else was listening."

Belz and his wife made a trip to St. Augustine, Florida. He casually said, "If I had a station here with all these little gift shops and specialty stores, I'd do beautiful music. They'd have that on." Debbie responded, "Why don't we try it in New Smyrna?"

The 4th year of the Belz ownership saw his 3rd format : easy listening/beautiful music originating on a 6-deck cassette machine, purchased for \$199.95 at a local appliance store. The cassette tapes are "home made."

Ads are inserted into the music cassettes. They are sold by the month on an even rotation, in Bob's words, "The way cable TV sells ads."

While the stations in nearby Daytona Beach have \$30,000.00+ "boom Boxes" for remotes, W W B H does its remotes from a \$19.95 canopy it calls "The Beach Tent." Listeners select, at random, a key from a ring of 100 keys. If they select a lucky key, it will open the the W W B H "Treasure Chest." They pick one envelope, getting the prize listed on the ticket inside e.g. a sample treat from a local fast food restaurant, tickets to an area attraction, a gift certificate, etc. Treasure Chest and keys cost less than \$50.00.

W W B H is true to its "easy listening - beautiful music" format most of the time. It leaves the format in late summer every year to follow local "Little League" baseball teams through the play-offs. "We've had a couple go all the way to the 'state'." He also carries a schedule of university football and high school football. "We carry them because they're not on TV and come during the slowest part of the business year here in Florida," Belz says.

His 16 year old son, Jamie, helps Bob at the ballpark, while daughter, Tracie, age 19, runs the studio controls. They pitch in similarly when the station does weekend remotes. Belz does the station selling and a lot of its production. A retired New Haven, Connecticut announcer, Wayne Hickcox lends a hand on production, "mainly," Belz says, "to keep a hand in."

Of his venture into ownership, he says, "I had spent my time at stations in Ohio, Pennsylvania, and here in Florida. I did mainly airwork and production. I was very short on business and sales experience. It showed the first year. I lost a lot of money - then, we brought things down to reality. We've done a little better every year since then."

He is slowly improving his station's physical plant. "We recently rented 240 square feet of office space downtown - sharing a reception area, copying machine, etc. with the downtown promotion group. The convenience and the association are paying off nicely.

About his little station, Belz tells a story. He recently was visited by the manager of one of the big area FM stations. "He was amazed how I was doing things. He said to me, 'You ought to be keeping careful notes of your daily activities. These little stations are going to come back and radio people of the future will want to look back and see how you stayed in business through the tough times.'"

#### THE LAST WORD

The new Ownership Rules have, as amended, come far short of what most broadcasters wanted - including many of our small market subscribers. Whether we need fewer stations is a matter for some debate. There is a feeling that the public is better served by having more stations and programming from which to choose. Dollars and cents tell us there is a need for a consolidation in radio, as has come to banking, retailing, manufacturing, etc. There are those who will criticize N.A.B. and the F.C.C. for backing off under pressure from Congress. We must understand, that the prevailing belief "on the hill" is that radio is an excellent business to be in. Congress believes that everyone has a right to participate in radio ownership. Consolidation, Congress thinks, stifles that opportunity.

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VOLUME X - Issue #13 - August 20, 1992

**N.A.B. WILL PROBABLY JOIN PHONE COMPANIES** in Court Action seeking to reduce F.C.C.'s. most recent fine schedule. N.A.B., like the phone companies believe the fines are too high. U.S. Court of Appeals in Washington has been notified of N.A.B.'s. possible joining in the action to set aside the new Fine and Forfeiture Rules.

**RADIO LISTENING LEVELS STABLE** - Katz Radio Group has circulated figures, based on the Spring Arbitron Books in 140 markets. Radio listening in Spring '92 was up 0.2% from 23 hours 10 minutes per week to 23 hours 13 minutes. Despite all the "C.H.R. bashing" recently, teen audiences actually increased fractionally. (Note: Current audience level of 3 hours 18 minutes per day is about the same as was reported in the 1930s - long before TV, cable, .V.C.Rs., C.Ds., etc., etc., etc.)

**TOUGH TIMES CONTINUE AT WESTWOOD-ONE**, owners of Mutual, N.B.C.-Radio, Westwood-One syndicated shows. They're taking a \$6-million to \$7-million hit on the sale of their half of legendary New York City station W N E W. The Wall Street Journal article, announcing the sale on 8-17, said Westwood-One has not had a profitable quarter since 1988.

**BACK AT WORK** - Ron Voss, co-owner/manager of K Y T C, Northwood, Iowa was stricken with a heart attack at the Tribune Network's affiliate outing at the Chicago Cubs in May. He received a quadruple by-pass after the incident. He was back on his morning show from his hospital bed 5 days later. Now, 90 days later he's putting in full days at his station. 90 days after "just missing the final count," Voss says, "I weigh 23 pounds less and have given up smoking after 40 years. I feel good, business is good, life is good."

**CORRECTION! CORRECTION! CORRECTION!** - In last week's SMRNewsletter, we made a "typo" saying that in markets with 15 or fewer stations a single owner could operate (own or L.M.A.) "5 stations", as long as number was not over 50% of stations in market. Figure is: "3 stations." Simple math: You can have 2 FMs and an AM or 1 FM and 2 AMs if there are 7 stations putting a primary signal into the market.

**N.A.B. RADIO SHOW**, New Orleans, 9-9/12. Info.: 800 342 2460

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789

At the F.C.C. ....

NEW STATIONS (Granted):

ARIZONA (San Carlos) Desert West Air Ranchers 103.7 6 kW 216'  
CALIFORNIA (Santa Barbara) Delta Broadcasting 107.7 3 kW 328'  
CONNECTICUT (Pawcatuck) Salt Aire Communications 107.7 3 kW 328'  
INDIANA (Chandler) Hulse, Horn, Megzger & Wooley 93.5 3 kW 328'  
LOUISIANA (Baker) BEBE-F 107.3 3 kW 328'  
MONTANA (Columbia Falls) Frank Copsidas, Jr. 95.9 6 kW 285'  
TEXAS (Jasper) Rayburn Broadcasting Co. 107.3 3 kW 298'  
WYOMING (Laramie) Centennial Broadcasting 104.5 3 kW 951'

AMENDMENTS TO THE FM TABLE (Amended):

LOUISIANA (West Monroe) 98.3 c1 for C2. M.: K Y E A  
MISSISSIPPI (Newton) 97.9A for 106.3 M: K M Y Q  
(Petal) 105.3 C3 for A. M.: W M F M  
MISSOURI (New London) 105.9 C3 as 1st. W.: 9-25/10-26  
NORTH CAROLINA (Scotland Neck) 95.5 C3 for A. Ch. community  
of license to Pinetops  
TEXAS (Belviders) 107.7 A. W.: 9-22/10-22

(Proposed):

MINNESOTA (LeSuer) 96.1 C3 for A. Change community of  
license to Glencoe  
MISSOURI (Clinton) 95.3 C3 for A. M.: K D K D  
NEW YORK (Norwood) 96.1 A as 1st.

INVOLUNTARY TRANSFER:

NEW YORK (Lake Placid) W I R D (AM-D)/W L P W (FM-A) to  
Donald Nardiello, Receiver, Box 1074, Lake Placid, NY  
12945 (920729 HA/B)

FINE:

ALABAMA (Florence) W B H L - \$5,000.00 - violation of donor/  
underwriter rules.

Dealing With Vendors .....

When entering into contracts for services, ask for a 90 days  
cancellation privilege. You may not get it- but, it doesn't  
hurt to ask.

If you sign a term contract, immediately send a letter of  
"protective cancellation." That eliminates the end of the  
contract "slipping up" on Also, the seller is not likely  
to take you "for granted."

If your cash position can accommodate it, you might offer to  
pay a year in advance in return for a substantial discount -  
15% to 20% are not uncommon.

SMRNewsletter's "99 Money  
Saving Idea\$"

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"POT O' GOLD" - New promotion consists of a 4-inch by 4-inch by 4-inch pot. The pot is filled with 1,000 bogus gold nuggets and 10 winning nuggets. Package also includes 3 scratch sticks.

Stations are using the lucky nuggets of gold promotion to liven up remotes. Cost is \$99.00 from John Kenworthy Enterprises, Columbia S.C., phone (803) 765 2222 or FAX 803-765 2121.

Kenworthy has "Radio Bingo" supplies including a special 13-week package: 39,000 Bing Cards (13 colors), 350 game sheets (enough for 5 games a day), 20 "Bingo" signs. Price, including shipping via U.P.S., \$288.00.

"FALL HARVEST FESTIVAL" - That's what Ron Voss called his mid-October to mid-November "sign up to win" promotion last fall at K Y T C, Northwood, Iowa. 24 businesses were signed up at \$300.00 each. The prizes included hams or fruit baskets at each location. Grand prize was a whole hog in a freezer. Runner up grand prize a half hog. The pork prizes were put up by the area pork producers association. (In Iowa, October is "Pork Month.")

About Your Customers - Optical Shops .....

In the last 10 years, independent optical shops lost about 1/3 of their market share to optical chains and retailing giants like Sears.

The independents made a comeback last year, according to their trade magazine "20/20." They regained 2-% points and control 62% of the business (\$11.5-billion per year).

Tactics being used to "woo" customers include: pushing the fact that customers find a familiar face at the independents vs. the faceless chain. They have increased advertising, extended store hours, lowering prices, offering faster prescription filling (1 day - even 1 hour). Advertising often stresses the importance of an annual eye exam.

43 Years, Same Time-Same Station-Same Sponsor .....

The Dix family station at Wooster, Ohio (W W S T - now W K V X/W Q K T)) was just 2 years old when a coach at a rural school, Roy Bates, called complaining that schools in outlying areas were getting very little coverage on the program.

Bates was hired (part-time) to do the program. A W W S T salesperson sold the program to MAIBACH's Home Furnshings in the tiny town of Sterling. Bates has rolled up an impressive career winning championships and awards and enjoying the friendship of some of the nation's greatest sports figures - all the while doing his 43 year old radio program for "the same good old sponsor." (Quentin Reed Welty)

\$ale\$ - Keep Your Sense of Humor .....

One of the most scathing arguments against becoming a salesperson I know of is in a very depressing film I saw some years back called "Salesman." It's a documentary shot in grainy black-and-white about 3 traveling salespeople. It portrays sales as manipulative, demeaning, dishonest, work-work that no thinking, feeling person could ever undertake voluntarily.

I have a real problem with that movie, for a couple of reasons. The first is that a great many people who aren't salespeople have been exposed to it, and have formed unrealistic stereotypes about my profession as a result. The second is that most of us who are salespeople have been exposed to it, and have been able to see the debilitating results of consistently bad sales work. This movie is convincing proof of how dangerous a salesperson with the wrong attitude can be, both to customers and to the salesperson himself.

The salespeople in this film make about every mistake in the book, including, but not limited to, failing to establish customer needs, lying to prospects, not listening to prospects, carrying a negative mental attitude and failing to commit to their own ongoing professional development.

The salespeople in the movie take the job too seriously and never give themselves a chance to decompress. It's difficult to attend to those (admittedly catastrophic) problems if they've become part of your sales environment, but, I can guarantee you here and now that there is no way on earth to approach your sales work the way it should be approached if you can't step back and laugh at yourself once in a while, preferably while on the job.

You are too important a tool to let yourself run down. Take a break. Accept that it really is all right for you to miss the mark once in a while. Remember that you have to take the long view, and that today's catastrophe usually doesn't mean much tomorrow. This is a message that really never got to sink in as far as the salespeople in this movie were concerned. And, they paid for it.

Don't let the World-at-Large talk you into thinking your not in charge of your day, your month, your career. After all, your the one with the answers; you're the professional solver of problems; you're the one who stays in control by keeping your head, asking the right questions, and being precise when it comes to giving necessary advice.

LIGHTEN UP AND WIN!!!

Stephan Schiffman in "The  
25 Sales Habits of  
Highly Successful Salespeople"  
(Bob Adams)



FARM SAFETY WEEK (September 13/19)

\_\_\_\_\_ knows that many of the jobs on the farm are repetitive. We tend to take them for granted. Repetitive jobs can be dangerous. Think about what you're doing. Don't take any task or equipment for granted. \_\_\_\_\_ says, "think safety on the farm."

\_\_\_\_\_ believes Farm Safety Week is a good time to check your farm equipment and your farm buildings for safety. Be sure everything on your farm is up to safety standards. \_\_\_\_\_ believes safety is an important part of successful farming.

\_\_\_\_\_ reminds you that safety instructions come with most farm implements and equipment. Don't toss them away. Study them carefully. Keep those safety instructions and review them often. \_\_\_\_\_ says, farm safety takes effort - but, it's worth the effort.

Good farmers take good care of their implements and equipment. There's a good reason: They work better that way. \_\_\_\_\_ reminds you, during Farm Safety Week, that well maintained implements and equipment are safer.

\_\_\_\_\_ says, take a good look. Are your implements and equipment in top shape and safe?

This is National Farm Safety Week! Do you know why?

\_\_\_\_\_ says, it's to remind farm families that farming can be a very dangerous trade. Equipment and farmers last longer if the equipment is properly maintained and used carefully. \_\_\_\_\_ believes farm safety needs very special attention.

\_\_\_\_\_ asks if you've ever made a safety inventory of your farm? This week, Farm Safety Week, is a good time to check every piece of equipment and every building on your farm. \_\_\_\_\_ knows you'll feel better knowing that every possible precaution has been taken to keep your farm and your farm family safe.

Do children help you on the farm? \_\_\_\_\_ says, make sure those youngsters know about the need for safety. Explain the use of farm equipment carefully. Be sure to point out dangers. \_\_\_\_\_ thinks that farming is a great experience for a youngster. Make sure it's not marred by an accident.

We have all heard the chilling news about a farmer losing an arm, a leg, or a life in a farm accident. \_\_\_\_\_ says, the old saying, "accidents will happen" is true. But, it is also true that they don't have to happen. \_\_\_\_\_ reminds you, during National Farm Safety Week, that most accidents can be prevented. Take a little extra time and a little extra care.

Management - From General Schwarzkopf's Video .....

Leaders Help People Succeed - "People go to work to succeed - not fail." People don't start a new job with the idea of failing. It is the leader's duty and responsibility to lead people to success.

Don't Confuse Management with Leadership - "You can manage a business - but, you lead people." To illustrate his point, he challenges his audience, "stand in front of a tank and say, 'Right face' and watch what happens. Or stand in front of an airplane and say, 'Fly.'" Unless you have people who are led properly, nothing will work properly and even the most advanced technology is useless."

Set goals everyone can understand. The goal for the multi-national forces in Saudi Arabia was clearly stated so everyone would understand: "Kick Saddam Hussein out of Kuwait!" The leadership lesson: State your goals in simple and straightforward terms.

Set high standards. Any high performing organization sets high standards for their people. When organizations perform poorly, the root cause can almost always be found in leaders who accept poor standards. "People want to know what's expected of them. We all want to know how we are going to be measured. Set standards that are high, attainable, achievable."

There's always room for improvement - "Your organization will never get better until you admit there is something wrong with it." Leadership principle: "Establish a latitude to learn."

Take charge - "There is nothing more debilitating than an organization where everyone is quivering with anticipation, but, nobody takes action." One of the lessons, he says, he learned from serving in the Army is to respect "Rule 13" which states that leaders must take charge when placed in command. Good leaders know that the cost of indecision is often much higher than the cost of making the wrong decision. "When you are placed in command, take charge."

Do What's Right - There are times when leadership is not fun at all. Good leaders suffer from doubt, and sometimes agonize over what to do next. "Good leaders derive their rewards from the work itself. When the time comes to take action, you'll have to do what's right. Doing what's right often causes leaders to worry about popularity. Leaders want to be liked, but that is not necessary. You know you have done your best when people respect you."

General H. Norman Schwarzkopf conducts a training film called "Take Charge." It's 22-minutes and costs \$695.00. It's available from Washington Speaker's Bureau (703) 684 0555. (Reported in Personal Selling Power 7/8 '92)

## The Market for Small Market Stations

A cross section of brokers who handle small market properties (stations licensed to communities of 25,000 and under) believe the outlook for station sales will change very little. The just announced changes in the nationwide ownership caps from 12 - 12 to 18 - 18 and the possibility of owning 2 stations in a service in a small community will have little impact, they agreed.

6 years after the ownership "caps" were increased from 7-7 to 12-12, not one small market owner has even come close to the upper limit. Management is the problem, several brokers said. "There aren't enough people with the ability to run a solidly profitable small station available. The good ones end up buying their own stations generally."

As to consolidations within markets, the just handed down rules limit such ownerships in communities with 15 or less stations to "less than 50% of the stations within a market." That means that there must be at least 7 stations serving a market with .5 mV/M AM coverage or 3.16 mV/m on FM. This provision takes most small markets out of the possible duopoly or L.M.A. possibilities.

The rules allow for joint sales agreements and some common operating arrangements without regard to the "per market restrictions." In a competitive marketplace where the idea is "to get everything you're big enough to get," few operators are expected to help a competitor to survive for the little financial reward he might get for "selling his time", "taking his readings," etc. Even the most altruistic operator will see himself/herself better off seeing a competitor "go silent" rather than getting a small sum for helping him stay in business.

Without L.M.As. and Duopoly sales to fuel the market for small market properties, what is the outlook? Brokers, all across the country told SMRNewsletter last week, that there is a gap in what sellers expect and buyers are willing to pay. Sellers want on average 8.0 x to 10 x cash flow. In the current environment, buyers think they should pay 6 x to 8.0 x cash flow. "That's a 2-point disparity between buyer and seller expectations - that's very hard to overcome," one broker told us.

Another "sticking point" is the interest rate on "seller paper" - far and away the most prevalent way for financing small market stations. Although the "prime rate" has dropped to 6%, sellers say without security other than the station, they want 10% interest. A Midwest broker says the lowest rate on any deal he's handled this year was 9% - and that took a lot of talking.

Financing of small market properties has traditionally been a problem. It is worse now than ever. During the 1980s, the Small Business Administration, which had made direct and guaranteed loans for broadcast properties, stopped participating altogether. Professional people and people in other businesses, with "bankable" financial statements, stepped back from broadcast investment because of changes in the tax laws: elimination of the investment credit, elimination of the 50% break on capital gains, and restricting the taking of losses from passive investments against other income.

In addition to the changes in the tax laws, the wild station building spree of the 1980s could not have come at a worse time. As banking and retailing in small towns consolidated into big chain operations whose homes are thousands of miles distant, small market radio came to the very challenging situation of more stations (and other media) chasing fewer potential ad dollars.

The consensus of brokers believe that the new rules will have little impact on small market station values. The absence of inflation (about 3% a year) is working against station values. A long established broker told SMRNewsletter, "Low inflation and little or no real growth in the economy are something we have to learn to live with. We haven't yet worked up universal cash flow or multiples of gross that we're sure will work in this new set of realities."

#### THE LAST WORD

As the process of "natural selection" accelerates in the radio business, Fairfield, Iowa based station consultant, Jay Mitchell is telling his clients:

"We hope and believe that most of the operators who will be hurt by market concentration are those very operators who find their struggle frustrating and and who will be ultimately better off doing something else."

"We are not so much concerned about the loss of people from our industry as we are about the loss of good people from our industry, because we are not able to pay them their just deserts, because we have so many people to pay. When the dust settles, our dream is that the radio field will be populated by a few good people who enjoy their work and are well rewarded for it."

Is Jay Mitchell right when he says, "Our industry will be better off when each of us is permitted to operate freely in the market, acquiring or being acquired, selling or being sold, according to our tendencies and abilities?"

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VOLUME X - Issue #14 - August 27, 1992

**NETWORK TROUBLES** - Westwood One, owners of Mutual and N.B.C. Radio has layed off 20% of its news force of 75. A schedule of features and newscasts on the half hour is being cut-back. Changes in affiliate news needs and declining network ad revenues prompted the changes, according to "Broadcasting" magazine. . . . . At the same time, A.B.C. is bowing out of the talk business, axing Deborah Norville and Tom Snyder. The exit from talk radio comes on the heels of consolidation and down sizing of execs at A.B.C. and its Satellite Music Network.

**ABOUT POLITICAL CREDIT** - Latest release from F.C.C.: You don't have to extend credit unless you would do so for a similarly described commercial advertiser and you can demand payment 7 days before schedule is to air.

**DIGITAL UPDATE** - The Los Angeles chapter of the Society of Broadcast Engineers has witnessed a demonstration that the digital compression technology necessary to fit a high fidelity, stereo digital signal can be broadcast on the same channel with an AM radio station. The demonstration was by U.S.A. Digital, owned by major radio groups. U.S.A. Digital has asked the Commission's permission to build experimental D.A.B. stations in Cincinnati on 1660 KHZ (AM) and a 6 kW FM at Urbana, IL

**E.B.S. "ATTIC TO BASEMENT" OVERHAUL** has been undertaken at the F.C.C. Idea is to incorporate newest technology to distribute information on dangerous weather conditions, toxic leaks, chemical fires, dam breaks, earthquakes, etc., Chairman Al Sikes says.

**C.Ds. AND HARD DISC**, an increasingly popular program source will get a lot of attention on the exhibit floor at N.A.B. Radio, New Orleans, 9-9/9-12. Equipment and C.D. music vendors are expecting heavy traffic.

**UNITED PRESS INTERNATIONAL** new president, Bob Kennedy, says, "Not only is U.P.I. alive and kicking, but we are here to bring the news in the unique U.P.I. style." Kennedy said that while announcing that U.P.I. has bought sponsorship of N.A.B. Radio Show opening reception. That's a pretty dramatic way of coming out of Chapter 11.

At the F.C.C. ....

NEW STATIONS (Granted):

ARIZONA (Wickenburg) Circle S Broadcasting 93.7 1.5 kW 659'  
CALIFORNIA (Earlimart) Earlimart Edu. Foundation 93.5 100 kW  
10'  
DELAWARE (Bethany Beach) Jeffrey Scott 103.5 830w 338'  
MISSISSIPPI (Union) Lady Bug B'c'g. 104.1 50 kW 492'  
NORTH DAKOTA (Bismarck) J.B. Broadcasting 101.5 100 kW 1151'

AMENDMENTS TO THE FM TABLE (Amended):

ILLINOIS (Fisher) 102.5 A as 1st. W.: 10-2/11-2  
(Teutopolis) 102.3 A as 1st. W.: 10-2/11-2

(Proposed):

MISSISSIPPI (Leland) 94.3 C2 for A. M.: W B A D  
NEW MEXICO (Grants) 92.7 C2 as 4th  
NEW YORK (Lakewood) 106.9 B1 as 1st.  
PENNSYLVANIA (Clarendon) 104.3 A for 106.9 A  
SOUTH CAROLINA (Pawley's Island) 100.3 from Atlantic  
Beach to Pawley's Island. M.: W P A W C.P.

Reported Silent (by M STREET JOURNAL):

ILLINOIS (Casey) W K Z I (AM D with low night-time)  
(Marshall) W M M C (FM A)  
(Tuscola) W I T T (FM A)  
(These 3 stations are located in an area 40 miles from  
each other - west of Terre Haute, Indiana)

INVOLUNTARY TRANSFERS:

ARIZONA (Eagar) K T H Q (Class C FM) to Media Venture  
Management, 1700 Montgomery St., Suite 322, San Francisco  
CA (920807GK)  
FLORIDA (Coral Gables) (AM 10 kW D 500w N) to Steven  
Friedman, Trustee for Radiocentro Broadcasting Co., Debtor  
in Possession, 25 Southeast 2nd Ave., Suite 909, Miami,  
FL - 33131 (920805EB)

Misc.:

NEW HAMPSHIRE (Hanover) W T S L (AM-Class IV /FM Class A)  
has been sold by the Debtor-In Possession to Roberts  
Broadcasting, owners of W K B K/W X C D, Keene, NH. The  
stations were purchased in 1988 for \$2.1-million. Roberts  
paid \$665,000.00 - less than 1 times gross. They are  
positively cash flowing.

## MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"GETTING STARTED RIGHT" - JoAnn Keenan and Jimmy Wooley have launched a new FM operation in their hometown of Hardinsburg, Kentucky (city: 2,211/county: 17,100). The market has long been served by W H I C AM/FM (soon to go 50 kW).

The new station, W X B C ("Excellence for Breckenridge County"), made its debut on Saturday evening, 8-15. 6 billboards in the area told people to have their dial set on 104.3 for the new station. When listeners tuned in, they heard the station's 24 hour music mix of country, oldies, and "lite" A.C. on C.Ds. from a "DigiLink" system. Several times each hour listeners heard construction sounds (e.g. hammers, saws, drills) and were told, "We're building a station just for you." Listeners were then invited to "call in" with their suggestions about what they wanted to hear on the new station.

Within the following few days, every household in the county got a direct mail piece telling about the new station with 2 "tear-outs". The first, a list of the "Best" and "Worse" in Breckeridge County (22 different subjects e.g. best waitress, best hamburger.) Each mailer has a serial number. The numbers are being called out randomly. People who hear their number called, "call to win a prize" (small) and to be registered for a grand prize to be award at a long-time community event October 10.

Another feature of the mailer is a coupon to sign up to be "a W X B C Weather Observer." People who sign up get a free rain gauge from the drug store sponsor and will participate from time-to-time in a 5 times a day local weather broadcast, sponsored by the drug store.

The entire cost of the mailing and prizes was covered by the sale of 4 coupons to 4 Hardinsburg businesses.

### Planning Ahead .....

Two of the best Halloween promotions are the "Halloween Bags" which "show bright at night" and the "Halloween Safety Strips" (sets of 2). The bags can be imprinted with message 3 inches by 9 inches. Price = 1,000 for \$269.00 (including plate charge.) "Halloween Safety Strips" (fluorescent) come custom printed - 1,000 sets for \$203.00 (including plate charge). Turn-around time = 20 days. Source: Promotional Ventures 800-772 7732.

"Hometown Holiday Shopping - It Just Makes Sense" is the Tom Bodett Christmas series of 10 different cuts - plus a complimentary 30-second custom singing jingle. Package is \$355.00 complete. You can hear sample and get full information by calling Radio Concepts 800 950 5787. One to a market - first come, first served.

\$ale\$ - A Great Sales Story .....

"Everyone has dreams and aspirations. Most people never reach them and settle for less. Yet, the original dreams are smoldering in their hearts and you can rekindle those dreams. Make your product or service part of their dreams. For example, once I was selling signs and I called on a lady who had a big "For Sale" sign in front of her business. We talked about how she started her business and about everything she had never been able to accomplish. When I asked her about her original goals and vision, she began to think about fixing up the place, and got excited about expanding the business. She bought my sign on the spot and called the real estate agent to take her building off the market. A year later she called me to thank me because that sign turned her business around."

Lloyd Allard, New Orleans,  
LA based sales speaker/  
author "selling"

\$ale\$ - For Radio Saleswomen .....

"You will agree we are different. No not on the job. We are expected to sell and collect from 8 to 6. It's before and after.

How do we balance family, social life, and career? It's skill, considering the basic life necessities -- cooking, laundry, shopping, home bookkeeping. That's another 4 or 5 hours a day. Oh well! We have Saturdays with only about 8 hours of non-career, home responsibilities. And, Sundays: time to rest after breakfast, church dinner, laundry, some alone time with mate.

We do at work what we do for the same reasons men do: money, recognition, security, independence.

Here's a suggestion to 'keep on keepin' on:' Set aside one night a week for you: read, take a bubble bath, take a class (not career oriented), have fun!"

Shaughn Novy  
Sales/Marketing Director  
W R L O / W A T K  
Antigo, Wisconsin

\$ale\$ - Your Entrepreneurial Customers .....

"The people who get on in this world are the people who get up and look for the circumstances they want, and, if they can't find them, make them."

George Bernard Shaw



## Programming - Are You Ready? .....

In most parts of the U.S., the high school and college football season gets underway this Friday night. This is the time to check every piece of equipment that you use in covering football on your station: Marti, phone equipment, head phones, mics, etc. Make sure they are in working order. Make sure that connections are soldered and that you have an ample stock of spare batteries on hand.

Do you plan to visit the field well before the game? Many things can change from November to September. Make sure A.C. hasn't been removed, or if you use a phone line, it hasn't been removed. The day of the game is too late, in many cases to correct one of these problems.

Have you attended a practice session yet? Have you visited with the coach? Have you visited with the athletic director and/or principal to talk about your radio coverage of the team? Maintaining (or establishing) good relationships with school officials becomes more important every season.

If you do a pregame interview with the coach, do it at his school. In most cases, Thursdays are best - during his lunch period. It gives you time to go over the line up and prepare for lineup changes. Fridays are generally the worst time because of game day preparations - most coaches don't want to be bothered on game day with "the radio station."

Getting the opposing team's roster ahead of time: Each Friday, place in the mail a questionnaire to the following week's team coach, asking him to take a few moments to fill it out - including a roster. Return it with a self addressed, stamped envelope. It will arrive on Monday at his school. It should be back to you no later than Wednesday. This gives you a chance to memorize the opposing team's lineup and prepare your play-by-play sheet. Be sure to mark your envelope to the coach, "URGENT" or "DATED MATERIAL."

On the game, remember the most important part of your broadcast is the sound you send home. Make sure you provide plenty of crowd noise so the listeners can get a feel for the game. In doing your play-by-play, remember that the two things listeners want to know most are how much time is on the clock and what the score is. You can't give this information too much.

You can keep your play-by-play listeners with you and attract fans who attended the game by scheduling reports of other games in your area, interviews with other coaches. Set up a system of high school reporters or "trade" information with other stations.

Paul Tinkle, Co-Owner/Manager  
W C M T AM/FM  
Martin, Tennessee

About This 'n' That .....

ABOUT WAL MART - Jess Parks, W D L F, Marion, N.C. writes about the habit of Wal Mart stores encouraging groups to use their facilities for promotional events, then, he believes, encouraging those groups to ask for free "P.S.As." on the local radio station. "Our policy," he says, "when any organization's event is being held at Wal Mart and we're asked to provide promotional mentions is to 'Just say no.'"

ABOUT COLLECTIONS- N.A.B. has come out with a new guide on credit and collections for radio called "Out of the Red and Into the Black." Included: how to write collection letters, 5 tips for phone collection success, how to collect when your client goes under, when to be flexible. Also, included, how to establish an effective credit and collection policy. Price: \$40.00 (members: \$20.00). Info/Orders: 800 368 5644

ABOUT DRESS CODES - A Dayton, Ohio insurance agency (Baldwin and Whitney) has established the following written pledge: "We recognize that the manner of dress and appearance of all associates is a direct reflection of our professional abilities and the image of the agency. Therefore, all employees of Baldwin and Whitney are expected to project a positive and professional image through a neat, clean, and well groomed appearance, and dress that is conservative, modest, and in good taste." (Sales and Marketing Management - 8/'92)

ABOUT THE STATE OF YOUR STATION - Do you have a "because we've been doing it this way for years" mindset? Why, if the old ideas aren't working anymore? Take a look (and listen) at your station and what you're try to accomplish with it. How are you promoting it? The industry is dazed and confused right now (more so than usual). The role your station plays is for you to define. QUESTION EVERYTHING! Who's listening? What do they do? What are their dreams? What are their realities? In the answers to these questions are the answers for your station. (John Garcia, Broadcast Programming, Inc., Seattle, Washington)

ABOUT A REMARKABLE MAN - Robert Neathery is a long, longtime small market broadcaster (K W P M-AM/K S P Q (FM), West Plains, Missouri). The day to day operation of the stations, including the first L.M.A. in the country, is handled by grandson Bret Neathery. In Bret's words, "Grandad keeps a close watch on the stations. He comes in everyday, but, he spends a lot of his time on bank matters. He's Chairman of the Board of one of the area's leading banks. Currently, he's very enthusiastic about a new business. He's setting up a network of machines which sell "pure water," one of the fastest growing products in the country. He does his own selling. He and the store share in a "split the profits." Bret, who has accompanied his grandfather on super market calls says, "He's got the enthusiasm - the magic for selling." Bob is 84 years old.

## "Space Program Graduate" .....

Until 1975, he was a design engineer for McDonnell-Douglas. He worked on the "Gemini" and "Mercury" programs, as well as the failed "Sky Lab." "When our projects ran down, my bosses said, 'Look busy until we get another contract.' I did for 2 years."

At 40, Tom Earls changed careers. "I'd looked at several small businesses, then, my brother Charlie said, "Why don't you put some money into my group of stations. They're a good investment and we'll teach you the business. Tom cashed in McDonnell-Douglas retirement plan and went to Creston, Iowa.

He calls the change from his job with a space agency contractor to small town radio, "not a hard change at all. I took to the work really well. You can imagine, as a fellow who'd been a mechanical engineer, sales was completely foreign. I have never liked it, but, I studied it, practiced it, and I guess you'd say I was a competent salesperson. I carried a list until 2 years ago."

In 1978, Tom moved to what is now K T H S, a 5,000 watt AM/18,000 watt FM combination at Berryville, Arkansas - 80 miles south of Springfield, Illinois. He was first a partner-manager and became its majority owner in 1985.

"Yes, this was a far cry from St. Louis where I grew up and spent my young (pre-40) years." Berryville is a town of 3,000. There's also Eureka Springs (res. pop. 1,690) and Green Forest (1,400) - all in Carroll County (pop. 18,000). "It's a small, but, good business area with agriculture and tourism. That's a good balance."

Tom's big city background was a little hard adapting to rural Arkansas. He says, early in his career at Berryville, he attended a local talent show - being broadcast live on the air. "I'd only been in this business a short time - less than 3 years, but, being from St. Louis, I knew what a radio program should sound like." The talent show wasn't it. But, he says, I sat quietly through the show, trying to hid my embarrassment. Funny thing, for a month afterwards, it seemed like everyone I saw commented on that broadcast. They told me how much they liked it. My idea of what 'good radio' was all about underwent a little change. We have, over the years, made our programming more professional, but after that talent show experience, I must tell you, we've done it slowly."

Another change Tom underwent in his first full managing job came as a result of attending the longtime N.A.B./Harvard Business School management seminar. "The way they do it is they present a problem, then the class, with the instructor's help, comes up with a solution."

The professor's first question was, "I am the owner. How much money did you make for me this month?" "I was a well paid professional at McDonnell-Douglas. This was a new experience. I learned at Harvard, the one thing the manager must do is make money. Everybody goes about it differently, but, if you're a successful manager, you make money. In my former job, what you did was not nearly as easily defined."

Tom's son, Jim, who likes sales as much as Tom dislikes it, joined him several years ago in the business. "We play to the region. This is a real fine small market station with influence 25 to 40 miles in every direction."

Tom says, "We're not 'gimmicky' here. I think too much of that burns a station out. Our biggest promotion of the year is a 3-day 1-time a year radio auction in February. We sold \$80,000.00 worth of goods for about \$42,000.00. It's a good deal for everybody."

Tom says, "I'll never know as much about this business as my brother Charlie does. (Charlie Earls is a Kennett, Missouri based appraiser/broker and station investor). But, I'm glad he got me into it. Aerospace engineering pays a lot more money - but, this is a lot more fun and you can see what you're doing for people in this business."

#### THE LAST WORD

The truth! We're grownups. We can take it. Dr. John Abel, #2 at N.A.B., told "Broadcasting" magazine last week that radio station owners are a happier bunch these days, more optimistic about their business prospects than they were before last year's "Radio Show."

Like most folks who make a living in Washington. The doctor's view of what going on out where his members are is quite at odds with reality. The doctor sounds like the Congressman coming to campaign. He too wants the home folks to believe that things are a lot better "than you think." Like the Congressmen who are getting turned out in record numbers, Doctor Abel and his N.A.B. associates need to understand that the members know what's going on e.g., in the last 30 days, 26 stations went off or into bankruptcy (27 same period last year); there is virtually no bank money available to small market radio operators; there are still more than 1,000 new stations in various stages of waiting to come on the air into already over-radioed markets; the new rules are not a panacea, they will undoubtedly signal the demise of many good people in broadcasting.

Abel told "Broadcasting," "Since July 15 we've been trying to set up appointments with (radio) group heads and we can't find them. We think they're out making deals." Doctor, have you checked the bankruptcy courts? You'll find a record number of station owners there.

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**S**mall  
**M**arket  
**R**adio  
**N**ewsletter  
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VOLUME X - Issue #15 - September 3, 1992

**FORMAL TEXT NEW F.C.C. L.M.A./DUOPOLY RULES** is expected to be released next week (after Labor Day) 9-8 or later. Only thing in writing is a Commission News Release issued 4 weeks ago. Not clear, in small markets (under 15 stations), what is a market? How do you count the stations? One L.M.Aer. is being advised by his attorney that he can own all 4 commercial stations in his county (2 AMs - 2 FMs). Another is being advised by his attorney that he can own 2 50 kW FMs and 2 fulltime AMs in a market where his 2 competitors own a standalone daytime AM and a Class A FM. Both attorneys are proceeding on the premise that primary signals that intrude only very small parts of the primary signals of the L.M.A. or Duopoly stations count toward total. Operators who have entered into arrangements that become "illegal" under New Rules will have until September, 1993 to "get legal."

**R.A.B. BUSINESS REPORT FOR JULY -3%** - To date it's FLAT in the 100+ markets monitored by Miller Kaplan Arase and Hungerford Aldrin Nichols and Carter:

July 1992-----	Local/National	1992 to date--	Local/National
East	- 1% - 15%	East	+ 2% - 9%
Southeast	+ 5% - 18%	Southeast	+ 4% - 6%
Midwest	+ 2% - 4%	Midwest	+ 3% - 4%
Southwest	+ 6% - 19%	Southwest	+ 7% -14%
West	FLAT - 20%	West	+ 4% -17%

(Note these are major markets)

**COMMUNICATIONS ATTORNEY TOM ROOT** got 15 years and a \$5,000.00 fine in a North Carolina court Friday (8-28). His accomplice, the head of Sonrise Management Services, Columbus, Georgia, 56 year old Ralph Savage will be sentenced in January. He faces 17 years in prison + fine of \$7,500.00. Root and Savage took in \$16.3-million from 3,000 people. Only 3 licenses were obtained.

**N.A.B. IS ASKING FOR TV OWNERSHIP RULES** similar to AM: 18 stations, 30% coverage of U.S. (vs. 25% now), ownership of co-located radio stations, no overlap of "A contours."

**R.A.B. RADIO SALES UNIVERSITIES:** 9-18/19 Cincinnati -25-26 Seattle; Denver 10-2/3; Atlanta -9/10; St. Louis -23/24; Dallas -30/31 Orlando 11-6/7; San Francisco -13/14; Boston -20/21; Washington 12-4/5; Phoenix -11/12. Info: 800-RAB-SELL.

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789

NEW STATIONS (Granted):

ALABAMA (Homewood) Homewood Part's. 97.3 1.1 kW 492'  
CALIFORNIA (Baker) Desert B'c'g. 94.9 15.5 kW 416'  
FLORIDA (Tice) Gulf Comm. Part. 93.7 3 kW 328'  
GEORGIA (Zebulon) Spalding Broadcasting L.P. 92.5 3 kW 328'  
HAWAII (Honolulu) Kasa Moku Ka Pawa B'c'g. 105.9i 100kw N/A  
MINNESOTA (Willmar) Kandi B'c'g. 95.3 50 kW 492'  
NEW HAMPSHIRE (New London) Koor Comm., Inc. 99.7 840w 613'

AMENDMENTS TO THE FM TABLE (Amended):

ALABAMA (Cordova) 92.5 A for 93.3 A. M. W F F N  
(Eva) 99.9 A as 1st. W.: 10-14/11-13  
ARKANSAS (Mena) 102.1 C2 for 101.7 A. M.: K E N A  
(Murfreesboro) 99.5 C3 for 95.3A. M.: K M T B  
GEORGIA (McRae) 102.7 A for 95.3 A. M.: W D A X  
(Nashville) 95.3 C3 for A. M.: W J Y F  
MINNESOTA (St. Joseph) 92.9 C3 as 1st. 10-14/11-13  
TEXAS (Huntsville) 103.7 C3 for 103.5 A. M.: K V S T  
VIRGINIA (Blacksburg) 105.3 C3 for 104.9 A. M.: W V V V  
(Roanoke) 104.9 C3 for 105.7 A. M.: W U L B  
WEST VIRGINIA (Lewisburg) 103.1 A for 105.9 A. M.: W K C J

(Proposed):

ARKANSAS (Bentonville) 98.3 C2 for C3. M.: K O L Z  
(Mountain Home) 94.3 A for 98.3 A. M.: K T L O  
INDIANA (Rochester) 93.7 A for 92.1 A. M.: W R O I  
(Walton) 93.7 A as 1st.  
MISSISSIPPI (State College) 104.7 C3 for 104.5 A. M.: W U M I C.P.  
WISCONSIN (Tomah) 96.1 C2 for A. M.: W B O G C.P.

REPORTED SILENT (by the M STREET JOURNAL):

ALABAMA (Andalusia) W T X T (AM-IV)  
TENNESSEE (Chattanooga) W J O C (AM-IV)

FINES:

MASSACHUSETTS (Worcester) \$5,000.00 - Failure to notify  
person being called of broadcast of telephone conversation.  
PENNSYLVANIA (Philadelphia) W E G X (Malrite) \$5,000.00 -  
same as above.  
RHODE ISLAND (Providence) W A L E - Investigation underway  
into indecency reported on morning show there.

RENEWAL SET FOR HEARING:

ALABAMA (Decatur) W H O S (AM)/W D R M (FM) - E.E.O.

INVOLUNTARY TRANSFERS:

IDAHO (Sandpoint) K S P T (AM-IV)/K P N D (FM-A) to Blue  
Sky Br., Inc., D.I.P., P.O. Box 1927, Sandpoint, ID 83864  
(920729ED/E)  
TEXAS (Sherman) K T X O (AM-D)/K W S M (FM-A) to Harmon G.  
Husbands, Receiver, P.O. Box 1949, Sherman, TX 75091  
(920811EA/B)

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

Special Note: The 60-day "Lowest Unit Pre-Election Period" runs from Friday September 4 through Monday November 2, 1992

October is:

#1 home heating carpet      #2 build materials autos      #3 Womens wear tires drug stores

8.5% of the year's business occurs in October (ave month = 8.33%)

Special October Opportunities:

Columbus Day (500th anniversary of landing in New World), Monday, October 12, 1992      Return to Standard Time Sunday, October 25      Halloween, Saturday October 31

Fire Prevention Week, Oct. 4/10+      Credit Union Week, Oct. 11/17  
4-H Week, Oct. 11/17 +  
(+ watch for SMRNewsletter Campaign)

October is Country Music Month, Pizza Month, Popcorn Month, Microwave Oven Month, Car Care Month

"DISCOVERY DAY" Columbus Day is a federal and in many states a state holiday. Why not a 12-hour (ties in with October 12) town wide event with special savings. You probably could truthfully say, "\_\_\_\_\_ marks the 500th anniversary of Columbus' landing in the new world with over 500-thousand dollars worth of special savings.

Get each merchant to give a prize. Each customer is given a key to the Treasure Hunt at your mobile unit. People who open the chest get an envelope for a prize. Your person at the mobile unit collects the keys as they are used. You can recycle them to another promotion. (You can buy an 16-inch by 8-1/2 inch by 9-inch wood "Treasure Chest" with lock, 1,000 bogus keys, and 10 that work for about \$80.00 from specialty advertising houses.)

"COUNTRY MUSIC MONTH" - Ask your listeners to send their 3 favorite country songs on a post card to your station. Tell them you'll play the 100 most popular on Saturday night, 10-31 (Halloween - 6:00 to Midnight). In addition to voting for their 3 favorite songs, they'll have a chance to win a prize in the drawing from the cards.

"TURN BACK YOUR CLOCK" - On Saturday, Oct. 24, sell the following announcement. "Be sure to set your clock back tonight. We return to standard time. You're going to miss an hour of sleep tonight. Don't miss the one day of savings tomorrow during the "Turn Back the Clock Sale" at \_\_\_\_\_ etc., etc., etc.

## \$ale\$ - Mistakes .....

Based on a study of over 500 business professionals, High Probability, Inc. of Langhorne, Pennsylvania assembled a list of the top sales mistakes. The list was made up from interviews with people who sell and people who buy:

1. Evasive or deceptive prospecting tactics. Trying to conceal what you sell causes resentment and suspicion, two ingredients to a probable "no" We say trying because the deception is obvious to everyone. If all you do is sell insurance, don't call it financial planning (unless you are qualified to actually do financial planning). If you are selling insurance, sell what you think is your unique advantage in coverage, service or price.
2. Talking too much and not asking questions. Everybody, sellers and buyers alike, complain about "dog and pony shows." Today, most buyers are sophisticated enough to know what they have, what they need, and what is available. Sales result from the selling ability to identify (not "create") a need and to satisfy that need. The sooner the salesperson starts asking questions, the sooner he or she will be able to identify the need.
3. Insincerity. There are several descriptions: falseness, dishonesty, falsely enthusiastic, inauthentic. Whatever you call it, it does not work. Today's market is highly competitive with comparable choices available for practically every industry. Falseness breeds buyer distrust, causing the buyer to seek a different, more trustworthy seller.
4. Lack of Standards. When business is tough, people tend to lower their standards, accept jobs or deals they might otherwise not have accepted. People who have no standards, low standards, or flexible standards arouse suspicion; people too willing to say "yes" often give cause for concern. If standards are compromised at the point of sale, they could well be compromised at the later point of service or production.
5. Not being able to say "no" or hear "no". Being able to say "no" has the same forthrightness as clear and above-board prospecting practices. It save everyone a lot of time and energy. Not saying "no" for fear of hurting or offending is hurtful and offensive. Salespeople who cannot accept "no" do not appreciate the "no" is saving them time and energy, and is a not-so-gentle reminder to work harder at qualifying prospects, listening and problem-solving. It could also reflect the fact that another salesperson presented and solved the problem beforehand and the prospect genuinely had no need for what was being offered.



6. Convincing and persuading. Survey respondents say, "The more someone tries to convince me that I need what he's selling, the less I want it," and "As soon as I feel I'm being talked into something, I end the conversation as quickly as possible." The resistance is sometimes conscious - often unconscious.

7. Lack of self-respect. Tough times result in desperation on the part of employers pushing salespeople as well as salespeople pushing themselves. Once again seller and buyers agree: neither like begging, lying or pleading; no one likes doing business with someone who lacks dignity.

8. Creating an adversarial relationship. Each buyer has a different point at which he thinks he is being bullied. At that point anything the seller says or does is seen as manipulative and it becomes an unpleasant struggle. The way to avoid this is for salespeople to change their agenda from "getting someone to buy" to "discovering whether there's a mutually acceptable basis for doing business." This usually means there is a need identified and the seller has an answer. This critical change in attitude allows accountants and lawyers to conduct client and prospective client reviews, establish areas of need and professional expertise - and do business.

For management:

9. Not choosing prospects carefully. Salespeople were frustrated and turned off by making seemingly endless prospect lists, playing telephone tag, being rejected with little to show for it. Buyers resented the barrage of non-productive telephone calls. Both result from the total formula approach to sales today - the numbers game, foot in the door, make a pitch, close xx-%. Time and energy is wasted all around. Recommended: target marketing and qualification of prospects by telling them up front what you are selling.

10. Mismatch of buyer and seller personality. Too often employers of salespeople think enough persuasive salespeople will carry the day. Example: office equipment. Sellers of moderately to highly sophisticated office equipment are too often like used car salesmen. They are hustlers. Their published price list has no integrity, so no matter what the buyers ends up paying, he rarely thinks he got the best deal.

The more costly and technically complex your product or service, the more complex the decision to say "yes" will be. Very complex and very costly buy decisions are usually made after more than one presentation, in a highly competitive environment by a committee of experts. Recommended: Match the sales personality to your product or service and the personality of the probable buying decision-maker.

Omnia Profile  
Tampa, Florida 33623-3205  
(800) 525 7117

## HUNTING SAFETY ANNOUNCEMENTS

If you have a youngster in your home who is just learning about hunting, \_\_\_\_\_ says, teach him or her personally. Make sure your youngsters understand about safety and guns before going into the woods and fields. Let him or her know that he or she must think like a mature adult. Lives are always at stake when a careless hunter is in the woods. A reminder from your friends at \_\_\_\_\_.

Many heart attacks are suffered on hunting trips. \_\_\_\_\_ suggests you take this special tip. Unless you are certain of your physical condition, don't over-exert yourself. Walking in the woods is taxing to even the best of us. \_\_\_\_\_ says, stop often to rest. Have a happy, healthy hunting trip.

\_\_\_\_\_ reminds hunters that taking a blind shot at a noise in the woods can lead to the death of another hunter. Be sure you have your game sighted and identified before you pull that trigger. \_\_\_\_\_ says, have a good time and do your part in keeping the woods safe for everyone.

Part of the fun of a hunting trip is the relaxation and fellowship with friends. But, \_\_\_\_\_ reminds you that drinking and hunting don't mix. Do your drinking after the day's hunting is over. Alcohol slows reflexes and dulls the senses. That can lead to tragedy in the woods. \_\_\_\_\_ says, have a good time, but play it safe.

Are you really prepared for your hunting trip? \_\_\_\_\_ reminds you to be prepared for whatever kind of weather you may find. Dress brightly, warmly and in layers. By dressing in layers you can take off some clothing to be more comfortable as the day warms up. Just remember to leave that bright clothing on top. \_\_\_\_\_ wishing you good, safe hunting.

\_\_\_\_\_ knows that nothing is more important on your hunting trip than safety. No matter how much success or experience you have, one careless moment can cause an accident. Proper clothing, positive identification of your target and good gun care are some of the things that can make your trip safe. \_\_\_\_\_ wants you to have a good time and to get back safe and sound.

Hunters! \_\_\_\_\_ wants to remind you to check your firearms before you start out on that hunting trip. A well kept rifle can be a trusty companion in the woods. A poorly conditioned weapon can give you a lot of trouble. \_\_\_\_\_ believes that proper care of your rifle or shotgun before you leave can assure you a good, safe time.

The hunting season is here! \_\_\_\_\_ knows that a lot of their friends and good customers will be in the woods and fields. They hope you'll remember to make it a safe hunting season by dressing correctly, not over-exerting yourself and treating your firearms with care. \_\_\_\_\_ hopes you have a good time - and come back safely.

"In the Eye of the Hurricane" .....

"It's nice to be #1 again," Art Subervelle, owner of K A N E (AM), New Iberia, Louisiana, says the Thursday morning after the Tuesday morning Hurricane Andrew hit his area. Art's station, equipped with emergency power generators at both his downtown studios and rural transmitter site was the only one of the four New Iberia stations on the air since the hurricane struck. Only a handful of radio stations in the hurricane's path remained on the air.

Art had preempted his station's satellite programming most of Monday. "Our people interrupted for warnings and other information from the National Weather Service and other government agencies. At 5 o'clock, we went to 100% information programming." The broadcast ran without interruption until 9 A.M. the following morning, conducted by Art, his daughter Sandra, a K A N E salesperson, and production manager Charlie Young. Art's wife, Connie, handled a steady stream of incoming calls from area residents, radio stations nationwide and even outside the country seeking actualities.

To get information from the area, without electric, and a wide area without telephone service, Art turned to ham radio and C.B. radio operators for information.

On the Thursday morning SMRNewsletter talked with Subervelle, our conversation was interrupted several times to allow him to take advertising orders from businesses with messages for the area residents starting the after hurricane clean-up. The station's uninterrupted hurricane coverage had been sponsored by a bank, food stores, and a hospital. "No, I don't think that selling advertising in disaster coverage is in bad taste. This was an unparalleled opportunity for them to get their message out."

Wandell Allegood, K S L O/K O G M, Opelousas, Louisiana, 40 miles west of New Iberia, which ended up to the west of the hurricane's eye, also did continuous hurricane coverage and sold it to a tire dealer, lumber company, insurance agencies and a contractor with a "clean up" crew. "They had messages of importance to the area. We have sold coverage like this for years and have never gotten a complaint - nor have our sponsors," he says.

Allegood estimates that's his area has been struck 15 to 20 times with weather emergencies during his 40 year association with K S L O/K O G M. "We sell 40 advertisers on a "Hurricane Chart" every year. The area is subject to hurricanes from June 1 through November. So this chart is something that stays in a prominent place for 6 months. It's good advertising. We've found something that makes the ads more valuable for the advertisers. We hand stamp an arrow pointing to the customer's ad on the sheets he distributes."

At K S L O/K O G M, the minute the area becomes threatened by a possible disaster, the local civil defense agency head and heads of public safety agencies gather for a live broadcast giving the populace early instruction and information. "That broadcast and everything that goes on the air until the emergency has passed is recorded. Material in segments can be edited for re-broadcast as the situation warrants," Wandell says.

Both Subervelle and Allegood say that giving intense coverage and service requires a lot of "in case" preparation and investment and, of course, hard work during the emergency. It is worth it, they say, because of the bond that develops between listeners and stations. "You can't put a price on that," Wandell says. Art adds, "It's one of the things that make radio a special kind of business with very special kinds of satisfactions."

Houma, Louisiana, for which several forecasters predicted a "hard hit" escaped that devastation. "We were ready for the worse here at K H O M (FM) and at K T I B, our AM station at Thibodaux. Damage in our area was limited to downed trees and widespread loss of electricity and phone service. We spent a lot of time getting ready for a much worse situation. Our biggest service was quieting the nerves of the people who had seen those fearsome reports on national TV. All of the Saadi operations have standby power and broadcast without interruption. We're not sorry we spent so much time and energy. We're thankful that fate treated us so well."

#### THE LAST WORD

We compliment Art Subervelle, Wandell Allegood, Ray Saadi and the other broadcasters who provided extraordinary service to their communities in the Hurricane Andrew disaster.

We extend our sympathy to those stations who were taken off the air by the hurricane and who suffered heavy damage.

Art, Wandell, and Ray's stations demonstrated the unique, important contributions small market stations make to their communities. As the clean up and rebuilding begins, small market stations will continue to play their important role - a role that cannot be filled by outside stations or other means of communication.

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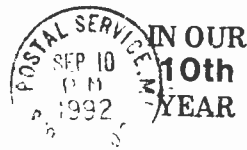
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**N**ewsletter  
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Barbara J. Doll - Circulation

VOLUME X - Issue #16 - September 10, 1992

**FLEXING ITS MUSCLES** - A.B.C., #1 in the radio network business, was clearly the most visible at N.A.B.'s. "Radio Show" this week in New Orleans. Two big nights in its hospitality suite (Wednesday and Friday); a Thursday afternoon seminar for stations catering to audiences 35+, and Super Sales Meeting Breakfast Friday morning. A.B.C.'s. Satellite Music Network is pushing its Duopoly/L.M.A. Strategies. A.B.C.'s. major investment in the N.A.B. fall convention is a "gutsy" move in the radio network business which is showing "double digit" ad sales decreases this year.

**MEMBERSHIP UP 27%** since September, 1991. That's the report released last week by Radio Advertising Bureau. The bureau had 2,341 members when Gary Fries became president. That number has increased by 624 to 2,965. R.A.B. says its "Help Line" (information by phone) received 20,000 requests in the last 8 months (120 a business day).

**SMALL MARKET L.M.A.** - Don Sharp's W L R B, a "short hours" daytime AM at Macomb, Illinois is now broadcasting on FM from 5:30 A. M. to Midnight. It's L.M.Aing. Class A FM, W L M D, licensed to nearby Bushnell, Illinois. Don also owns Class A FM W K A I at Macomb. "This is a great opportunity for us," Sharp says. "W K A I is a C.H.R. mainly targeting the student population of the local university. Our AM-FM simulcast is a full service station with soft A.C. music. There's another station here in Macomb. There's no way W L R D could have made it alone."

**ANOTHER ATTACK ON BEER-WINE BROADCAST ADS** has come from the Center for Science in the Public Interest. They have proposed broadcast ad restrictions to reduce alcohol abuse. N.A.B. was quick to challenge the idea, saying that even the Surgeon General's office hasn't found a causal line between alcohol ads and alcohol abuse. N.A.B. says that what C.S.P.I. wants to do would encourage the migration of sports and entertainment programming from free broadcast to pay cable.

**RUSH'S RATE** - Stations on non-music A.S.C.A.P. contracts will be subject to a special rate negotiated by the Radio Music License Committee (410) 866 5594). They will send letters to stations affected.

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

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At the F.C.C. ....

AMENDMENTS TO THE FM TABLE (Granted):

ILLINOIS (Mattoon) 101.3 B1 for A. M.: W M C I  
(Neoga) 101.3 B1 as 1st.

INVOLUNTARY TRANSFERS:

WASHINGTON (Kennewick) K T C R (AM-IV); (Selah) K U T I (AM-U); (Richland) K O T Y (FM C); (Yakima) K X D D (FM C)  
all to I-82 Acquisition Corp., Debtor-in-Possession, 3773  
N. 39th St., Boise, ID 83703. ((920810EJ/K/L/M)

Other News .....

HIT ON ALMOST EVERY FORMAT - And, it's an album - the soundtrack album of last week's top movie, "Honeymoon in Vegas". The 13-song album, with pop and country stars interpreting Elvis Presley hits is getting big play on rock stations as well as country stations and on cable's M.T.V. (U.S.A. Today - 9-2-'92)

ABOUT THE NEW RADIO OWNERSHIP RULES - "Smaller radio operators remain concerned. These new rules bode ill for radio because localism is the bedrock of the industry. Big nationwide corporations are not local." Lynn Chadwick, president of the National Federation of Community Broadcasters, Washington, D.C., an association of 190 non-profit radio broadcasters - quoted in a New York Times article authored by Anthony Ramirez.

NEW PRODUCTS - The Management, Fort Worth, Texas, has introduced at N.A.B. "Radio Show" a "hard disc" automation system that features music on C.D. instead of from satellite. The system ties in with The Management's music scheduling software and traffic/bookkeeping software. Info.: 800 334 7823.

OLDIES ON C.D. from the 1950s through July, 1992 - 2,540 hits on 124 C.Ds. Availability includes 768 hits from 1980 to July, 1992. Info.: Budd Clain, The Music Director, (413) 783 4626.

YES, THERE ARE FEWER "HOOKED ON PHONICS" SPOTS on the radio networks. The company came into radio in 1990 with \$19-million and more than double that, \$41.7-million in 1991. This year to-date spending has been about \$6-million, it's estimated. "Hooked on Phonics" was buying distress spots at rock bottom prices. That money is now going into the same kind of inventory on independent TV stations and cable. Many of those TV and cable buys are "Infomercials" - 30-minutes long.

## MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"ATHLETE OF THE WEEK" - Featured on W K A I/W L R B/W L R D, Macomb, Illinois. The idea is a very simple one. Each week of the high school football and basketball season, one player from among the 5 high schools in the county is selected. A player profile is broadcast and the recipient is presented a certificate.

4 sponsors pay \$100.00 per month to co-sponsor, with the stations, "Athlete of the Week." They get a schedule of ads, co-sponsorship mentions on the broadcast profiles, and space on the certificate (prepared "in house" on the stations' computer). Don Sharp calls the series "an easy sell with a high renewal rate".

"NAME THAT BUSINESS" - W S C H, Aurora/Lawrenceburg/Versailles, Indiana, is offering a schedule enhancer it calls "Name That Business." The advertiser gets 60 - 30-second ads to run at customer's discretion. He/she pays \$375.00 - plus offers a \$50.00 gift certificate.

The schedule enhancers include an interview on the station where the owner/manager talks about the business with a W S C H personality, 5 on-the-air clues about the business, then mentions on the air when listeners are asked to be the # caller and "Name That Business."

John Schuler says the promotion has been bought by several franchised businesses who normally pass on local radio because, "We're putting a lot of money into television through the contributions to the area franchise ad co-op. The extras make this more than just 'buying spots.'"

### About Your Customers' Customers .....

Women now spend more than \$65-billion a year on vehicles for their personal use, according to Ford market research. That makes them 49% of all new car buyers and 23% of the market for trucks. In 1980 women accounted for 36% of new car sales.

Women account for 54% of subcompact and compact cars - along with 52% of specialty cars such as the Ford Mustang, Probe, and Thunderbird. Women are 48% of primary customers for middle specialty cars but only 36% of luxury-automobile buyers. By the end of the century, women will be 60% of the nation's auto buyers.

"WAR OF THE WORLDS", the Orson Wells radio classic is available again this year from Charles Michelson 800-648 4546. Price is \$150.00. Many small market stations make it the centerpiece of a Halloween special with R.O.S. ads pre-Halloween and a placement within the 1-hour Saturday night broadcast.

## \$ale\$ - Getting More of the Ad Budget .....

How does the average business view an average radio salesperson? In my travels I find that:

They don't think radio salespeople understand their business.

They see radio salespeople as interruptions as they often arrive without warning.

They lack ideas and the willingness to help. They're more interested in selling something. It would be nice if they had an idea instead of a package.

Salespeople are quick to take an order, rather than striving to get what is necessary to help the business reach its goal.

If you push merely to sell, you probably are getting orders, however, more often than not, you are leaving sizable sums on the table.

To realize the real potential from a customer:

1. Help the business person plan - lay out their daily long term advertising schedule.
2. Identify their peak seasons and opportunities with them.
3. Get the client involved in voicing part or all of their radio ads.
4. Provide ideas that will help increase traffic and move goods and services.
5. Sell the importance of frequency and your station's ability to reach the business's present customers and their competitor's customers. That enables the business to increase customer base.
6. Rather than focus on the "per spot" or "unit" cost, emphasize the campaign's total cost stressing:
  - a.) Reaching the right people;
  - b.) Often enough;
  - c.) With a message that's valid and compelling.
7. As a salesperson, your job is to take a leadership role with your clients in defining goals, developing plans and effecting actions to meet those goals.

The truth: There are too many radio-sellers. There are too few marketers. The difference: A seller takes what's available. A marketer creates a want and a need - which usually means more and larger schedules.

Darrell Solberg, Radio  
Sales Trainer  
605 361 9923



## Running the Store - Inspections .....

James Bridgewater is an inspector out of the Detroit Field Office of the F.C.C. That office covers about half of Michigan, all of Ohio, and the Eastern part of Kentucky. Bridgewater has been conducting station inspections since 1977.

He says he is under no pressure to levy fines. He says that he sees no greater percentage of "stations with F.C.C. problems" than he did 15 years ago. "De-regulation has freed stations of a lot of paperwork, there are fewer rules, but, there are substantial fines for violating rules left on the books. It's a trade off," he says.

Bridgewater, like the approximately 150 other F.C.C. Inspectors nationwide, work from an Inspection Form. That form carries the same items which are covered by the AM and FM checklists available to licensees from area F.C.C. Field Office or the Field Operations Bureau, F.C.C., 1919 M Street, N.W. - Room 734, Washington, D.C. - 20554.

F.C.C. Inspections are generally of two types: random inspections and specific inspections triggered by a complaint from the general public or more often a disgruntled former employee or competitor. In the second type, the specific alleged problem is checked.

In the random inspections, the Public File is checked first, then the station's E.B.S. to find out if the unit is in proper working order and whether tests received are being logged and the station is conducting tests weekly. Bridgewater interprets the rule as being once a week (in the extreme on a Monday one week - Friday the following week).

Towers which require lighting and painting in the station license are a priority item on the Inspection List. Also checks are made to check on overpower operations or operations off-frequency. Inspectors are checking to see that all operators are F.C.C. licensed and that a Chief Operator has been appointed. Also of major importance, the proper fencing, securely locked, around the tower.

Bridgewater is seeing some misunderstanding of rules by stations operating from studios outside their city of license. Such stations must, he says, maintain a Public Inspection File in the community of license in a public place, open to the general public within ordinary business hours (generally 9:00 A.M. to 5:00 P.M., Monday through Friday.) Secondly, residents of the community of license must be able to reach the station's main studio by toll-free telephone.

Stations employing automatic transmitter control, digital programming, etc. need to remember, Bridgewater says, "the rules still require that a licensed operator must be in charge of the transmitter and must be able to make operational changes, conduct E.B.S. tests and log E.B.S. alerts received. Stations need to look over the rules on that subject and make sure they're operating within them.

## FIRE PREVENTION WEEK (10-4/10)

Does your home have adequate fire extinguishers and smoke detectors? During "National Fire Prevention Week," \_\_\_\_\_ says, read the manufacturer's directions to determine where to install them and how to maintain them. \_\_\_\_\_ reminds you, if you have questions, you can get answers from your fire department.

Every 37-seconds a fire breaks out in America. \_\_\_\_\_ reminds you that 800-thousand homes are destroyed each year by fire. 22-Americans die each day in fires. \_\_\_\_\_ says, if fire breaks out in your home, get everyone out immediately. Don't stop to pick up valuables. When you get out, summon the fire department from the nearest phone. A reminder during "National Fire Prevention Week" from \_\_\_\_\_.

There's nothing like a wood fire on a chilly night. During "Fire Prevention Week," \_\_\_\_\_ says, "Be sure your chimney is free of harmful creosote deposits. Don't burn green wood. Make sure your fireplace and chimney meet fire safety standards. A reminder from \_\_\_\_\_.

A smoke detector that isn't working is no better than none at all. \_\_\_\_\_ reminds you to check the manufacturer's instructions, then, check the batteries as recommended regularly. During "National Fire Prevention Week," \_\_\_\_\_ says, be sure that smoke alarm is able to give you the protection it was designed to give.

Faulty wiring is a major cause of fire. During "National Fire Prevention Week," \_\_\_\_\_ reminds you, if your home is an older one, the wiring should be checked by a reputable and experienced electrician. \_\_\_\_\_ says, such an inspection is a lot cheaper than a fire.

During "Fire Prevention Week," \_\_\_\_\_ wants you to know that fire breaks out every 37-seconds. Check your home now for fire hazards: Do you have enough electrical outlets in each room so that multiple attachment plugs or long extension cords aren't needed? Do you keep lighters and matches out of reach of small children? \_\_\_\_\_ says, let's make fire safety first.

It's too late to get rid of a fire hazard after fire strikes. During "National Fire Prevention Week," \_\_\_\_\_ says, this is a good time to clear your attic, basement, and garage of clutter. Make sure your furnace and stoves are clean and in good repair. \_\_\_\_\_ believes the best time to stop a fire is before it starts.

If a fire breaks out in your kitchen, caused by cooking grease, try to cover the burning pan - or shut the oven door. Never throw water on a grease or cooking fire. \_\_\_\_\_ says, if you have time, pour baking soda on the flames. \_\_\_\_\_ says, if you don't have a fire extinguisher in your kitchen, install one. If you have a fire extinguisher in your kitchen, check it regularly to make sure it works.

"Radio Talk - Several Subjects" .....

An AM "stand alone?" Midwest small/medium market group owner, Norton Warner, bought K W B E, Beatrice, Nebraska 2 years ago. The Class IV AM has a city of license of 12,500 - home county 21,500. It is 40 miles south of Lincoln, Nebraska. About his AM-only investment, he says, "It is doing very well. Billings have increased 30% in 2-years. This despite a long illness which ultimately took the life of General Manager Joan Wood's husband.

K W B E was sold in 1957 by its long time owner. The new owner focused his attention on the then co-located Class C FM station. The facility was "moved in" to Lincoln, where it has been built into a fully competitive "Lincoln station."

While the FM's fortunes were improving, the AM languished. In Warner's words, a lot of the station's heritage programming and service dissipated. "It had been neglected for 3 years," Warner says.

The Norton Warner stations include both full-service AM stations and music intensive FM stations. "It takes a different mindset to be successful in the two media," he says. "In FM, you select a demographic - a niche, then you define the music to serve that 'niche.' On the other hand, an AM station serves several 'niches' with a variety of services." He calls full-service AM "ideal for most small markets and for one or two stations in medium and major markets. "AMs can do just as well in showing a profit as FM. AM programming costs more, but, you can carry more ads."

"The AM mentality was not a problem for us at K W B E. Joan Wood had managed K I M B, Kimbell, Nebraska and K R L N, Canyon City, Colorado. They were both very local, very good, and very successful AM stations."

The secret at K W B E, in Warner's words, "Joan resurrected the things that had made the station so successful for most of its history - and she installed potentially very good sales people."

Asked whether he'd buy another "stand alone" AM station, he said, "That would depend on a lot of things - mainly whether someone like Joan Wood was available to run it."

On some other subjects:

Warner is operating an L.M.A. for longtime Midwest broadcaster Dick Chapin. Even though Lincoln has 8 FM stations and 4 AM stations (1 station per 18,000 population) he says a "good format hole" was found for K F G E

(Froggy). The station is programming Unistar's "Young Country" off the satellite on "hard disc automation" ("Audio Profit" out of Ogallala, Nebraska, Ray Lockhart).

Warner was careful in talking about the ratings. He told us that he'd quit subscribing (after 20 years). "They wanted another big increase - big enough that I decided the whole matter needed careful study. It is my opinion that Arbitron 'numbers' do more harm than good. You cannot justify a value for a radio schedule based on numbers. By sheer numbers newspaper circulation is much more impressive. We have always done best by selling advertising concepts rather than reach, frequency, cost-per-point - that rating book 'stuff.' Advertisers who 'buy by the numbers' either have their own 'books' or get the information from someone who does."

"Arbitron Ratings promote the buying and selling of short-term things which generally are not as good for stations or advertisers as long term advertising concepts."

Warner is the author of "The Concept," a series of 30 24-minute to 40-minute videotapes. About 14 are designed for showing not only to salespeople, but, also to advertisers. The series is \$3,600.00. "It's not for everybody," he says. "A combination of new competition and a changing marketplace took us away from it for a while. It's easy to get caught up in selling promotions and packages. The results are quick - but, not lasting. Right now about half our business here is on 'The Concept' - it's the best half."

Are there too many radio stations? "No," Warner answers thoughtfully. "There just aren't enough good radio people."

#### THE LAST WORD

Some years ago there was a song on the country charts that asked, "Isn't there any good news today?" We feel that way often in covering the radio industry news these days.

Along with the stream of mostly bad news this week came a release telling us that there are 624 more radio stations paying R.A.B. dues this month than there were a year ago. Gary Fries and his team are to be congratulated on the 27% membership increase they rolled up "in a tough year."

More important, it tells us that there are a lot of people who are willing to invest in the industry's foremost source of sales training, research, and sell the medium effort. These have been tough years for national trade associations of all kinds. It's easier to "say no" to them than it is one of your neighbors asking you for your chamber of commerce dues. The R.A.B. membership story is remarkable and encouraging for radio.

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SMALL MARKET RADIO NEWSLETTER (Inc.) IS PUBLISHED WEEKLY AND MAILED FIRST CLASS TO SUBSCRIBERS IN 50 STATES, POSSESSIONS, AND CANADA. SUBSCRIPTION: \$109.00 PER YEAR; 26 WEEKS: \$57.00; 13 WEEKS: \$33.00. ADDRESS: 275 19th STREET, OTSEGO, MICHIGAN - 49078 - PHONE: (616) 694 9357 - FAX: 616 692 6789



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AZ 85539

Bob Doll - Publisher and Editor  
 Barbara J. Doll - Circulation

VOLUME X - Issue #17 - September 17, 1992

**MEXICO HAS JOINED CANADA IN "EUREKA" D.A.B.** Introduction and tests are slated to begin in 1998. Canada has been conducting tests since 1990. Digital broadcasting is not likely to go "In-Band" in the U.S. as N.A.B. had advocated earlier. "U.S. broadcasters want a system that won't create hundreds more stations and will give both AM and FM broadcasters essentially the same coverage they have now. 'In band' D.A.B. is the most 'politically possible,' most industry people now feel. "In-band" is now being developed by U.S.A. Digital Radio, owned by major radio groups. Both AM and FM demonstrations attracted heavy traffic at N.A.B.

**JEFFERSON-PILOT DATA SERVICES** has sold its JDS-850 product line to Opelika, Alabama software company, Datacount, Inc. Sale became effective 9-1, according to Datacount president, Jerry Johnson (205) 749-5641.

**FORMER F.C.C. COMMISSIONER STEPHEN A. SHARP**, 44, was convicted of sexually assulting an Alexandria, Virginia boy in the early 1980s. He faces 3 years prison. He was a Reagan appointee who served 18 months starting in 1982. Most recently he's been with a major Washington law firm.

**SHOP BY PHONE FOR USED CARS** system is being endorsed by auto retailing industry researcher J.D.Power. The scheme allows used car shopper to call a toll-free number to check on the availability of the used car they're pursuing. Dealers pay a flat \$795.00 per month to list as much of their inventory as they wish. Individuals can list used cars at \$14.95 each. The network is expected, according to "Advertising Age" to take a "bite" out of newspaper classifieds. Vehicle Information Network debuts in 3 metropolitan markets on 9-25 and will be in 30 more within 9 months.

**ANOTHER WAL MART EXPERIMENT** - selling farm supplies. Prototype will open sometime in 1993, a spokesman says. He would not say when or where.

**F.C.C. IS PREPARING FOR AM APPLICATIONS** in the expanded band (1606 to 1705 kHz) according to "Radio World" (9-9-'92.) The U.S. has agreements with both Canada and Mexico. Those countries could be on the air in the "expanded band" before the U.S.

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789

At the F.C.C.

NEW STATIONS (Granted):

CALIFORNIA (Lompoc) Stuart McRae 105.7 25 kW 328'  
GEORGIA (Bostwick) Bostwick Br. Partners 92.3 3 kW 328'  
(Trion) Tri State B'c'g. Co. 95.7 600w 699'  
KENTUCKY (Campbellsville) Patricia Rodgers 99.9 3 kW 328'  
NORTH CAROLINA (Leland) Hara B'c'g.. Inc. 94.1 3 kW 328'  
WISCONSIN (Lake Geneva) Tom Kwiatkowski 96.1 3 kW 328'

AMENDMENTS TO THE FM TABLE (Amended):

ALABAMA (Brantley) 104.3C1 for A. Ch. c/1 to Luberne.  
M.: W D H T  
(Mount Olive) 93.5 A as 1st. W: 10-26/11-25  
(Wetumpka) 97.9 A as 1st. W.: 10-26/11-25  
ARKANSAS (Jonesboro) 100.5 C2 for 100.3 A. M.: K D E Z  
(Wrightsville) 107.7 C2 for A. M.: K Y T N  
CALIFORNIA (Fort Bragg) 93.5 B for 96.7 B  
(Paradise) 96.7 B1 for A. M.: K Z Z P  
ILLINOIS (Breese) 97.5 A as 1st. W.: 10-26/11-25  
(Mount Olive) 105.3 A as 1st. W.: 10-26/11-25  
MARYLAND (Westernport) 101.1 A for 92.7 A. M.: W W P N  
MISSISSIPPI (Flora) 97.3 C3 for 97.5 A. M.: W X F J  
NEW YORK (Plattsburgh) 105.1 A for 103.5 A. W.: NA  
TEXAS (Seabrook) 92.1 C1 for C2. M.: K R T S  
VERMONT (Royalton) 103.1 A as 1st. W. NA  
(Waterbury) 103.3 A for 103.1 A. M.: W G L Y  
WEST VIRGINIA (Mountain Lake Park) 104.5 A for 98.9 A.  
M. W K H J

(Proposed):

ALABAMA (Smiths) 101.3 A as 1st.  
CALIFORNIA (Essex) 103.9 B as 1st.  
(Newberry Springs) 97.3 A as 1st.  
FLORIDA (Beverly Hills) 97.1 C3 for A. M.: W P D S  
(Cross City) 106.9 C3. Ch. city/license to Bronson  
IOWA (Belle Plain) 95.5 C3 for A. M. Cynthia Siragusa C.P.  
(Lamoni) 97.9 C3 from 97.7 A. M. K L A L.  
MINNESOTA (St. Charles) 107.7 A as 1st.  
OKLAHOMA (Lawton) 94.1 C2 for 94.3 A. M.L K Q L I

REPORTED SILENT (by the M STREET JOURNAL):

MASSACHUSETTS (Leominster) .WCMX (AM-D); MISSISSIPPI  
(Baldwyn) WESE (FM-A)/(Tupelo) WTUP (AM-IV)

INVOLUNTARY TRANSFERS:

FLORIDA (Coral Gables) W R H C (AM-D) to Steven Friedman,  
Trustee, 25 Southeast 2nd Ave., Suite 909, Miami, FL  
33131 (920805EB)  
NEW YORK (Lake Placid) W I 'R D (AM-D) W L P W (FM-A) to  
Donald A. Nardiello, Receiver, Box 1074, Lake Placid, NY  
12946 (920729HA/B)  
NORTH CAROLINA (Moncks Corner) W J Y Q (FM A) to Cedar  
Carolina Ltd. Part., Debtor in Possession, 2000 Regency  
Parkway, #295, Cary, NC 27511 (920827GK)  
WISCONSIN (Ripon) W C W C (AM-D)/W Y U R (FM-A) to Radio  
Broadcasting Limited Part., D.I.P., 79 Cumberland  
Dr., Fond Du Lac, WI 54935 (920821EA/B)

FINES:

MAINE (Monticello) W R E M \$10,000.00 - Unauthorized  
change of control.  
OREGON (Cave Junction) K C N A - \$2,000.00 - Broadcasting  
telephone call without permission.

MONEY PAGE - \$ale\$ and Promotion Idea\$

"BUSINESS SPOTLIGHT" K W I X/K R E S (FM), Moberly, Missouri offers an impact special consisting of:

15 ads per day for 7 days;  
10 promotional announcements for 7 days calling attention to:

3 x 5-minute interviews per day (7 days) about the "Spotlight Business."

Stations will only accept 2 "Spotlights" per week.

"NEW RESIDENT MAILER" - It's a big station promotion that will probably work better on a small station. Source of new resident list can be the local electric utilities, which obviously have to "turn on the juice."

The mailer gives new comers information about the community, services and programming on the station, and coupons for newcomers, which are sold by the station.

"PASSPORT TO SAVINGS" K L E M (AM), LeMars, Iowa is currently running a promotion called "Passport to Savings." 15 advertisers have bought in to the 3-month campaign. The "passports," are a single sheet folded with the picture of a passport on page #1, 15 coupons on the 2 inside pages, and a coupon to win a Caribbean cruise.

The "passports" are available only through the 15 participating stores (400 to each).

A couple of \$ale\$ items picked up at last week's N.A.B. "Radio Show" (New Orleans (9-9/12):

THE PHARMACIES WITHIN WAL MART STORES are proving to be very good radio advertisers in many markets. It's worth a call now.

SUCCESS IN RADIO SELLING = MARKETING SAVY - Example: A radio salesperson was calling on a video store. The salesperson was told, "I'm moving next week. I only have \$2,000.00. I can't afford a radio schedule."

Instead of taking "NO" for an answer, the radio salesperson suggested that the video store owner run a promotion:

"Rent 2 videos this weekend. Get 2 free when you turn them in at our new location Monday."

The video store rented a lot of videos and got people use to doing business at the new location.

\$ale\$ - "Advice on Collections" .....

One of the best methods to collect past-due accounts is through the use of in person calls, phone calls, and/or personalized collection letters. Above all, tact must be used and the appeal varied because not everyone responds to the same appeal.

The first contact of the series should be a friendly reminder. There must be no hint of suspicion that the debtor does not fully intend to pay. In fact, willingness must be assumed and the creditor must make the assumption evident. The debtor who is treated with suspicion responds in kind.

Pride is one of the strongest appeals to the debtor who has few or no tangible assets. The publicity accompanying suit...exposure of the fact that he is without assets...the humiliation of letting friends and neighbors know that he does not pay his debts...these may be used to good effect but only after frank and friendly appeals have proved to no avail.

Future need is another strong appeal. The customer should be shown what it means to have his right to credit destroyed by not paying promptly. He should be told he might require credit in the future and be unable to obtain it if the right is abused.

Creditors usually use a series of in-person calls, phone calls, and/or letters. Each becomes slightly more firm and more urgent than the last. The final letter usually sets a time limit and warns that legal action will be taken without further notice unless a payment is made. Threats should never be made unless all other means have failed. Then, the creditor should do exactly what he says he will do.

When letters are used, they should be personal and written on the creditor's letterhead. They should be typed, not mimeographed, lithographed or printed. In person calls, phone calls, and/or letters should be spaced 10 days to 2 weeks apart. The debtor should be contacted on a Wednesday or Thursday, rather than the first or the last day of the week.

From "Credits and Collections"  
published by N.C.R. Corp.  
In "Run Your Own Store"  
by Irving Burstiner



## 4-H WEEK

During 4-H Week, \_\_\_\_\_ salutes 4-H members and their leaders. 4-H introduces young people to career opportunities. 4-H teaches them about the environment and good health. The 4-H experience is a good experience for its members and the community. Best wishes to everyone in 4-H from \_\_\_\_\_.

During 4-H Week, \_\_\_\_\_ salutes the young people and their leaders who are touching the future in 4-H. .... 4-H is putting many young people on a successful career path with programs in veterinary medicine, engineering, and fashion design. \_\_\_\_\_ salutes 4-H - getting our young people ready for the 21st Century.

If you're looking for something worthwhile to do in your spare-time, consider 4-H. Volunteer leaders are needed to help young people "touch the future in 4-H." \_\_\_\_\_ encourages you to contact your 4-H agent to find out about helping make the 4-H experience available.

During 4-H Week, \_\_\_\_\_ salutes the area 4-H Clubs for their interest in the environment. 4-H clubs in this area are active in conservation programs and recycling projects. \_\_\_\_\_ is proud of the efforts being made by the 4-H to help make this a more beautiful and healthy area.

There is a real shortage of scientists in the U.S. 4-H is doing something about it. \_\_\_\_\_, during 4-H Week, reminds you that 4-H young people are being introduced to electricity, energy, rocketry, computers and more. \_\_\_\_\_ joins you in thanking 4-H leaders for helping to get our young people ready for the 21st Century.

4-H members develop lifelong skills, enjoy great experiences, and friendships. \_\_\_\_\_ salutes the 4-H volunteer leaders for making 4-H possible for the young people of this area. \_\_\_\_\_ salutes area 4-H leaders for helping to get 4-H youngsters ready for the 21st Century.

The young people in our area will become adults in a much more competitive and challenging world. \_\_\_\_\_, during 4-H Week, commends the work being done in the 4-H Program. That program and its volunteer leaders are getting area youngsters ready for the 21st Century. \_\_\_\_\_ believes 4-H really makes a difference.

\_\_\_\_\_ salutes area 4-H Clubs during 4-H Week for their contributions toward making this a healthier community. 4-Hers are active in blood drives and fun-runs. They're taught lifesaving C.P.R. and they find out how good nutrition tastes. \_\_\_\_\_ knows that a healthier community is a better community.

Management - Running A Business Better .....

A LATER LABOR DAY, prompting stores to delay back-to-school sales, complicates analyst prognostications. The sales skew August and September retail figures. Results for the two months will have to be averaged to gauge the trend.

L. Wayne Hood, Prudential  
Securities, Inc. in Wall  
Street Journal

SEVEN DEADLY BUSINESS SINS: Inconsistent product quality; slow response to the marketplace; lack of innovative, competitive products; un competitive cost structure; inadequate employee involvement; unresponsive customer service; inefficient resource allocation.

Harvard Business Review

EACH PERSON YOU EMPLOY will miss 3.17 days per year because of illness. By age group:

18 to 24	25 to 44	45 to 64
4.78 days	3.10 days	2.35 days

National Center for Health  
Statistics in American  
Demographics

LOOKING BETTER DOWN ON THE FARM - A nationwide study shows that farmers are using only about 40% of their borrowing capacity vs. 95% in 1981. U.S. farm debt at the beginning of this year stood at \$140-billion vs. \$195-billion in 1984. Banks in the farm belt which suffered so much in the mid-1980s are now "the strongest sector in U.S. banking."

Wall Street Journal

EVERYBODY SELLS - "We are encouraging our people at all times to tell their friends, relatives and acquaintances wherever they go and whenever they can, to explain the merits of our new products and to put Goodyear tires on their cars. Selling isn't just the role of sales and marketing people. I feel that communicating the benefits of our products is everybody's job in a company. Nobody should be embarrassed to speak to anybody about the products their company produces."

Stanley Gault, new C.E.O.  
at Good Year Tire in  
Personal Selling Power

WHY ADVERTISE? The market changes constantly. Newcomers to an area mean new customers to reach. People earn more money, get promotions, get married, have children, which means changes in lifestyles and buying habits. The shopper who wouldn't consider a particular business a few years ago may be a prime prospective customer now.

Radio Advertising Bureau

The N.A.B. 1992 "Crystal Award"  
Small Market Stations

"The Standard of Excellence"

K P Q X, Havre, Montana

K P Q X is a small station situated in an agricultural area 115 miles from the nearest major airport or interstate highway. K P Q X is based in a town of approximately 10,000 people. What it lacks in size, K P Q X makes up in community service. In addition to the usual national campaigns, the station focuses on those unique to its area. K P Q X takes pride in efforts to help non-profit organizations which serve the community. K P Q X promotes and participates in community activities in its immediate area. It promotes activities in 29 towns which rely upon the station. K P Q X this past year helped secure 2,000 "Toys for Tots" and 230 "Coats for Kids" at Christmas. It helped feed 500 people at Christmas and 820 at Thanksgiving. It promoted blood drives that netted 1,200 pints. During a big fire last year, K P Q X served as the lifeline of the community. A town leader summed up K P Q X's effort when he wrote, "You and your station are responsible for saving many human lives during this difficult moment in Blaine County."

W F O B, Fostoria, Ohio

W F O B is more than "Just a radio station." It is a lifeline of support and community service, drawing together the people of 3 different counties. Those people depend on W F O B. And, the station is there for them. Despite operating in an area hard-hit by recession, W F O B has succeeded in taking up the banner for many local causes during the past year. W F O B listeners poured more than \$50,000.00 into projects including: installing free smoke alarms to protect area children; providing for a murder victim's funeral; keeping Fostoria's swimming pool open. When the city was without an Amtrak depot, W F O B committed \$6,000.00 per year to provide an Amtrak station, raised \$15,000.00 for depot renovations and organized 40 volunteers who, in turn, contributed 2,139 volunteer hours to the project. W F O B is a source of encouragement and support to the community every day. The programming emphasizes community pride - a positive, active voice.

W O K Q, Dover, New Hampshire

For more than 22 years, W O K Q has put the needs of its listeners and their communities first. During the past 12 months, 9,000 public services and 18,000 community event notices have been broadcast. The station co-sponsored 2 blood drives with the Red Cross; provided personalities for the station public TV fund raising; collected 6,100 toys for needy children at Christmas. It provided outstanding Hurricane Bob coverage. It has won the state Job Training Council award for its efforts in placing more than 2,600 residents back in the work force. The station's yearlong feature public service was its "Year of the Job" campaign.

The New Ownership Rules - From the Commission Order ...

"For stations in markets with fewer than 15 radio stations, a single licensee will be permitted to own up to 3 stations, no more than 2 of which are in the same service, provided that the owned stations represent less than 50% of the stations in the market. Common ownership of 1 AM/FM combination will continue to be allowed in any event."

"The F.C.C. defines the radio market as that area encompassed by the principal community contours (AM - 5 mV/m - FM - 3.16 mV/m) of the mutually overlapping stations. The number of stations in the market will be determined based on the principal community contours of all commercial stations whose principal community contours overlap or intersect the principal community contours of the commonly-owned and mutually overlapping stations. Only operating commercial full-power stations, including daytimers and foreign stations are counted."

"Brokered stations like non brokered stations have the same responsibility to assess community needs and problems and provide issue-responsive programming as non-brokered stations. The Commission does not intend to differentiate between brokered and non-brokered stations in assessing renewal expectancy criteria."

Significant: L.M.As. entered into before the release date of September 4, 1992 have been "grandfathered," we are reliably advised.

In reading the text, we advise anyone involved in an L.M.A. to make sure you have very good Washington counsel. This document is loaded with "land mines" that are sure to get a lot of people into trouble.

THE LAST WORD

At the N.A.B. "Radio Show" among small market broadcasters: The F.C.C.'s last minute "change of heart" "grandfathering" existing L.M.As.; the calculating of numbers of stations in a market, including primary signals that merely "intersect" the primary signals of the duopoly or L.M.Aing stations. The new reality much in evidence as several economists and financial people forecast in so many words, "no more than very small improvement - generally, what you've got is what you're going to get the rest of this year and next - no matter who wins the election." More sales programs than ever - and better attended. On the exhibit floor, 1 "giant boom box" vendor, 17 "hard disc" automation providers. Climax: "The Marconi Awards", 2-1/2 hours long, Losing 25% of the audience by the end of the show, a show featuring a lot of vile jokes and "four letter words."

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275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789

**S**mall  
**M**arket  
**R**adio  
**N**ewsletter  
Inc.



Bill Taylor  
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Miami AZ 85539

Bob Doll - Publisher and Editor  
Barbara J. Doll - Circulation

VOLUME X - Issue #18 - September 24, 1992

**F.C.C. FINES TOO HIGH** - N.A.B. is joining in a Federal Appeals Court Suite over the size of F.C.C. fines. The case stems from a telephone company fine. At the recent N.A.B. in New Orleans, N.A.B. president, Eddie Fritts, called the schedule, enacted last year, "excessive" and "overly onerous." A licensee can now be fined up to \$25,000.00 per offense per day.

**HAS THE SPORTS FEE BUBBLE "BUST?"** - C.B.S. Radio has let the deadline pass for its renewal of its contract with Major League Baseball. C.B.S. has lost a "bundle" on the multi-year multi-million-\$ deal for World Series, All Star Game, and Game of the Week. C.B.S. has not announced whether it will vie with other bidders for a new contract beginning next year.

**HARD DISC AUTOMATION WITH MORE STORAGE** and more quality is promised by the Fort Worth, TX based "The Management." Their president, Pete Charlton, says he's inked a deal with Audio Processing Technology to include APT-X (tm) technology into The Management's "Digital DJ" audio train. Info:800 334 7823.

**STATION SALES 1992: LOWER VOLUME, BIGGER DEALS** - A table, published in "Broadcasting" magazine shows 69 fewer radio stations traded this year than at the same time in 1991 (428 vs. 497). Average station this year brought \$1.5-million - about half that last year (\$753-thousand). Station trading volume expected to escalate in the large markets thanks to recently o.k.d. Duopoly rules.

**DUOPOLY/L.M.A. OUTLOOK SMALL MARKETS** - Big question? Can the newly combined properties afford separate sales forces? If they can't, one broker told us, "2-plus-1 won't equal 3, it's more likely to equal 2-and-a-quarter. When you buy 2 or 3 of something from the same person, you just naturally expect a discount. When you're dealing with small numbers, those discounts can kill you."

**DUOPOLY AND L.M.A. AGREEMENTS** are open to challenge. Stations who feel they are being taken advantage of by such arrangements have every right to file complaints to the F.C.C. There are also anti-trust avenues which can be explored.

At the F.C.C. ....

NEW STATIONS (Granted):

MARYLAND (Ocean City) J.H. Communications 106.9 3 kW 328'  
MAINE (Bar Harbor) Richard D. Bush 107.7 6.3 kW 39'  
MISSISSIPPI (Cleveland) Bolivar Broadcasting 98.3 25kW 328'  
MONTANA (Bozeman) Reier Broadcasting Co. 99.9 100kW 328'  
NEW YORK (New Paltz) New Paltz Broadcasting, Inc. 93.3  
350w 948'

AMENDMENTS TO THE FM TABLE (Amended):

VERMONT (Plattsburgh) 105.1 A for 103.5 A

(Proposed):

FLORIDA (Okeechobee) 103.1 C2 - Ch. comm./lic. Indiantown  
ILLINOIS (Lincoln) 93.9 B1 for A. M.: W E S Z

FINES:

FLORIDA (Tallahassee) W U M X (FM) Failure to engage in  
adequate E.E.O. Program - \$18,000.00.  
MAINE (Monticello) W R E M (AM) unauthorized transfer of  
control - \$10,000.00. (It is reported the station sale  
price was \$2,000.00)  
UTAH (Ogden) K J Q N (FM) renewal statements lacking in  
candor - \$10,000.00

INVOLUNTARY TRANSFER:

PENNSYLVANIA (Levittown-Fairless) W B C B (AM-IV) to Bucks  
Broadcasting, Debtor in Possession, c/o Edward George,  
Esquire, Packard Building, Philadelphia, PA 19102  
(920814EB)

The First L.M.A. to Duopoly:

New multiple ownership rules, allowing 2 to a service (AM  
and/or FM in Large markets) in Large Markets was published  
in Federal Register on September 16. First official filing,  
ownership transfer of W F Y V, Jacksonville, Florida from  
Metroplex to Evergreen (owner of Jacksonville FM W A P E.).

Interep (formerly McGavern Guild) has folded the 7th of its  
7 "rep" firms, Schubert Radio Sales, into Torbet Radio. In  
addition to folding Schubert, Interep has notified 150  
stations represented by its various subsidiary firms that it  
will no longer represent them. Those stations, some of  
which represented \$100,000.00 a year in national billing,  
were described as not profitable to the "rep." What's  
ahead? Duopoly and L.M.A. is expected to result in 1/3 less  
clients for profitable representation. (M Street Journal and  
other sources.)

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"KUOO CASH BOX" - It's a mostly glass cubicle in which 1 person can fit. A fan blows coupons (or dollar bills) at a high rate of speed. Idea is to see how many coupons (or bills) the contestant in the cubicle can catch during a number of seconds, generally coinciding with the station-sponsor's frequency.

Ron Crews, who manages K U O O, Spirit Lake, Iowa, for Paul Hedberg, says, personnel at his station built the "K U O O Cash Box" with about \$1,700.00 worth of materials. In addition to selling it at events and advertiser remotes, the station gets a sustaining promotional fee for displaying the K.F.C. trademark on it. It's called the "K U O O Cash Box."

SEARCH LIGHT" at K U O O is similarly sponsored on a sustaining basis by a beer distributor. The World War II vintage searchlight is erected on a trailer. In Iowa, where the terrain is "flat," the light can be seen as far as 50-miles. In addition to the monthly sustaining fee for calling it the "K U O O - \_\_\_\_\_ Beer Searchlight", the station gets \$275.00 fee for 2-hours and \$75.00 for each extra hour.

(The above two ideas were on an "N.A.B. Radio Show" panel of extra, non station ad inventory revenue ideas.)

"FINANCIAL QUESTION BOX" - Listeners to K X B X, Lakeport, California, can get answers about financial questions by visiting the main office or a branch office of a local bank. At each location there's a box where questions can be placed for an answer by the bank president on a weekly financial information program. Bill Groody, the station owner, says its an ideal vehicle to promote the bank's financial products and the president's appearance on the broadcast gives the institution a very personal touch.

The Best Salespeople .....

Insurance is known as a "very tough sale." But, many people excel in insurance sales. You probably go to church with, share membership in a service club or on a civic board with one or more successful insurance salespeople. The companies with the best are:

1. Northwestern Mutual	8.0	6. John Hancock Mutual	5.9
2. New York Life	7.1	7. Travelers	5.3
3. Connecticut General	6.8	8. Teachers	5.1
4. Metropolitan Life	6.5	9. Aetna Life/Casualty	5.0
5. Prudential of Amer.	6.5	10. Equitable Life Assur.	5.0

(Sales/Marketing Management)

\$ale\$ - What the Star Trainers Are Saying .....

Pam Lontos (714) 831 8861 - "It's not your station that he'll buy. It's what your station will do for him that he'll buy."

Jack Rattigan (804) 484 3017 "It's old time advice, but, it's good advice. You've got to plan your work - work your plan. Remember, You can't save time - you spend time profitably or unprofitably. The two most important sales aids are a pocket planner and a desk planner. The biggest enemy you have in being successful is procrastination in planning and presentations.

Dave Gifford (800) TALK GIF. "You know what your stations program format is, but, do you know what its sales format is? Does your station have a sales format? The winning sales format today is "MORE salespeople, making MORE presentations, MORE sales. This is a 'numbers game.' The secret is not more calls, it's MORE PRESENTATIONS. If you're making 10 presentations a week and closing 2, step it up to 20 presentations a week and you'll close 4."

Philip Jay LeNoble (303) 795 9090. "Successful radio sales is very hard work. Don't let that worry you. It's not the revolutions an engine makes that causes wear - it's the friction. In this tough environment that radio is likely to be operating in for some time, if you know how - you can be a successful salesperson at any radio station. If you know why, you'll be able to manage any station. If you know how and why, you'll probably end up owning the place."

\$ale\$ Management - Paul Adebeck of Media Consulting Group...

"It is no secret that the success of the sales department is recruiting, managing, and keeping the best people. HOW?"

"In managing, change before you have to. In recruiting, decide:

The type person you want.  
Set a standard. Recruit the best.  
Recruit and interview constantly. Don't wait  
'til you have an opening to fill.  
Don't go strictly on applicant's resumes. A  
resume is a balance sheet without liabilities.  
Invest in testing.

In interviewing, get your prospect to relax. Come out from behind your desk. If you need a salesperson, hire a salesperson - not a candidate for management. They are generally two different people. Find out what your prospect wants e.g. money, recognition - what they want.

Stick to your guns. Interview and test 'til you find the person you want."

(The above articles came from programs at the recent N.A.B. Radio Show - 9-9/12 - New Orleans.)



\$ale\$ - Recession or Not - There Are \$s Here .....

The following businesses do as well or even better during a recession. They're good prospects for radio advertising now, according to Steve Cashdollar, conductor of New Business Development Seminars (800) 552 8113:

**Auto Repair:** More people are keeping their cars longer. It's a fact that auto repair shops can generate traffic through radio by offering special bonuses like discount oil changes or free tire rotating.

**Services:** House painting, home improvement companies, etc. flourish during a recession. Consider putting together a services directory for your station like local newspapers/shoppers do.

**Paint Stores** that sell not only paint, but wallpaper and other home fix-up products are great prospects during slow economic times. Do-it-yourself mini-clinics inside the store, supported by vendors, can be a great way to generate radio sales.

**Trade Schools** normally flourish during slow economic times. People will spend money on their future to upgrade their skills and career potential. What about your station promoting a Job Skills Fair at a local meeting room? Sell radio time in combination with booth space.

**Day Car Centers** usually see the increase in business during recessions. Present an awareness campaign to the day care center when more families need this services because both parents are working.

**Temporary Help Agencies** are great prospects now. Many companies will consider hiring a temporary employee to save money than hire a full time employee complete with benefits and other overhead expense.

**Auto Parts Stores** can be good radio prospects. Promote special offers to protect investment in cars and keeping them running good - rather than buying a new car.

**Mortgage Brokers** are prospects NOW. With interest rates on home mortgages at the lowest level in years, many homeowners are looking to refinance. It helps a homeowner to lower their monthly bills or pay off earlier. It makes sense now and mortgage brokers have a lot of competition. A schedule on your station can help them.

**SHORT VACATIONS NEAR HOME** anytime of the year. There's a market. More people now take extended weekends than "old time" 2 and 3 week vacations. Work up a feature called "One Tank Vacations." Profile nearby vacation spots. Sell to an auto rental agency or other obvious prospect.

They Displayed at N.A.B. "Radio Show:"

A 20-FOOT BLIMP FOR ABOUT \$2,000.00 comes from Giant Advertising, 1041 West 18th St., Unit B-104, Costa Mesa, CA 92627. It flies 200-feet above your remote location. It can be seen for miles. Comes complete with tether line, instructions, fins with fiberglass rods, patch kit, inflation hose, and all hardware. No tools are required for assembly, which can be done easily by one person. Only ongoing expense is helium (\$30.00 to \$40.00 a month). Information: (800) 648 7907 or (714) 650 2259.

A UNIQUE REMOTE SET UP for under \$500.00: It's the 10-foot by 15-foot "E-Z-Up Instant Shelter.". It's an eye-catching canopy like shelter that is self contained with no hardware to lose. The frame utilizes a scissor action to easily unfold to full size. The legs and frame snap securely into position. Comes down in 60-seconds. It stores in its own cover bag and will fit into most auto trunks. Call letters show up dramatically on shelter. Information: International E-Z Up, Inc., 5525 East Gibraltar St., Ontario, California 91764-5121. Telephone (800) 45-SHADE. (Inside California: (714) 466-8333.

NETWORK NEWS WHEN YOU WANT IT from "Standard News," a service of Broadcast Equities. 2-minute "Washington NewsDesk" broadcasts (followed or preceded by network spot) come at :57, :00, or :03. Station can feature local and regional news before, after, or during newsfeeds. Also available: headlines at :30 or :32. Hour news advisory comes at :50. Information: 800 347 7056.

OLD TIME RADIO ON BARTER via satellite 10:00 to Midnight, Monday through Friday. Victor Ives hosts the Monday through Friday evening strip which features radio classics like Jack Benny, Fibber McGee and Molly, Dragnet, etc. Information: (800) 829 8111 or (214) 484 3900, U.S.A. Radio Network.

SOAP OPERA RETURNS TO RADIO next April (1993). Stations are being signed now for "Milford-Haven", a contemporary radio soap opera. Cast includes Erin Gray, star of "Silver Spoons," Colby Chester of "The Young and Restless," Linda Purl of "Matlock". Delivery will be on cassette tape. 30-minutes per week - barter with 3 local avails. Information: CKW and Associates, 4769 Elmer Avenue, North Hollywood, California (818 985 4743.

LOUIS L'AMOUR THEATRE, hour long dramatizations on radio, based on stories from L'Amour's 225-million books in print. Barter with 5 local :60s per show. Information: CKW and Associates (see above).

CHRISTMAS ON MUSIC ROW, a brand new 12-hour Christmas special available on C.D. Broadcast as strip (Monday through Sunday 12-12 through 23) then broadcast it twice Christmas eve Noon to Midnight then Christmas day 6:00 A.M. to 6:00 P.M. Small market price = \$390.00 There are local commercial minutes per hour. Information: Entertainment Marketing, Inc., Nashville, Tennessee, (615) 443 7300.

#2 - And Doing O.K. ....

Dale Olmstead built an AM on 1460 at Thief River Falls, Minnesota in 1979. The original local station, a Class IV AM was built in 1947. Its FM companion was a wide-area coverage Class C that had gone on the air 3 years before Olmstead's AM, K K A Q. Olmstead added a Class A FM in 1990.

Olmstead will be the first to tell you his competitor does a good job of programming and selling his stations. Olmstead will also tell you that like most of small town Upper Midwest, his market has been a challenging one since he put his station on the air 13 years ago. His home county population has dropped from more than 15,000 to just over 13,000. Other counties in the area have suffered similar population losses.

Olmstead now operates his 2 radio stations with 1 full-time announcer, who doubles in sales, a full-time news person and 2 people in the office. There are 4 other salespeople who cover a several county area outside his home county.

"We operate with such a small staff because we're on satellite (country on AM/A.C. on FM) and "hard disc" automation (Smartcaster). Olmstead, in addition to his ownership/management responsibilities at his stations is a sales representative with Smarts of Emmetsburg, Iowa.

Olmstead told the audience at an N.A.B. "Radio Show" program that he's doing "O.K." because he's operating "state of the art" stations and "watching every penny." He gave the audience some examples which almost every broadcaster will want to check on:

He had thought about installing an S.T.L. system between his studio and tower. He found out that by taking bids from the 4 telephone companies operating in his area, he could save money by leasing from the phone company "and I didn't have to put out a big cash outlay."

For covering his high school games he is using extension of school telephones, saving installation costs. He has also found that many events can be carried via cellular telephone for just 15¢ per minute.

He took bids for his long distance service from the 4 companies operating in his area. He settled on one who agreed to spend back 1/2 his monthly bill in radio advertising.

He operates his stations without an on-premise operator at the studio. Readings, adjustments, E.B.S. are done from a remote point at a law enforcement agency, which has licensed it personnel.

Olmstead calls keeping expenses "in line" an on-going process. "It never ends," he says. Examples:

He uses rebuilt tubes and honestly believes they last longer than new tubes.

He is saving 40% on his accounting expenses by changing from a C.P.A. to a non-certified accountant. "The work and service are just as good," he reports.

He advises, when you have legal questions, call your state association, N.A.B., or the F.C.C. direct. It's a lot cheaper than calling a Washington lawyer. A tip: "Make sure when you're calling the F.C.C. that you get the employee's name and F.C.C. "i.d." number.

Although he's not an engineer, he serves as his station's chief operator. Twice a year he brings in a consulting engineer to check his stations out from "stem to stern." It's best to catch problems before they get serious, he says.

"Always ask 'why'", he says, telling of an experience he had recently with the local property tax authority. "The mobile home in which my studios are located was assessed at \$17.50 per square foot. My competitor's concrete building was assessed at just \$11.50 per square foot. I asked 'why?' They cut my assessment by \$4.00 a square foot. It'll add up to quite a savings over the next several years."

#### THE LAST WORD

"Radio programming investment has been rising by only 1% a year in real terms since the mid-1980s," according to "The Economist" magazine. That's a bit shocking since the "minimum wage" alone has risen 27% during that period.

With so much going on in competing media, can radio expect to raise its share of the total ad pie (year after year under 7%) without generating some excitement among the listeners whose attention we sell our advertisers? All of the surveys tell us, "they've got radio on - but, are they listening?" Is increasing investment in programming, the station's product, 1% a year enough to keep our listeners and the business community "tuned in and turned on?"

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**S** Small**M** Market**R** Radio**N**ewsletter  
Inc.

Bill Taylor  
KQSS  
P.O. Box 292  
Miami

AZ 85539

Bob Doll - Publisher and Editor  
Barbara J. Doll - Circulation



VOLUME X - Issue #19 - October 1, 1992

**NEW E.B.S. SYSTEM** has been devised by the F.C.C. Expected: A new system to replace the current E.B.S. alerting equipment; a new mandated receiver (cost expected to be around \$500.00) making use of new technology and taking into consideration current station operating realities. Commission is seeking suggestions and comments (FO Dockets 91-301, 91-171) at F.C.C., 1919 M St., N.W., Washington, D.C. 20554.

**NEWSPAPER AD BUSINESS UP 1.1%** in second quarter. To date 0.18% for 2 quarters, according to Newspaper Association of America.

**INDECENT PROGRAMMING REGULATIONS**, mandated by Congress and signed into law by President Bush, are being implemented at the F.C.C. Indecent program may not be aired from 6 A.M. to Midnight.

**NEW R.A.B. CERTIFICATION PLAN** - The new program is called "Certified Radio Sales Manager." It will be taught 3 times a year. First time: November 14-16 at Scanticon Conference Center, Denver, CO. Cost: including study materials, room and board; \$600.00. Limit: 75 candidates. R.A.B. says the new program will, over time, establish an elite in radio's management ranks. Information: 1-800 RAB SELL.

**SMALL MARKET DUOPOLY IN OHIO** - Dick "Boom Boom" McBroom, has moved quickly to take advantage of the F.C.C.'s new "Duopoly Rules." He's signed to buy W Z O M, a Class A FM at Defiance, Ohio, where he's owned W O N W (AM) since 1987. He's owned Class A FM, W N D H, in neighboring Napoleon since he built it 20 years ago. There's also a Class B station at Defiance. "Three operators in these two counties aren't going to make it in this economy. The pies getting smaller and expenses are rising. There's only one way to keep serving the public," McBroom says, "That's consolidation." McBroom is a member of the N.A.B. board and serves on its small market committee. He also represents small market stations on the C.B.S. affiliates board

**HAVE A POLITICAL QUESTION?** If you belong to N.A.B., you can get an answer from an experienced communications attorney, William S. Green FREE. And the call is free 800 331 6807.

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789

At the F.C.C. ....

**NEW STATIONS (Granted):**

CALIFORNIA (Arnold) Calaveras Inspirational 106.1 1600w 628'  
MISSISSIPPI (Cleveland) Bolivar Broadcast. 98.3 25 kW 328'

**AMENDMENTS TO THE FM TABLE (Amended):**

GEORGIA (Hawkinsville) 103.9 C3 for A. M.: W C E H  
ILLINOIS (Metropolis) 98.3 C2 for A. M.: W R I K  
MINNESOTA (Pequot Lakes) 102.7 C2 for 100.1 A. M.: KTIG  
TENNESSEE (Camden) 95.9 A for 98.3 A. M.: W R J B  
(Dyer) 94.3 A as 1st. W.: 11-6/12-7  
(Henderson) 95.7 A for 95.9 A. M.: W F K X  
VIRGINIA (White Stone) 104.9 A for 100.1A M.: WNDJ C.P.

**(Proposed):**

ALABAMA (Tuskegee) 99.9 A. Change comm/lic to Tallassee. M. WACQ C.1  
LOUISIANA (Larose) 100.3 C1 for A. M.: K M Z M C. P.  
MINNESOTA (Preston) 103.1 C2 for A. M.: K F I L  
MISSISSIPPI (Lumberton) 95.3 C1 for C2. M.: W L U N  
MISSOURI (Bourbon) 107.3 A for 96.7 A (Vacant Channel)  
(Canton) 100.9 C1 for 102.3 C3. M.: K B X B  
(Columbia) 96.7 C1 for C2. M. K C M Q  
(Louisiana) 102.3 C3 for 102.1 A. M. K J F M  
WISCONSIN (Rudolph) 99.9 C3 for A. M.: W I Z D

OPEN FOR APPLICATION until 10-26. All As except otherwise listed:

ALASKA (Houston) MICHIGAN (Mio) C2 OKLAHOMA (Woodward)  
(Juneau)(C2) (Oscoda)C2 TEXAS (Carrizo Springs)  
ARKANSAS (Humnoke) MINNESOTA (Slayton) (Hebbronville)  
COLORADO (Julesbury)C1 MISSISSIPPI (Junction)  
(Silverton) (Calhoun City) (Shamrock)  
FLORIDA (Marathon) MONTANA(Baker)C1 UTAH (Blanding)  
IOWA (SacCity) A+ NEBRASKA(Kimball)WYOMING (Lost Cabin)C  
ILLINOIS (Gaiva) OKLAHOMA(Elk City)

REPORTED SILENT (by the M STREET JOURNAL)

NEW HAMPSHIRE (Lancaster) W L G W (AM-IV) and SOUTH CAROLINA  
(Darlington) W D A R (AM) both for repairs and VIRGINIA  
(Spotsylvania) W P L C (FM-A)

**FINES:**

OHIO (Dayton) W G T Z (Great Trails) Broadcasting telephone  
conversation without permission \$5,000.00.

WISCONSIN (Wausau) W S A U - Lottery Violation - \$6,240.00

**FINES REDUCED:**

COLORADO (Pueblo) K C C Y (FM) from \$4,750.00 to \$4,000.00  
(Sterling) K N N G (FM) \$4,500.00 to \$2,800.00.

**INVOLUNTARY TRANSFERS:**

ALABAMA (Birmingham) W I K X (FM-C) to Charles Giddens,  
Receiver, 1650 Tyson's Blvd., Suite 790, McLean, VA 22102  
(920914GS)

NEW YORK (Corning) W C L I (AM-IV) W Z K Z (FM B) to William  
R. Rice, Receiver, 9102 N.Meridian, Ste. 500,  
Indianapolis, IN 46260 (920-915EA/EB)

FAIRMONT COMMUNICATIONS, Inc.KI0I(FM) San Francisco,CA;  
W N I C (FM), W M T G (AM), Dearborn, MI; K K O B AM/FM,  
Albuquerque, NM; W L A C AM/FM, Nashville, TN (920914GK Etc.)

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

Some Quickie Christmas Ideas

"CHRISTMAS HI/LO" - Listeners guess how many ornaments are on a Christmas tree you have set up in a high traffic area. They can register to be called where the Christmas tree is displayed - or- you can randomly ask for the "3rd caller," "7th caller," etc.

If the caller is too high, "Eddie the Elf" falls off "the Christmas tree," saying "You're too high."

If the caller is too low, Santa booms, "You're too low."

When you get a winner, tell your audience, "We're going to play another game starting tomorrow. We're going to add some ornaments or we're going to take some ornaments off the tree. Go by. Look at the tree beginning tomorrow and be ready to play "Christmas Hi/Lo."

"SING ALONG WITH ---" - Have each of your deejays sing a line from a Christmas song. Don't take it too seriously when your taping --- get into the spirit. Have some fun. Listeners call in and sing the rest of the verse - getting a small prize for calling.

(The above ideas came from Alan Furst, a consultant with Shane Media Services, Houston, Texas. They were in an article in N.A.B. "Radio Week.")

"RADIO SHOPPING SPREE" - It'll run for the 4th year on W L L K, Somerset, Kentucky (city: 15,000 - county 35,000 a Class A FM with 2 C2 FMs and 2 AMs as competitors) 2 station personalities "go shopping" at a local shopping center. That afternoon, listeners "call to win" the prizes in a Christmas trivia game. Walt Williams says station gets "super on-air" reaction and promotion is an excellent revenue generator.

"SANTA'S MAILBOX" K J A'E/K L L A, Leesville, Louisiana installs a Santa mailbox at stores running holiday schedules on the station. The letters are picked up and read late afternoons and early evenings on the stations between December 15 and December 24. Station doesn't have to interrupt its regular programming as it would have to do if it carried the old-time 15 or 30 minute "letters" program.

Last Minute Halloween Idea .....

Promotional Ventures has available an 8 foot "Halloween Stocking" filled with games and toys. Price of \$110.00 includes 2 window banners, an entry box, and 1,000 entry blanks. Turnaround time 2 weeks. Call 800 772 7732.

## \$ale\$ - In Your Customer's Place .....

Your customer determines just how well you've done presenting your service. A good presentation answers the prospect's questions and presents benefits that are relevant to that prospect's situation and takes into account the prospect's overall view. Your sales success depends on learning to think like your prospects and customers. Use these pointers to put yourself in your customer's place:

1. Schedule your presentation at a convenient time for your customer. Don't waste his time or yours.
2. Build trust with your customer. Show that you are a person of integrity and honor.
3. Don't share personal problems with the customer. Filling your sales presentation with personal asides is one sure way to dampen the customer's enthusiasm for what you have to sell.
4. Keep your sales presentation short and to the point. Demonstrate something of value to the customer at the beginning of your presentation.
5. Tell the customer how to profit from the purchase of your service. Present fact in clear, sharp, and specific terms and make sure the customer can adapt these facts to his situation. Demonstrate in tangible ways how your service is a good investment.
6. Don't allow your customer to think in skeptical terms. Don't use statements that heighten suspicion in the customer's mind. Instead, gently lead him or her to the conclusion that your service is the right choice.
7. Thank the customer for spending time with you. Your customer sees you as a guest. Show the same common courtesy a guests shows to a host.

By thinking of your customer's needs, you not only cement a sale, but also build a relationship where you're always welcome for a return visit.

Ernest W. Fair in  
"Personal Selling Power"

## Something To Think About .....

"A competitive world has two possibilities for you. You can lose. Or, if you want to win, you can change."

Lester Thurow



## HALLOWEEN SAFETY ANNOUNCEMENTS

Parents! Before your youngsters start out on their "trick or treat" adventure, \_\_\_\_\_ reminds you to be sure hats do not cover their eyes, use makeup instead of masks to assure that your "trick or treater" can see easily. Don't allow them to dress in costumes with big, baggy, sleeves and long, flowing skirts that could brush against a flame and catch on fire. A Halloween Safety reminder from \_\_\_\_\_.

\_\_\_\_\_ sends best wishes for a happy, safe Halloween. And, reminds boys and girls to be sure to stay in neighborhoods you know well. Do not enter a house unless you are accompanied by an adult. Make sure you are carrying identification: your name, address, and phone number. A Halloween safety tip from your friends at \_\_\_\_\_.

Parents of Halloween "Trick or Treaters," \_\_\_\_\_ reminds you to be sure your youngsters' costumes are made of flame-resistant materials. Affix reflective tape trim to the costume so that your youngster can be spotted easily. Have your youngsters wear shoes that are comfortable and easy to walk in - no high heels. A Halloween safety reminder from \_\_\_\_\_.

\_\_\_\_\_ reminds you youngsters who will be "trick or treating" this Halloween: visit only well-lighted houses. If there's no sidewalk, walk on the left hand side of the road or street - facing traffic. Don't cut across lawns or go between parked cars. \_\_\_\_\_ hopes this will be a safe, happy Halloween.

Make your home safe, as well as welcome this Halloween. \_\_\_\_\_ reminds you to remove toys and other items from your steps and sidewalk. Keep jack-o'-lanterns and other Halloween decorations away from curtains that could catch on fire. Don't leave a jack-o'-lantern burning while unattended. A Halloween safety reminder from your friends at \_\_\_\_\_.

\_\_\_\_\_ reminds boys and girls who will be "trick or treating" this Halloween to be sure you don't eat any treats until an adult has checked them. \_\_\_\_\_ hopes this will be a safe, happy Halloween for everyone.

Most of the you don't expect to see children on the street on a dark night. But, \_\_\_\_\_ reminds you that on Halloween the "little goblins and ghosts" can appear unexpectedly. Watch for them. In the Halloween excitement, they may forget to watch for you. Join the folks at \_\_\_\_\_ in driving with extra care this Halloween.

## Management - Keeping the Spark Alive .....

There are times when your entrepreneurial adrenaline needs a boost. Becoming temporarily disenchanted with your business is normal, but there are steps you can take to carry you through the lulls:

Talk to someone - a mentor, a trusted friend or a spouse - who is not part of the enterprise and is willing to listen. If you feel this isn't enough, try sitting down with a management consultant or psychologist who has a background in business.

Examine the business in terms of your priorities: health, family, and leisure time, etc. Restate your values and what you want out of life. Think about why you went into business in the first place.

Review your business strategies. For example: Is the market for your product too broad? Have you moved away from the core of your business and gone into sidelines that don't interest you? Did you hire an appropriate staff? Or, did you act too quickly and take on workers who do not have the skills (or interest) you need? Have you honestly evaluated your strengths and weaknesses and compared them to your competition?

Have you learned to empower and give authority to others? Delegate tasks you have handled in the past but do not need to handle now.

Ask yourself whether your dream continues to be realistic. Are you pursuing it simply because you're afraid to fail? Your identity may have become wrapped up in your firm and you may be wrongly imagining that selling out or making a career change is tantamount to failure.

John Baker  
Baker, Cross and Vinson  
New Windsor, New York in  
"Your Company" - Fall '92

## Management - Keeping Focused .....

Studies continue to show that radio is the medium Americans spend the most time with between 6 A.M. and 6 P. M., the hours when most shopping purchases are traditionally made. And unlike television, radio can be enjoyed while driving or otherwise going about one's business, making it easier for consumer to tune in without committing more than one of their 5 senses in the bargain.

Radio problems, unlike those of broadcast and cable TV, tend to be more related to the present recession than to any real or perceived defects within the medium itself.

Sales/Marketing Management 9-'92

Santa! Is There Going to Be A Christmas This Year? ...

A year ago, Francine Schwadel wrote in the Wall Street Journal: "Retailers like to say the rest of the year is a dress rehearsal for Christmas. It's an apt analogy."

During November/December, many retailers ring up a third of their annual sales and half their profits. In Ms. Schwadel's words, "Yule receipts can turn a good year like post-recession 1983 into a great one. And a bad season can stop the show. Look at the rash of post-Christmas retail bankruptcies in recent years."

November/December non auto retail sales over the past 10 years were up 8 years from +1.2% to 4.9% (1983) and down 2 years -1.7% in 1981 and -1.5% in 1990. They were up 0.7% last year.

So far this year, there has been a pronounced absence of predictions on what retailers can expect this year. SMRNewsletter talked to a small ad agency owner in Kalamazoo, Michigan, an average performing market, generally half way between depressed markets and boom markets. Don Rice has owned his agency for 30 years and has for the past several years written a Sunday column on retailing for the city's daily newspaper. In his words, "I'm not surprised about the lack of predictions. Back-to-school business was disappointing for most merchants - generally signaling a weak Christmas. But, after 3 years of weak retail sales, there is some belief that there may be pent-up consumer demand waiting to be unleashed. The presidential election may have some impact on retail spending." Retail sales rose 4.6% in 1984 (vs. 5.9% in 1983). In 1988, retail sales rose 4.5% (vs. 2.0% in 1987.)

What kind of advice is Rice giving his retailer clients?  
"Plan for a troublesome Christmas. You're going to have to spend a little more than last year. LET'S BUDGET SOME UNSCHEDULED AD MONEY TO DEAL WITH UNFORESEEN PROBLEMS OR OPPORTUNITIES."

What People Do At Christmastime  
(Harvard Business School Research)

94% of adults (18+) buy and give Christmas presents.  
Almost 50% buy 10 or more presents.  
86% send Christmas cards

86.3% buy clothing	35.1% buy sports equipment
65.6% toys and games	25.9% home entertainment
58.9% jewelry	25.8% gift certificates
52.5% flowers, candy	8.0% lawn/bar b q items
44.6% small appliances	7.4% major appliances
42.7% hobby items	

During November/December  
(U.S. Department of Commerce )

% of the Year's Business:

Appliance Stores	23.3%	Hardware Stores	18.2%
Book Stores	24.0%	Jewelry Stores	33.0%
Camera Stores	21.0%	Mens Stores	26.0%
Childrens Clothing	22.0%	Music Stores	23.9%
Consumer Electronics	24.2%	Restaurants	16.5%
Department Stores	26.4%	Shoe Stores	20.1%
Drug Stores	19.7%	Sporting Goods	21.9%
Discount Stores	25.0%	Supermarkets	17.1%
Fabrics/Sewing	21.3%	Variety Stores	25.7%
Florists	19.8%	Womens Clothing	23.3%
Furniture	18.8%	(Average 2 mos.=16.66%)	

There's a lot of money out there in the marketplace in November/December. Get your unfair share by helping your customer get his/her unfair share:

1. Check the expenditures on your station for the last 3 Christmases. Also check the print activity in your market the last 3 Christmas seasons (1989, 1990, 1991). Good promotions tend to repeat.
2. Set up a good Christmas fact-finding call with the big spenders in your market A/S/A/P. Ask good questions. Listen carefully to the answers, then make thoughtful suggestions (generally on a return call). Most customers are more willing to spend a lot of money when they think you've spent some time creating a custom plan for them.
3. Make sure every radio ad:
  - Makes an offer;
  - Prices it;
  - Includes benefits backed by features;
  - Ask for a specific action;
  - Set a limit (time/quantity);
  - Why is the offer being made?

Always keep in mind: TRUTH IS BETTER THAN CREATIVITY

THE LAST WORD

The N.A.B. lobbyists showed their naivety again last week when they sent a request for FREE ADS to urge radio listeners to write their congressmen to override President Bush's expected veto of the Cable Re-Regulation bill. Typical comments from subscribers:

"Running the N.A.B. ads is unfair. The cable people have a write to give their side if we run the N.A.B. spots.

It's right, whether there's a Fairness Doctrine or not."

"The cable system is a good customer on my station. I wouldn't think of running something like this against him."

"Most TV stations are making money. Most radio stations are losing money. The TV stations can afford to buy time."

No one called to say they were running the anti-cable spots

SMALL MARKET RADIO NEWSLETTER (Inc.) IS PUBLISHED WEEKLY AND MAILED FIRST CLASS TO SUBSCRIBERS IN 50 STATES, POSSESSIONS, AND CANADA. SUBSCRIPTION: \$109.00 PER YEAR; 26 WEEKS: \$57.00; 13 WEEKS: \$33.00. ADDRESS: 275 19th STREET, OTSEGO MICHIGAN - 49078 - PHONE: (616) 694 9357 - FAX: 616 692 6789



**S**mall  
**M**arket  
**R**adio  
**N**ewsletter  
Inc.

Bill Taylor  
KQSS  
P.O. Box 292  
Miami

AZ 85539

Bob Doll - Publisher and Editor  
Barbara J. Doll - Circulation

VOLUME X - Issue #20 October 8, 1992

**DON'T ALLOCATE AN FM STATION** unless a showing is made that the community of license has sufficient economic activity to support it. The F.C.C. has yet to act on the N.A.B. petition filed earlier this year. 10-1-'92 N.A.B. letter asks "Why?"

**THE SENATE HAS LET STAND A TAX BREAK** allowing amortization of intangible assets - including F.C.C. licenses. Vote 75-19.

**LOCAL RADIO BUSINESS FLAT IN AUGUST** - up 3% first 8 months. National -9% in August, -9% first 8 months. Network -18% in August, - 13% first 8 months.

**JUST HOW BAD IS NETWORK?** C.B.S. Radio did not exercise option to bid first on Major League Baseball rights renewal. Hasn't said whether it will "come back in" later. ... A.B.C. has moved many non-selling operations from New York to Dallas, TX where its Satellite Music Network and lower overhead are located. ... All national networks have pared down staffs this year.

**CONGRATULATIONS** - Former Midwest small market broadcaster (WKKI, Celina, OH/WZZY, Winchester, IN), John Carlile, named manager, Broadcast Programming, Inc. The Seattle based firm serves 800 radio stations.

**STRUCK PITTSBURG NEWSPAPER** (Post-Gazette) has launched a radio network with 16 affiliates in Western Pennsylvania and Eastern Ohio. 7 hourly 3 to 5 minute newscasts are fed daily. In addition there are 50 90-second features fed weekly.

**MARK YOUR CALENDAR:** N.A.B. "Radio Roundtable" Saturday, 11-7, Tucson, Arizona. Moderator: Bob Flotte, General Manager/Owner, K P S A, Alamogordo, NM. Headliner: F.C.C. Mass Media Bureau chief, Roy Stewart. Details: (202)429 5402. ....R.A.B. has signed Charlie Osgood of C.B.S. as keynoter for annual Managing Sales Conference. (Dallas 2-4/7-'93.) Theme this year: "Managing Out of the Box."

**EXPECTED VOTE THIS YEAR:** 57.4% of those eligible 36.3% 18 to 24; 54.0% 25 to 44; 67.9% 45 to 64; 68.8% 65 and older. Men 56.4%, women 58.3%. White 59.1%; black 51.5%, Hispanic: 28.8%. (Figures are compiled from Census Bureau and other sources by "American Demographics" magazine.)

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789

At the F.C.C. ....

NEW STATIONS (Granted):

CALIFORNIA (Paso Robles) Ms. Jean Yang 93.1 1,200w 722'

AMENDMENTS TO THE FM TABLE (Amended):

ARKANSAS (Bald Knob) 107.1 C3 for A. M.: K K S Y.

(Clarendon) 104.1A for 107.3A. M.: K X R C

CALIFORNIA (Arnold) 95.9 A as 2nd. W.: 11-13/12-14

(Columbia) 98.9 A as 1st. W.: 11-13/12-14

(Dunsmuir) 100.1 C3 for A. M.: K R K D C.P.

GEORGIA (Newnan) 96.7 A. Ch. comm./lic. Peachtree City M. WMKJ

LOUISIANA (Lafayette) 95.5 C2 for A.

NORTH CAROLINA (Bayboro) 97.9 C3 for A. M.: W K Z F

VIRGINIA (Williamsburg) 96.5 B. Ch. comm/lic. to Fort Lee.M WQSF

(Proposed):

ARKANSAS (Camden) 95.3 C1 for A. Ch. comm./lic to E.Camden.M.KCXY

(Stamps) 104.3A for 95.5A..

LOUISIANA (Minden) 95.7 A for 95.5 A. M.: K A S O

INVOLUNTARY TRANSFERS:

CALIFORNIA (Escondido) KSPA (AM-IV)/KOWF(FM-A); (Garden Grove) KIKF(FM-A); San Rafael) KAPX (AM-D)/KTID(FM-A) to Astor Broad. Group, D.I.P., 1625 5thAve., San Rafael, CA 94901 (920921GE etc.)

(Mendocino) KPMO(AM-D)/KMFB(FM-A) to John Ham, Trustee, P.O.Box 597, Eureka, CA 95502-0597 (920922EA/B)

MISSISSIPPI (Gulfport) W Q F X AM (D)/FM(A) to Thomas Anderson, Bankruptcy Trustee (920914GK/L)

FINES:

ARIZONA (Kingman) K R C Y - \$12,500 - Lottery Violation

NEW YORK (Auburn) W M B O - \$5,000.00 - Attempt to make taped newcasts appear live and operating at times without licensed operator on duty.

PENNSYLVANIA (Harrisburg)\$6,250.00 W T P A - Contest rules violati

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F.C.C. ADDRESSES/PHONE NUMBERS (Eff. 10-1)

General Radio Telephone Operator Licenses and Restricted Radiotelephone Operator Permits - non feeable correspondence:

Federal Communications Commission

Private Radio Bureau

Licensing Division

Special Services Branch

1270 Fairfield Road

Gettysburg, PA 17325-7245

(717) 337 1431

Inquiries and non-feeable correspondence involving legal questions related to administration of or rule interpretations under Part 13 should be directed to:

Federal Communications Commission

Private Radio Bureau, Special Services Division

Personal Radio Branch

2025 M Street, N.W.

Washington, D.C. 20554

(202) 632 4964

Application requiring a fee related for new, renewal or duplicate Radiotelegraph Operator permits or certificates:

Federal Communications Commission

Radio Operator Permits

P.O.Box 358725

Pittsburgh, PA 15251-5725

Applications requiring a fee related to actions for new, renewal or duplicate General Radio Telephone Operator Licenses:

Federal Communications Commission

General Radio Telephone Operator

P.O.Box 358105

Pittsburgh, PA 15251-5105

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"KIDS = STARS" - Idea comes from a New Haven, Connecticut station (W E L I). Station stages a 4 hour remote. During remote, youngsters register to be 1 of 50 "kids" who are videotaped talking to Santa. Santa interviews are broadcast. Parents get copy of videotape.

"SANTA'S VILLAGE" - An issue of the Maine Broadcasters Association member letter told of a station which set up in a vacant store in downtown Rockland, Maine. A Christmas tree, electric train, and miscellaneous decorations gave the location a festive Christmas-look. Santa Claus appeared 1 P.M. to 4 P.M. the day after Thanksgiving and on Saturdays and Sunday afternoons 'til Christmas.

"TWELVE DAYS OF CHRISTMAS" - K J A E(FM)/K L L A (AM), Leesville, Louisiana staged promotion last year the 12 days preceding Christmas (12-13/24).

Listeners were asked to listen for Santa's "Ho! Ho! Ho!." When they heard it, they were to be the "3rd" or "5th" or "7th Caller." One winner a day was invited to come to the "12 Days of Christmas Board." Each of the 12 participating advertisers bought \$100.00 worth of radio ads and donated a \$25.00 gift certificate. The gift certificates were on the "board."

"STUFF-A-TRUCK" - Station gets visibility, location gets traffic, both get good will. Promotion is tied in with "U-Rent Moving Van." Listeners are asked to bring food donations to location. Goal is to fill the truck. Food is donated to area food banks. Promotion has been run by Jo Bailey at K E E Z, Mankato, Minnesota.

Wal-Mart radio money! Not exactly, but .....

The following ad has been purchased on some Alabama stations:

"The 18,000 Alabamians who are member of United Food and Commercial Workers Local 1657 and Retail-Wholesale Department Store Workers Union wants you to know the facts about shopping at Wal-Mart:

Fact: Wal-Mart is one of the biggest importers of foreign-made clothing;

Fact: Thousands of Alabama garment workers have lost their jobs because of imports;

Fact: Many clothes sold at Wal-Mart are made in Bangladesh, a country where young children work in factories;

Fact: Wal-Mart's "Buy American" program is a public relations gimmick.

Please don't buy clothes at Wal-Mart that are made in Bangladesh or other foreign countries. Help stop child labor. Buy "Made in the U.S.A."

\$ale\$ - Handling Problem Customers .....

1. The Arguer takes issue with anything you say. Stick to your proposition, but, don't argue back. Keep cool and calm. Listen courteously.
2. The Put-It-Offer doesn't order today what he can put off to next time. You can use a little pressure on him. Point out how he will save by ordering now, what he will lose by not ordering now.
3. The price buyer. Play by his rules and you lose your shirt. Know your costs. Don't give your profits away. Sell him on quality and service that justifies your price. If that doesn't work, use your time on more profitable customers.
4. The Penny-Pincher is different from the price buyer. He'll pay a dollar for a dollar's value, but, he needs proof. Compliment his ability to judge quality. Appeal to his pride.
5. The Clam makes you think you're talking to yourself - he really listens. Ask him questions that call for an opinion - favorable of course. The Clam is usually a thinker, so a short, sensible presentation impresses him more than a lengthy one. Try to close the sale even though he's quiet. All you need is one word - YES.
6. The Shopper will look around and let you know. Let him/her go and chances are good you'll never see him/her again. Another salesperson who convinces him/her he or she should buy now will stop him or her from shopping, so it might as well be you. Ask what he/she expects to gain buy shopping if he/she agrees that your product/service is right and the price is fair. If he/she insists on shopping, review the features and benefits to help him/her remember.
7. The Know It All. You can't tell him anything he doesn't know. LET HIM SELL HIMSELF. When he mentions a feature, compliment him for seeing the benefit, "I wish all my customers were as quick to see that advantage as you." When he runs down, ask for the order.
8. The Deliberate Customer wants to consider every angle. He takes time but is not necessarily dumb. Don't confuse him with the Put-It-Offer. He will listen to your proposition carefully.



9. The Impulsive Customer has many things to do and has difficulty concentrating on what you're saying. Unlike the Deliberate Customer, he can be rushed. Make your presentation fast, hitting the high spots, then ask for the order. If he says no, no harm done. Go into more detail on the features in which he showed interest. He likes salespeople who are men or women of action. He's easily bored. Use case histories to get his interest, but, KEEP THEM BRIEF. Get him into the act by asking questions.
10. The Tough Guy is confident, positive, decisive. Often egotistical and overbearing. Ask his opinion. Get him talking. Don't show him up, prove him wrong or hurt his pride. Don't try to sell him. He likes to give the order. Find something to praise him for, but, MAKE IT LEGITIMATE. He hates "soft-soaping." Get him as a customer and the next salesperson will have an equally hard time getting him away from you.
11. The Friendly Guy is fun to talk with. Like an oasis in a hot desert. Trouble is, he can smile you right out of his office without an order. Match his smile and optimism. Play to his sense of fairness. DON'T FORGET TO ASK HIM FOR AN ORDER.
12. Old Faithful is the greatest customer of all. He depends on you for all his needs. He doesn't listen to your competition because he's convinced your quality, services, price combination is the best. Trouble is, you can't recognize him at first. He might be any one of the other eleven types initially. When you identified him properly, handled him right, he gradually became Old Faithful. But, don't take him for granted. He can become unfaithful if he thinks you are taking him for granted and are easing up on your attention and service.

"Master Salesmanship"  
Clement Communications,  
Inc., Concordville, PA  
19331 - reprinted in  
"Selling Radio"

#### About Your Customers .....

The truth is, those entrepreneurs you call on deserve your respect. There is an old Chinese proverb that says:

"To open a business is easy; to keep it open is very difficult."

## GET OUT THE VOTE

\_\_\_\_\_ reminds you that democracy suffers when people stay home on election day. Democracy flourishes, freedom lives when good citizens cast an informed vote. \_\_\_\_\_ reminds you that your country needs you. Vote DAY.

\_\_\_\_\_ believes that no one should be too busy to vote. Election time means another test of the democratic principles upon which the nation was founded. \_\_\_\_\_ says, whatever your party, be sure to number yourself among good Americans. Vote!

\_\_\_\_\_ says don't let democracy down. Let your voice be heard at the voting machine. It's your privilege and your duty as a citizen. \_\_\_\_\_ says, vote DAY.

\_\_\_\_\_ reminds you that every vote is important and none is more important than yours. \_\_\_\_\_ says, be sure to take the time DAY - Election Day.

It's a fact: John F. Kennedy was elected president by less than 1 vote per precinct. \_\_\_\_\_ reminds you that your vote does count. \_\_\_\_\_ says, be counted on DAY - Election Day.

You often hear people say they don't bother to vote because one vote doesn't count much. \_\_\_\_\_ believes we'd be in a sorry shape if everyone felt like that. Make your vote count. \_\_\_\_\_ says have your say on Election Day.

When you vote, you do have a say in how your government is run. That's why \_\_\_\_\_ thinks it's important that you cast ballot DAY. \_\_\_\_\_ says, play a part, lend a hand in making democracy work. Vote!

Government of the people, by the people, for the people is only possible when citizens cast an informed vote.

\_\_\_\_\_ reminds you that DAY is election day. \_\_\_\_\_ says, cast your vote. You can do something to make democracy work.

\_\_\_\_\_ reminds you that you can't complain later if you don't vote. Do your part for democracy by casting an informed vote. \_\_\_\_\_ says, if democracy means something to you, do something for democracy on election day.

\_\_\_\_\_ thinks voting is important. They believe every citizen should play a part - lend a hand. \_\_\_\_\_ urges you to get out and vote election day.

Don't take freedom for granted! Vote! \_\_\_\_\_ urges you to take time to cast an informed vote DAY. \_\_\_\_\_ asks you to join them in playing an important part in our democracy.

"Playing Defense" .....

When an "80/90" allotment showed up in his county seat, Kevin Wodlinger, decided to take some unorthodox action. "My stations (K R M O (AM) and K K B L (FM), Monett, Missouri, serves a 2-county area of just short 60,000 with about \$250-million retail sales. There is a separately owned Class A FM and a mid-dial AM (940 kHz). I think the 3 of us do all right, but I couldn't believe there was room for a 4th operator." Kevin's market is within the primary area of the top stations in Springfield, Missouri.

There was no overlap between K K B L and the allotted Class A FM at Cassville (population 2,100), 23 miles south of Monett. Kevin and his wife, Pat, filed for and were granted the new station without a competing application being filed.

Kevin and Pat decided that there was not enough economic base to support a traditional radio station at Cassville. "Here in Missouri we have a lot of small stations struggling and even off the air. They were built in places where the market couldn't support them."

Kevin had seen ads in SMRNewsletter and other publications from Marti Electronics talking about economies of operation with various Marti products. "That's where we started," Kevin says. "We put in a system that allows us to program all 3-stations from our location here in Monett. We likewise can control all 3 stations - including E.B.S."

The AM station (K R M O) carries a heavy news, community service, farm, and sports coverage. It operates 5:30 A.M. to Midnight - primarily live assist with Smartcaster "hard disc" automation. Music is modern country on tape, supplied by Broadcast Programming, Inc.

K K B L is a lot more music intensive, programming a B.P.I. heavy oldies A.C. mix. It is on Smartcaster Automation all of the time, except when the station is carrying sports.

The Cassville station, "Lake Radio," K R L K simulcasts the K K B L music, but "splits" for separate non-music elements e.g., i.ds., liners, ads.

A studio/office is maintained in Cassville. There are 3-people there - all primarily salespeople. "Each of them contributes an hour or so a day to non-sales work necessary to providing a full-service to that area. We do some program origination there thanks to backhauling capabilities of our Marti System."

The Cassville station has just finished its first month on the air. Kevin says that business in that area doubled from what it was prior to K R L K going on the air. "It will not show a positive cash flow until it does 3-times. It'll be

a nice business for Pat and me if we can get it doing 4 or 5 times what we were doing before we built it."

Wodlinger's operations, being in a state with divided major league baseball loyalties, has found a way to serve both sides. He carries the St. Louis Cardinals on his FM stations and the Kansas City Royals on his AM stations. On high school sports nights, there are different games on each of the 3 stations.

The Marti Equipment, installed, Wodlinger says cost about \$40,000.00. Wodlinger says, adding, "If it wasn't for the new technology, we could afford to operate just 1 station - not 3."

Also worthy of note: The Monett radio studios/offices, in addition to serving as control center for 3 radio stations, also house a "shopper," owned by the Wodlingers. After 4-1/2 years in that business, he says, "There's an entirely new set of challenges in "print." He tell us, "Since we went in business, our out-of-state owned 5 day a week newspaper greatly improved their product and service to the ad community. We have found, to sell the shopper, you have to have good salespeople. And, unfortunately you play by the rules the daily has established here in the market. We've always been able to get a lot of long term commitments on the radio stations. Print in this market is sold on a week-to-week basis. That makes it very difficult."

Of his investment in the 4-1/2 year old shopper and the month old Cassville radio station, Wodlinger says, "I think you have to take advantage of new business opportunities. You can't stand still."

#### THE LAST WORD

Small market! Big jobs! Big enough that they got the attention of "Broadcasting" magazine, (9-28) along with some of the nation's most important big radio and TV stations:

At W W S E (FM) Jamestown, New York, deejay Paul Hoefler was able to reach his father, a South Florida resident for an "over the phone" description of events. Listeners donated \$7,000.00 worth of food.

K H O M, Houma, and K T I B, Thibodaux, LA, took part with 14 area bands in a fund raiser at a local club that raised \$70,000.00 in a single night.

W J Y Y (FM), Concord, NH, raised \$7,000.00 for the Red Cross.

At Kingsland, Georgia, W K B X set up drop off points as soon as the storm hit. It has sent a dozen truckloads of food and supplies.

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**S**mall  
**M**arket  
**R**adio  
**N**ewsletter  
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VOLUME X - Issue #21 - October 15, 1992

**F.C.C. INITIATES PROCEDURES SATELLITE DIGITAL RADIO** on the S Band. Allocations program endorsed by W.A.R.C. Spectrum to be used 2310 through 2360. N.A.B. believes F.C.C. "is rushing to judgement" and is concerned "that satellite development might be placed ahead of terrestrial D.A.B." The Commission says it recognizes broadcasters' needs for digital technology and says they are sensitive to "localism."

**THE MARKETPLACE THIS 4th QUARTER** - 2,000 business executives surveyed by Dun and Bradstreet (8-10/26). 63% expect increase in sales. 55% expect increase in profits. Only 23% expect to be able to raise prices. 76% see no change in employment from a year ago. 18% expect employment to be up. 6% expect they will have fewer workers. (U.S.A. Today)

**TOM BODETT "CHRISTMAS SHOP AT HOME"** has been sold in 312 markets. Some still open. Also, custom Town Christmas Jingles still available at \$249.00. Info: Radio Concepts 800-950 5787.

**NEW ORLEANS-WASHINGTON COMMUNICATIONS PRACTICE** is announced by Ashton Hardy and Brad Carey (along with Marjorie Esman.) Law firm name: Hardy and Carey, 111 Veterans Memorial Boulevard, Suite 255, Metairie, Louisiana 70005. Phone # (504) 830 4646. (Brad worked part of his way through college at my then stations, W F K Y/W K Y-W, Frankfort, Kentucky.)

**ABOUT A COMPETITOR** - 1991 sales were down at 85% of TV stations:

Region	Nat'l/Reg'l	Local	Total
East	- 7.73%	- 9.96%	- 9.48%
South	- 9.58%	- 1.46%	- 5.44%
Midwest	- 8.91%	- 1.81%	- 5.98%
West	- 7.80%	- 0.12%	- 4.12%

(Source: N.A.B.)

**RUSSIAN RADIO EXECS** Yuri Minaev and Nurland Urazbayev, got a first hand look at U.S. small market radio, touring W A G E (AM), Leesburg, Virginia, Friday, 10-9. The W A G E staff, headed by president, Grenville Emmet and manager, Chuck Thornton, discussed programming, marketing, and sales.

At the F.C.C. ....

NEW STATIONS (Granted):

ILLINOIS (Oglesby) Doris A. Studstill 102.1 3 kW 328'  
KENTUCKY (Paintsville) B and G Broadcasting (WKLW) 94.7 25 kW  
328'  
SOUTH CAROLINA (South Congaree) Glory Communications 95.3 3k 328'  
VIRGINIA (Virginia Beach) Stacy C. Brody 102.1 3 kW 328'  
WISCONSIN (Chetek) Lakeshore Communications 106.7 50 kW 492'

FLORIDA (Jupiter) the 1 kW D AM facility on 1000 kHz and its companion FM on 99.5 with 3 kW at 320' have been assigned to Jupiter Broadcasting Corporation, which challenged the renewal applications of Robert B. Taylor, who is also licensee of W X K E (FM), Fort Wayne, Indiana. .... On September 1, the F.C.C. advised Taylor that issues would be enlarged against him to determine whether he abused Commission processes by engaging in anti-competitive conduct and to determine whether he is fit to be a Commission licensee. It notified Taylor that he could possibly be found liable for forfeiture for misrepresentations and lack of candor in declarations to the Commission. Taylor then asked that his license renewal application be withdrawn. The Commission granted his motion. The AM and FM licenses were then awarded the Jupiter group. .... Jamie Garza, who manages the FM for Taylor (W T R U) told SMR Newsletter the Jupiter Group and Taylor were negotiating sale of 6 acres of land, equipment and building to Jupiter. In the meantime the station is being operated (with a Spanish format) for Taylor.

AMENDMENTS TO THE FM TABLE (Proposed):

ALABAMA (Northport) 100.7 C3 for A. M.: W L X Y  
CALIFORNIA (Quincy) 102.1 C2 for A. Change comm./lic. to  
Susanville. M.: K Q N C  
KANSAS (Olathe) 92.3 C3 for A. M.: K C C V  
(Topeka) 99.3 A for 94.3 A. M.: C.P.  
MINNESOTA (Moose Lake) 107.1 C3 as 1st.  
MISSISSIPPI (Macon) delete 100.5 A  
MISSOURI (Tarkio) 93.5 C3 for A. M. K T R X  
(Requests):

IOWA (Alta) Mahn Partnership - 97.5 A  
(Ames) Ames Br. Co. subs. 105.1 C3 for 107.1 A. M. K C C Q  
(Denison) Above asks 99.1 A for 107.1 A M. KDSN  
(Perry) Above asks 105.5 A for 101.7. M.: K D L S  
(Sac City) Above asks change assign. 97.5 A to 107.1 A

FINES:

COLORADO (Pueblo) KATM - Public Inspection File \$6,000.00  
MICHIGAN (Muskegon) W M U S AM/FM \$5,000.00 = E.E.O.  
(North Muskegon) \$2,000.00 = E.E.O.  
TENNESSEE (Oak Ridge) W O K I-FM - \$6,250.00 = Lottery Violation  
REPORTED SILENT (by the M STREET JOURNAL):  
COLORADO (Littleton) KDKO (AM-D); FLORIDA (Key West) WKWF  
(AM-U) WAIL (FM-B); GEORGIA (Quitman) WSTI (FM-A); Soperton WKTM  
(FM-A); (Waynesboro) WAGW (FM-A); NORTH CAROLINA (Hamlet)  
W K D X (AM-D); OKLAHOMA (Ardmore) K R D M (FM-A);  
PENNSYLVANIA (Benton) WZZC (FM-A after L.M.A.); SOUTH  
CAROLINA (Marion) WKXS (AM-D); VIRGINIA (Richmond) WANT  
(AM-D)

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"CHRISTMAS CASH" - W L E A/W C K R (FM), Hornell, New York, is filling its marketplace up with cash this Christmas. \$1,125.00, \$825.00, and \$597.00 packages are being sold. Customers are assured a \$100.00 winner in their store. The winning check is made out to the customer and the business. Additionally, there'll be a grand prize of \$1,500.00 in "Holiday Cash" spendable only with "Holiday Cash" merchants.

"TURKEY SHOOT" - On K J A E (FM)/K L L A, Leesburg, Louisiana. The full week before Christmas, listeners are told to listen each hour for the "sound of the turkey gobbling." Listeners are told when they hear the sound to be the # caller. The # caller is asked how many shots it will take to "bag the turkey?". (1 to 5.) A "Turkey Shoot" cart with assorted cuts (1 to 5 shots randomly) is played. Advertisers get a schedule of ads and promos. Cost: \$250.00. It will run 11-14/20 (before Thanksgiving) and 12-12/18 (before Christmas).

"CHRISTMAS COMMUNITY AFFAIRS CAMPAIGN" has run for 19 years (on 100 stations) last year. Mort Small's Television/Radio Features, Highland Park, Illinois, provides 240 prizes (\$3,727.50 worth) for \$894.60 plus mentions (not spots). Station asks youngsters, age to 12, to send their name, address, phone # on a post card. Random drawings are held on the air 4 times a day the 30 days before Christmas. Winners get a prize, plus a second prize is made to a needy youngster in his/her behalf. Needy children's names are kept confidential and are supplied by local community service agency. Information: Mort Small or Jan Brown 800 446 6426.

About Your Customers - The Realtor .....

With home prices down, "you have to work at least 50% harder to stay where you were," says Frank Volpe, Owner of a Century 21 franchise on Staten Island. It takes 24 to 30 sales to earn the same money 20 sales generated in 1987, says Carolyn Weber, who works for Century 21 of the Northeast in New York. More full-time professionals laid off from other jobs have become realtors, while many part-timer have fled.

Membership in the National Association of Realtors is down 12% from last year. Soon, 90% of sales will be made by the top 10% of agents, predicts Kenneth Jenny of Prudential Real Estate Affiliates in Costa Mesa, California. More men have become realtors lately, while many women have left, often for better jobs elsewhere, says Dorcas Helfant, a Virginia Beach, Virginia broker. Still, women account for 60% of the National Association of Realtors membership.

## \$ale\$ - Improve Your Attitude .....

1. Practice feedback. This technique is based on the observation that negative criticism or punishment does not correct poor performance, but instead reinforces it. For instance, if after losing a basketball game a coach says to his team, "Do not miss free throws." They remember three words MISS FREE THROWS. The coach should say, "Free throws win ball games. Tomorrow, we'll practice until we get it right and we'll win the next game. By the way, your defensive play was terrific." This approach is noncondemning and maintains a positive spirit.

Always give yourself positive feedback. Put things in a positive light rather than a negative one. For example, instead of saying to yourself after you analyze a lost sale, "I forget to close," and agonizing or berating yourself for it, tell yourself, for instance, that you overcame objections well and remind yourself that next time you will "close early and often." Positive feedback enhances your self-image and focuses on an eventual reward.

2. Restructure your thinking. We are all threatened by destructive, self-fulfilling prophecies like, "Jane is a better salesperson than I am." Restructure those doubtful prophecies so that what passes through your mind is, "Jane has done so well, the economy must be sensational, so I will do well too." Restructuring helps to decrease doubts and increase self-assurance; not "If I get the order," but, "When I get the order." Instead of viewing a sales job as stressful, see it as full of action, variety, and excitement. Instead of being concerned about the loneliness often associated with selling, focus on the independence and feeling of autonomy it gives you. Instead of taking rejection personally, restructure your thinking to see it as a challenge and opportunity for a self-satisfying win.

3. Visualization and mental rehearsal. Mobilize all of your senses and imagine as vividly as possible the sales call ahead of you, down to how the prospect will look while turning the pages of your presentation. Perform the presentation in your mind, see yourself overcoming objections, and say to yourself the words for the closes you will use. Visualize the ideal result. You have targeted an order and you expect to close. Envision yourself doing it. Go over your presentation. Visualize your prospect's reactions. Rehearse your responses in your mind. Visualization has been described as instant pre-play and is an excellent way to build confidence.

Charles Warner in  
"Broadcast and Cable  
Selling" (Wadsworth)



## VETERANS DAY

Please join \_\_\_\_\_ in remembering why we observe Veterans' Day. Pause and reflect on the sacrifices made by men and women in the defense of our liberty. A veterans' Day message from \_\_\_\_\_.

American men and women have been called upon many times to defend freedom. Many paid the ultimate price. \_\_\_\_\_ believes it is fitting that we reflect on their sacrifices. \_\_\_\_\_ is proud to join the observance of Veterans Day.

To save the nation and make this a better place in which to live. The members of (ORGANIZATION) were proud to serve in time of national emergency. In peacetime, they dedicate themselves to the well being of fellow veterans and community service. (ORGANIZATION) thinks Veterans Day is an ideal time to thank the community for their generous support and continuing interest.

It is too easy to forget wars and emergencies and the sacrifices of men and women who serve their country during such events. That's why, each year, one day is set aside as Veterans Day. \_\_\_\_\_ asks you to join them in paying tribute to those whose sacrifices have made our freedom possible. Join \_\_\_\_\_ in thinking about what Veterans Day really means.

The (ORGANIZATION) is made up of men and women who served their country in time of war. Now, in time of peace, these men and women and their families serve their fellow veterans and the good of the community. (ORGANIZATION) works hard to make (COMMUNITY) a better place in which to live. Join them in observing Veterans Day.

\_\_\_\_\_ asks you to pause and reflect on the sacrifices made by men and women in defense of our liberty. \_\_\_\_\_ asks you to join them in remembering why we observe Veterans Day.

This Veterans Day, \_\_\_\_\_ reminds you that every time our nation's liberty has been threatened, American men and women have come to her defense. They sacrificed to make sure our freedom was preserved. \_\_\_\_\_ salutes the veterans of this area and asks you to join them in saying, thank you.

The members of (ORGANIZATION) are proud to have served the nation in time of national need. Today, they and their families continue to serve fellow veterans in need and other members of the community through the organization's service projects. Join the members of (ORGANIZATION) in observing Veterans Day.

## Management - Running A business Better .....

DEBIT CARDS ARE NOT DRAWING WELL. Those are the cards you use like a check. The debit card immediately draws money from your bank account when a purchase is made. Last year, only 4/10ths% of all store purchases were made on debit cards. 12% of retail purchases were made on credit cards. (Wall Street Journal)

THE ONLY TIME CUSTOMERS HEAR from businesses with whom they do business is when they're late paying a bill. Customers seem to be taken for granted. One small business regularly sends letters to reliable customers. The letters thank them for their business and invite them to do more. This personal and unexpected attention improves relations and creates loyal customers. The business owner says, "It's amazing how much people appreciate knowing their business is valued." (Sales Upbeat, Fairfield, New Jersey)

### TELEPHONE DOCTOR'S "Rx" FOR HOLDS - Ask:

"Are you able to hold?"

Wait for an answer.

Tell the caller if the wait will be long.

Explain the reason for the delay./

Offer to take a message.

Don't let the caller hang on endlessly. If he/she has been waiting for a minute, check to see if they wish to stay on "hold."

(Nancy J. Friedman)

180 MILE AN HOUR BILLBOARDS - That's what auto racing car owners call their vehicles. 46 million people are motor sports racing fans. Last year 272 major professional auto racing events drew a record 12.5 million spectators. (Business Journal, Tri Cities, VA)

ABOUT CASH FLOW - Your goal should be to have enough cash on hand to cover the month's disbursements, and not much more. The only way to strike the proper balance is to keep precise records and make accurate forecasts. ... Timing is everything. To keep yourself out of cash flow problems, try to get suppliers to offer you credit terms more favorable than those you offer your customers. (Michigan Bell Small Business Resource)

THE MARKETPLACE NOW - For the first time in history, the number of married couples without children living at home exceeds the number of married couples with kids at home (nuclear family). The number of single parent households headed by men is growing 2.5 times faster than those headed by women. There are more single people living alone in the U.S. than ever before. (U.S. Bureau of Census)

MAKING FRIENDS - "You can make more friends in two months by becoming interested in other people than you can in two years trying to get people interested in you." (Dale Carnegie)

"9-Lives" .....

In its 33 years, W S D M, formerly W I T E, then W W C M, then W B Z L, Brazil, Indiana, is being resurrected again - maybe a 9th time. SMRNewsletter profiled the station June 11, 1987. It was then owned by Vincennes University professor Mark Lange and a Vincennes attorney Bruce Smith. They had bought it off the air in bankruptcy court in February, 1985.

Lange, Smith, and their wives carefully supervised the station to health. They had recruited an excellent staff. Although they never said so, they, like many broadcasters in the 1980s, liked the idea of buying something run down (in the case of the Brazil operation, "dead.") After cleaning it up and "turning it around," they would sell out at a profit and go on to something else. In the case of Lange and Smith that "something else" was a Class A FM station where they lived at Vincennes - W Z D M. A buyer appeared on the scene at Brazil.

The announced sale of the station caused an upheaval. Key people left and with them over a third of the station's business. The buyer's financing collapsed. The sale was called off.

Lange and Smith, busy with their professions and their new radio station did not have the time to attend to problems in Brazil. They enlisted the help of Jack Teiken, who had run the Brazil operation back in its mid-'70s glory days, "when it was worth on its record \$600,000.00." Jack "turned it around" sufficiently for Lange and Smith to put it back on the air.

Mike Petersen, a 25-year radio vet, who had done 2 small market Indiana "turnarounds" decided that the third one would be for himself. "I got a couple of investors and we paid enough to get Mark and Bruce "out clean."

The AM station, 500 watts on 1130 with a directional pattern over Terre Haute, 15 miles away, was converted to "all news". It broadcasts a steady stream of C.N.N. News plus twice hourly regional news from Network Indiana, local updates at :15 and :45, and on the half hour community announcements, weather, and the temperature. Like many small market operators in the "umbrella" of a city, Petersen doesn't feel he has the whole answer on what to do on AM. "All the music formats, even nostalgia, are on FM in the area. So, we know we can't be a music station. He is pretty sure he's going to do talk (off satellite) 9 to Noon and 2 to 5 PM, leaving the news operation as it is other times. The station also carries farm programming from Indiana based Agra America.

Programming the Class A FM station, W S D M-FM was a simple task, in Petersen's words. "Nobody was doing a full-time oldies format in the area. We went with Satellite Music Network's 'Pure Gold', including Zippo in the morning." We haven't gotten the double-digit Arbitron shares of the two big stations in Terre Haute, but we're respectable, if not formidable." (a 6-share in this spring Arbitron 12+)

Petersen has only 1-full-time program person: a combination news director, play-by-play sportscaster, operations manager. There are 3 part-time high school students who "ride the board" during play-by-play sports and "dub" ads and other program material into the Smarts "hard disc" systems which run on both stations.

A local funeral director who is a popular party dee-jay in the area does some remotes and special programs. A Lima, Ohio firm (AD-Man 419-227-6407) does a lot of the stations' ads. "We FAX the copy notes to him and he sends the finished product back by U.P.S. within 36 hours, Petersen says. There is a male and female on the ads. "Don Bruns real 'long suit' is putting the 'hook' into the ads." The stations pay a flat monthly fee.

At full staff, Petersen has 4 salespeople. "That's right, the salespeople are two thirds of our full-time staff. "In our situation, we can't be just a radio station. We do 4 'expos' a year, a lot of print tie-ins, and telemarketing. We're a marketing firm whose core business is a radio station. That's not for everybody, but, it's working here."

"Over the years," Mike says, "Brazil and Clay County have had everything from very good radio to very bad radio to no radio at all"(when it was taken off or put off the air). "I don't know if you're right about the station being like a cat with 9-lives - but, you probably are. I guess we'd better be very careful.

#### THE LAST WORD

W S D M AM/FM are in a marketplace which is rather poor economically (Clay County's per household income is 12% below the state average). The market loses 22% of its retail business to Terre Haute. It is a challenging situation.

I am sure the community is glad there is someone like Mike Petersen "to try it again." By shrewdly putting current technology, imagination, and hard work together, the station once again is serving its community and turning a profit.

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VOLUME X - Issue #22 - October 22, 1992

**N.A.B. PRESSES COURT ON FINE SCHEDULE** - Saying the new F.C.C. fine schedule violates the Administrative Procedure Act as well as the Communications Act and Commission rules. N.A.B. wants to join the U. S. Telephone Association in contesting the new higher fines.

**A 10-kw DAYTIMER ON 1660** has been authorized at Cincinnati. The holder of the C.P., U.S.A. Digital Radio L.P. will test "in band-terrestrial" digital radio on the facility.

**SOME HARD NUMBERS** reported by the "M Street Journal" in this week's issue: There are 885 construction permits (764 FM, 121 AM) There are 9,371 commercial stations operating now.

Off the Air:	Now	1991	1990	1989
	375	308	210	112

(111 FM)

**LOCK UP! BE COMPLETELY LEGAL!** Up to 84 hours per week for \$250.00 per month - additional hours \$1.00 each. Offer is being made by Southern Communications, headed by Ray Reich, owner-operator of WDXY AM/WIBZ (FM), Sumter, South Carolina. Information: Call Ray (803) 773 7370.

**R.A.B. "CERTIFIED SALES MANAGER" FACULTY:** Bill Moyes, The Research Group; Dick Ferguson, President, NewCity Communications; Rod Calarco, Vice President, CBS FM Stations; Bill Clark, Chairman, Shamrock Broadcasting; Norm Goldsmith, President, Radio Marketing Concepts; Ken Greenwood, Chairman and Jim Rhea, President, Greenwood Performance Systems; Gary Fries and George Hyde, R.A.B. Date: 11-14/16, Denver. Cost: including food and lodging \$600.00. Limit: 75. Information (212) 387-2110.

**GOOD WISHES TO GOOD FRIENDS:** Ray Holbrook is leaving his 8 year R.A.B. career to go back to his "first love:" small market radio at Granville Emmet's WPTX/WMDM, Lexington Park, Maryland. ... Paul Tinkle, W C M T AM/FM, Martin, Tennessee elected president of his state association. Larry Doxey, of neighboring W K W T, Union City, elected to T.A.B. Board.

**HOT IN RADIO, ACCORDING TO "Advertising Age" for 1993:** Rush Limbaugh; Talk Radio 79 new stations in 1992. Now 640; Country: Audience up 41% since '88. **NOT HOT:**CHR 50 stations drop.

At the F.C.C. ...

NEW STATIONS (Granted):

ARIZONA (Prescott Valley) Mic Rathje 98.3 875w 2,526'  
SOUTH CAROLINA (Chesterfield) D D and D B'c'rs. 107.3 3 kW  
328'  
TEXAS (Hempstead) Farmers Comm. 105.3 6 kW 328'  
WASHINGTON (Twisp) Methow Radio 106.3 220w 1635'

AMENDMENTS TO THE FM TABLE (Amended):

IOWA (St. Ansgar) 95.5 A as 1st. W.: 11-17/12-17  
MICHIGAN (Rogers City) 99.9 C2 as 2nd. W.: 11-20/12-21  
MINNESOTA (Rochester) 92.9 A for 88.5(Ed). M.: K F S I  
NORTH CAROLINA (Atlantic) 107.3 C3 for 107.7 A. M.: W T K F  
(Clinton) 107.3 C3 for 101.1 A. M.: W M X S  
(St. Pauls) 107.7 A for 107.3A. M.: C.P.  
OREGON (Sisters) 104.1 C1 for A. M.: K P X A C.P.  
SOUTH CAROLINA (Georgetown) 97.7 C1 for C2. M.: W B P R  
(Moncks Corner) 105.3 C3 for 105.5 A. M. WJYQ  
TENNESSEE (Germantown) 107.7 C3 for A. M. C.P.  
WASHINGTON (Goldendale) 102.3 C3 for A. M.: K Y Y T  
(Winlock) 95.1 A as 1st. W.: 11-20/12-21

(Proposed):

ARKANSAS (Dardanelle) 102.3 C3 for A. M.: K W K K  
OREGON (Brookings) 95.3 C2 for C3. M.: K U R Y  
WISCONSIN (Allouez) 97.7 C3 as 1st.

REPORTED SILENT BY "THE M STREET JOURNAL":

CALIFORNIA (Thousand Palms) K P S L (AM)  
IOWA (Waterloo) K W O F (AM)  
NEW MEXICO (4 Corners) K R Z E (AM)/K R A Z (FM-C)  
NORTH CAROLINA (Wadesboro) W A D E (AM)  
NORTH DAKOTA (Oakes) K S S Z (FM e)  
OHIO (Steubenville) W D I G (AM)  
PENNSYLVANIA (Avis) W H U M (FM A)  
TEXAS (White Bluff) W J K Z (AM)  
VIRGINIA (Narrows) W N R V (AM)/W Z F M (FM A)

INVOLUNTARY TRANSFER:

OREGON (Coos Bay) K R S R (AM) (FM-B) to Ronald Sticka,  
Bankruptcy Trustee (920929 ED/EE)

FINE:

NORTH CAROLINA (Goldsboro) W F M C (AM) - Airing taped  
telephone conversations without getting second party's  
permission. \$5,000.00.

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"CHRISTMAS GIFT TREE" - In a discount or department store, set up a giant Christmas tree with ornaments bearing names of underprivileged children. (Names supplied by local welfare agencies, churches, and other charity groups).

Shoppers select an ornament from the tree, containing name and description of the child, to assist the person in selecting a gift for the child. (Alan Furst, Shane Media Services, station program consultants, Houston, TX)

"CHRISTMAS CAMEOS" is a collection of 85 Christmas scripts (about 1-minute) designed to sell to 1 or more prospects "who want something different." These are stories and trivia of the season to be voiced by someone on your staff. Price for a 2-year license (1992/1993) is \$150.00 total from R.M.H. Sales, Box 44, St. Charles, IL 60174 - phone (708) 584 3196. Ask for Hub.

IT'S "HOT" - Karaoke, the music machine that makes even the worst singer sound "good to very good." K S N R, Thief River Falls, MN and Forks, ND has turned 9 P.M. to 1 A.M. on Wednesday night into an event for an area bar/short order place and a good station promotion for the 100 kW "Pure Gold" Oldies Station (S.M.N.) The station supplies 2 of its personalities as hosts for the evening "where YOU are the star." Broadcast is limited to cut-ins of the regular satellite programming.

Where The BIG Money Is At Christmastime:

In November/December, Jewelers will do 1/3 of the year's business.

Appliance Stores, Book Stores, Consumer Electronics Dealers, Department and Discount Stores, Music Stores, Sporting Good Merchants, and Womens Wear Retailers will do 1/4 of their year's business.

Drug Stores, Fast Food Operations, Furniture Stores, Hardware Stores, and Mens Stores will do about 20% of their year's business.

Some Copy Ideas for Early Christmas ad efforts (from the National Retail Merchants Association):

"Today, you'll see the smartest women in town strolling through \_\_\_\_\_, browsing and buying."

"Why get the short end of the pick? Shop now!"

"Shop now! Mail early!"

"Shopping early means better selections, better service, more time for comparison, more time for mailing, - less strain on your nerves and feet."

\$ale\$- "How Much Does It Cost?" .....

No salesperson wants to be asked about the price of what he's selling until he's good and ready to quote it. Obviously, you don't want to quote a price until you have demonstrated the product's value. Only when the prospect knows what he's getting for his money will he recognize the worth of buying at the asked price.

For this reason, my gut reaction is, to ignore the first request and continue with my presentation as if the question hadn't been asked. I just act as if I don't hear the question, and I continue to sell without skipping a beat. If the prospect asks a second time, I say, "I'll get to that in a moment," and I still continue. I quote the price when I think it's time to divulge it.

The third time, I say, "I'm getting to it, but I want you to know enough about what you'll get for your money so you'll realize what a good deal this is." And in a friendly way, I'll add, "Now stop worrying about what it costs and listen to what you'll be getting."

When I finally quote the price, I build up the suspense by saying, "Now I know you appreciate a good value, so I know you're going to "flip" when you see what a bargain this is." After a slight pause, I continue, "Okay, now for the big moment you've been waiting for ... "

After I write down the price and hand it to him, and before he can speak, with a big smile on my face I add, "Now didn't I say I was going to take good care of you?" When it's put this way, people usually agree.

Joe Girard in "How to Close Every Sale" (Warner Books)

\$ale\$ - About First Time Presentations .....

In a recent issue of "Advertising Age," Martin Weinberger, who heads the firm which bears his name at Irvington, New York, wrote an article with some good information about agency presentations which certainly applies to radio salespeople. Salespeople do enjoy talking about themselves, their stations, their successes. Advertisers do respect people who do their homework. That means asking questions about the prospect's-about their business first. After the prospect has told you about his problems/opportunities, give him your credentials presentation. The credentials presentation should only include those features and benefits that relate to what you can do for the prospect. That's all he/she cares about.

If you're asked for specific information, be sure to include it all. Covering a lot of unasked questions is not a substitute for answering the questions that are asked.



L E T T E R S

"Bob, without taking exception to your "Last Word" in October 10 issue on the N.A.B. request on Cable Bill, may I offer a personal comment?"

"Be it radio or television, we are all broadcasters. I know from my experience on the N.A.B. Board that if we support TV when they ask, they will do the same for us when we have our backs against the wall."

"There are still some of us who remember TV's support on the 9 kHz spacing for AM radio - just one of many joint efforts of radio and television.

Roy Maple, Owner/Operator  
K I M L/K A M L  
Gillette, Wyoming

"Bob, you've done a good job keeping SMRNesletter geared to the needs of very small markets. Unfortunately, Marion (Illinois) isn't a small market anymore."

"The metro population is over 150,000, making it Arbitron's 195th metro. Ratings, agencies, and competition have made it a medium market in nearly all respects. As a result, SMRNewsletter is not about our market anymore. I'll miss reading SMRNewsletter every week. Things were simpler when the market was simply Marion."

Dutch Doelitzsch, Owner/  
Manager  
W D D D AM/FM  
Marion, Illinois

"Dear Bob: A lady stopped in at our station the other day to complain. She told me, 'I'm sure tired of that piece of music you play twice a day.' I asked her, 'To which song are you referring?' She answered, 'The Star Spangled Banner. You play it twice every day at 6:00 A.M. and 12 Midnight.'"

John Goeman, Owner/Operator  
K J A M AM/FM  
Madison, SD

"P.S.: This is a true story."

Management - How Many Accounts on a List? .....

How many accounts is enough? It really depends on who you ask. Salespeople normally are happy to have as many accounts as possible on their list. Management often feels if all accounts aren't assigned they aren't being called on.

Some goals that will help account list management:

- A minimum of 50%-60% of the accounts on each salesperson's list should be on the air each month.
- Of the accounts each salesperson has on the air, 80% should be on long term agreements with the client on the air every day.

When a salesperson has too many accounts on his/her list, he/she become order takers. With a manageable list, they have an opportunity to become marketers - increasing the average expenditure of each account.

Darrell Solberg, Sales  
Trainer  
(605) 361 9923

Etc. - "About Small Towns" .....

Half of Americans say that rural residents have strong religious beliefs, but, only 13% say that about urban residents. 68% say that rural residents have a commitment to their communities - only 5% believe the same about urban residents. 69% say that rural residents are family oriented, compared with 4% for urban residents. Rural Americans are also perceived to be healthier, more honest, and more capable of enjoying life.

How do rural Americans think? 83% say they are family-oriented and 69% identify themselves as having a commitment to community. Rural residents are more likely to give their communities high marks for personal values, friendliness, cost of living, police protection, recreation facilities, quality of life for children, low pollution and quality of life. 60% of rural Americans feel that their communities are "heading in the right direction" - only 36% of urban residents do.

The current "non-metro" population is 23% of the U.S. 33-1/3% of all Americans say that rural America is the ideal place to live --- and 35% of Americans say they would like to be living in a rural area in 10 years.

Roper Organization and  
National Rural Electric  
Co-Operative Association  
survey in "American  
Demographics"

## "Beautiful Spot on the Prairie"

Travelers across U.S. 24 or 36 in North Central Kansas are amazed to hear a traditional beautiful music station coming out of the small town of Beloit - population 4,389. Charlie Frodsham, President and General Manager of K V S V-FM and its sister K V S V (AM) says, "We're on reel-to-reel tape, supplied by Bonneville. We're still 80% instrumental, 20% vocal. The music on our AM is also conservative - soft A.C."

Frodsham says that the conservative programming stance of his FM and AM stations is based on the fact that close to 60% of the population of his marketplace is over 35 years old (vs. 46% nationally).

"I think a lot of stations have made a serious mistake by leaving the beautiful music format. Older people do spend money. They're spending the greater part of the \$110-million that's spent in our 5 county area yearly," Charlie says.

Frodsham came to Beloit 10 years ago after "a pretty typical" 15 year starting career in broadcasting. After starting out in high school in McPherson, Kansas. He worked in Wichita, while in college. His boss there was Dick Harris, who later was president of Group W. Other stops included Springfield, Illinois; Oklahoma City, and New Orleans. "Like most radio people, I either moved too much to build a good career in one place, or not enough, to find that 'one really good opportunity."

Ten years ago, Frodsham says, "I was tired of the semi-annual ratings where a shift of a couple of percent of the radio audience made you a hero or a failure. And, my son was about to enter grade school. I wanted him to have the advantages I'd had growing up in McPherson."

Charlie enlisted financial help from one of his former bosses, Shelby Harbeson of Springfield, Illinois. Harbeson became his silent partner in K V S V AM/FM. "He not only helped me get started, he's worked with me on the expansion of the AM from 1 kW to 2.5 kW and last year, the FM from 3 kW to 50 kW," Charlie says.

K V S V AM/FM, according to Frodsham, "were built to be sold. There wasn't much of anything here, but, essential equipment and a 'weak' staff. Everybody knows this is a 'people business,' but, a lot of people give that only 'lip service.' The thing that got us started right here was hiring Sharon File, 2 weeks after I got here. She had no radio or selling experience. She'd been a bank teller, who as an extra duty, handled the bank's advertising. She was a natural for radio sales. She's still here."

K V S V AM/FM were not hurt as badly by the "farm crises" of the mid-'80s as other stations were. "As the crises came, Sharon File and I were expanding the business into new areas. The station hadn't 'maxed out' as stations with longer established managements had. There have been some 'down' quarters and years, but generally this has been a good, steady station."

Promotions, low rate spot packages, etc. have been pretty well avoided, Charlie says. The sales effort is conducted by Ms. File, Sharon Kindscher, and Frodsham. The AM and FM are most often sold together. Businesses are encouraged to maintain a presence with a regular schedule (as little as 1 per day) with saturations for sales and other special efforts. Unlike most similarly situated stations, "We are not heavily into sports. Our AM is off at night, so, we'd have to interrupt our beautiful music. I'm afraid we'd turn off the people in our regional audience outside the area of interest of the teams being carried. I also believe that where ad budgets are limited, the customer should spend his radio money on ads that will help his business. A lot of people will disagree, but, I don't think sports does that."

The morning show is so heavily news and information that it is simulcast, hosted for 4 years by John Swanson and news reports by Kent Heier, also a longtime K V S V employee. The AM carries a lot of news and farm programming until sunset. The FM is a mostly music service until its sign off at midnight.

Last weekend, K V S V AM/FM held a 10th Anniversary Event. Other stations, whose studios are outside town, might want to copy this. The stations rented the main corner of town, formerly occupied by a jewelry store. 6:00 A.M. to 7:15 P.M. programming originated from the display window. The general public, local officials, and station advertisers were served refreshments and given souvenirs at the 2-day open house.

#### THE LAST WORD

I hope you read the "Etc." article on Page #6 carefully. It deserves your thought and attention. As I travel around the country, I hear so many stations that have forsaken their franchise of reflecting the interests and aspirations of their area in favor of "apeing" the bland, colorless fare that is a staple of the vast majority of "big stations in big places." Out here in "the plowed ground" you have "to mean something to your neighbors" to make it. Don't depend on your satellite network or music syndicator's so called research. Do your own. Get out with the folks you want listening to you - and patronizing your advertisers.

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**M**arket  
**R**adio  
**N**ewsletter  
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VOLUME X - Issue #23 - October 29, 1992

**DELAYED MAJOR LEAGUE BASEBALL OPENING** is a real possibility next year. John David, K M P L-AM, Sikeston, Missouri has asked his baseball network what it plans to do in the event there's a strike. He also would like to share ideas with other small market stations across the country who, would be similarly hit economically.

**NATIONAL AD SPENDING LIKELY FLAT** over the next year, according to the ad v.p. of the nation's largest advertiser (\$2.1-billion spender last year). He expects national advertisers to spend at levels greater than the economy's growth beginning in 1994. Ross Love was in Hot Springs, Virginia where the Association of National Advertisers was meeting. There will be some ad-spending increases by companies with new products. Hewlett-Packard's ad v.p. said, "If you've got a hot product, you've got the money." (U.S.A. Today)

K2

**SMALL MARKET RADIO = HEAVY POLITICAL SPENDING** apparently at the expense of local newspapers. Reports of heavy spending by local candidates have come in from all parts of the country. A Utah broadcaster was typical, saying, "Not many ads in the local newspaper, but, a lot of \$500.00 and \$1,000.00 radio buys (in a town of 8,000)." Regular Christmas business is coming in slowly. A lot of "Let's get the election over before we firm up" reported. The outcome is not expected to impact local retailer ad spending.

**IN A MOVE THAT HEAVILY FAVORS RETAILERS**, the U.S. Supreme Court recently decided NOT to hear 2 Federal Court appeals by B.M.I. The lower court decisions had stated that retailers who play radio music in their stores fall under the "homestyle" exemption to copyright laws and thus DO NOT HAVE TO PAY ROYALTY FEES. Questions should be directed to state retail merchant's associations. (K T R F/K S N R client letter.)

**BUCYRUS, OHIO MADE "U.S.A. TODAY"** last week. The subject, a fund raising effort for the Homestead, Florida high school football team. The idea: raise money to get the hurricane ravaged team back on the field next season. "Fan Alley," a team spirit effort, was profiled 7-30-'92. W B C O/W Q E L and staffer Deb Pinion have been "spark plugs" of the effort.

At the F.C.C.

NEW STATIONS (Granted):

IOWA (Grinnell) Janet A. Carl 106.7 50 kW 492'  
MAINE (Bar Harbor) Richard D. Bush 107.7 6.3 kW 40'  
NEW MEXICO (Socorro) William H. Pace 92.9 6 kW -177'  
NORTH CAROLINA (Lenoir) Foothills Bc'g., Inc. 103.3 3kW 328'  
PENNSYLVANIA (South Waverly) William F. O'Shaughnessy 95.1  
3 kW 328'

INVOLUNTARY TRANSFERS:

CALIFORNIA (Mendocino) K P M O (AM)/K M F B (FM-A) to John  
Ham, Trustee, P.O. Box 597, Eureka, CA 95502  
(920922 EA/EB)  
FLORIDA (Palm Beach) W P B R (AM-IV) to PBR Communications  
Systems, P.O. Box 1340, Lake Worth, FL 33460 (920923ED)  
LOUISIANA (Benton) K L K L (FM-A) to William L. Whitley,  
Receiver, 5495 Beltline Rd., Dallas, TX 75240 (921002GH)  
MICHIGAN (Dearborn) W M T G (AM)/W N I C (FM-B) to Renaissance  
Broadcasting Corp, Debtor in Possession, 15001 Michigan  
Ave., Dearborn, MI 48126 (920914 GG/GH)  
NORTH CAROLINA (Gastonia) W C K Z (FM C) from Beasley  
Broadcasting to Compass Media Group, Inc., Receiver, 7475  
Wisconsin Ave, Bethesda, MD 20814 (921001GM)  
TEXAS (Lubbock) K R L B (FM-C)/ K J B X (AM) to William L.  
Whitley (see K L K L above) (921002 GF/GG)  
WASHINGTON (Raymond) K A P A (AM-IV) to Paul Snyder,  
Bankruptcy Trustee, Box 1317, Tacoma, WA 98401 (921014EB)

REPORTED SILENT (by the M STREET JOURNAL):

WYOMING (Rawlins) K R A L (AM - IV) / K I Q Z (FM - A)

FINES:

FLORIDA (Arcadia) W O K D (AM)/W X K T ( FM) \$18,000.00 -  
E.E.O.  
NEW YORK (New York) W X R K; PENNSYLVANIA (Philadelphia)  
W Y S P; VIRGINIA (Manassas) W J F K - \$2,000.00 each -  
indecent language on the Howard Stern Show.

BROADCAST BUREAU REITERATED that indecency determinations  
are not based upon a local community standard, but upon "a  
broader standard for broadcasting generally," and reaffirmed  
that stations that pick up an indecent broadcast may be  
liable for a forfeiture even in the absence of a complaint  
specifically directed at that station.

THE MASS MEDIA BUREAU CLARIFIED its rule that "a meaningful  
managerial presence" at the main station must be maintained.  
The station president or other corporate officer, general  
manager, station manager, program director, sales manager,  
chief engineer with managerial duties, news director,  
personnel manager, facilities manager, operations manager,  
production manager, promotion director, research director,  
controller, chief accountant would be appropriate. That  
management personnel must report to work at the main studio  
on a daily basis, spend a substantial amount of time there  
and use the station as a "home base." A management person  
and one staff person must be headquartered at the "main studio."

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"CONCERT TICKET GIVEAWAY" - When Garth Brooks came to Baltimore, tickets for the concert were sold in 23-minutes. Bob Bloom, W X C Y at Havre De Grace, Maryland, made arrangements, through a record company, to get 6 sets of tickets. A limo has been arranged to take the winners and a host W X C Y disc jockey to the concert.

Ticket winners were selected from those listeners who picked up and correctly completed a Garth Brooks Crossword Puzzle. There were 19 combinations "across" and 17 combinations "down". They were about Brooks, his hit songs, family, etc. and W X C Y personalities.

After listeners submitted their completed Crossword Puzzle to the station, they listened for their name to be chosen from all the correct answers.

"REAL ESTATE - 'ON THE RADIO STATION" - Marie Moulinier at W G M D, Rehoboth Beach, Delaware (one of the David Schoumacher stations) has been successful in writing real estate business by combining: a weekly 15-minute talk show on which Realtors appear to discuss their properties, market conditions, and answer questions from the real estate audience. She calls the 15-minute program central to getting the attention of area real estate people and getting them to take notice of the fact that real estate works on the radio.

W G M D has developed a special event package for real estate people. Agents buy ads and the station provides a live remote from a listed property. Also included are 7 5-minute interviews in which the agent promotes a property/properties in advance of and/or after the live remote. (New Mexico Broadcasters Association member letter).

"RADIO STATION SCHOLARSHIP PROGRAM" Michael Bernhardt is a newcomer to radio, a businessman who's obviously in this for "more than just the money."

His station, W C F R, Springfield, Vermont, is running an academic achievement program for students in the 7 high schools in the W C F R listening area. A student is selected monthly and saluted on the air as well as being presented with a permanent recognition of their accomplishment. Constant name mentions on the air highlight academic achievement and good citizenship.

At the end of the 8 month school year, there will be a potential 56 monthly winners. An independent board, using criteria will choose 1st, 2nd, and 3rd place winners for \$2,000.00, \$1,000.00 and \$500.00 scholarships. Additionally, the 4 schools without an "annual winner" will get \$250.00 each for their general scholarship funds.

W C F R has signed 6 customers to join with the station in the effort.

\$ale\$ - Telemarketing .....

Don't ask, "How are you today?" when you call. It's a sure tip-off you are selling something and it's a sure prospect putoff.

Use a telephone script but don't let it sound canned.

Practice your script until it's natural as speaking on the phone with a good friend.

Tape your script and play the tapes back to hear how you sound.

Tape your actual calls. Play them back and critique them to help build ongoing improvement.

Listen to your tapes from the very best selling days you've had. Try to emulate these every day. Listen to the tone of your voice. Now reproduce that and improve on it.

Keep your prospects and customers in mind when you make your calls. Be brief! Be professional!

#### YOUR TELEPHONE SCRIPT

##### Part #1 - Greeting

Includes your station name (K K K K Special Events Department), your name, the purpose of the call.

##### Part #2 - Qualifier

Make sure you are speaking with a person who can say "yes." If you're not, when can he/she be reached?

##### Part #3 - Sales Message

State the campaign's benefits (with a demo message).

##### Part #4 - Close

Keep it simple. Ask for the business.

##### Part #5 - Confirmation.

State the action to be taken - what the station will do; what the buyer will do.

##### Part #6 - Compliment.

Say, "Thank You." Hang Up Last.

"Personal Selling Power"



## THANKSGIVING ANNOUNCEMENTS

\_\_\_\_\_ hopes you'll join them in giving thanks for friends, family, and other blessings. Thanksgiving is a happy and festive holiday. Enjoy it. But, don't forget the real meaning of the day. Give thanks. The best Thanksgiving holiday wishes come from \_\_\_\_\_.

\_\_\_\_\_ have much for which to be thankful. Among the most important is the friendship and patronage of their many friends and customers throughout this area. During this very special holiday, please accept the thanks of \_\_\_\_\_.

Remember why the pilgrims observed the first Thanksgiving? \_\_\_\_\_ says, as the Pilgrims did, "let us recognize His hand in our lives and give thanks." To you and your family, \_\_\_\_\_ extends best wishes for an old fashioned Thanksgiving.

Loving family ... good friends ... a good meal. They're all part of the traditional American Thanksgiving Day. But, isn't there something missing? \_\_\_\_\_ says, sometimes we forget what the real meaning of Thanksgiving is. Count your blessings. Give thanks. \_\_\_\_\_ extends best wishes for a Happy Thanksgiving.

Many of us spend a lot of time complaining about what's wrong. This Thanksgiving, think about all of the things that are right. \_\_\_\_\_ says, think about the good things and give thanks. \_\_\_\_\_ believes it's time to put "thanks" back into Thanksgiving.

\_\_\_\_\_ hopes you'll pause for just a moment to think about the good things in your life. Yes, there's a lot for which to be thankful. Each of us has been richly blessed. \_\_\_\_\_ hopes you'll have a happy holiday and that the holiday will be a real day of Thanksgiving.

Thanksgiving is a family holiday. That's what makes it such a great holiday. \_\_\_\_\_ hopes you and your family are together this Thanksgiving. \_\_\_\_\_ hopes this Thanksgiving is truly a happy one for you and yours.

Pause for a moment to think about the good things in your life. \_\_\_\_\_ believes there is much for which to be thankful. Each of us has been richly blessed. \_\_\_\_\_ hopes that your Thanksgiving will be a happy one and a real day of Thanksgiving.

America is still the best place on earth. \_\_\_\_\_ says, we are truly lucky to be here. They hope you'll join them in giving thanks. \_\_\_\_\_ extends every good wish for a Happy Thanksgiving.

The pilgrims started our Thanksgiving holiday. They set the day aside to thank God for their blessings. \_\_\_\_\_ hopes that you and your family will observe the day in the same spirit the Pilgrims celebrated the first Thanksgiving. \_\_\_\_\_ believes there is much for which to be thankful.

Programming - Who's Listening? .....

A 2-year comparison (Spring '90 vs. Spring '92) of Arbitron Ratings in the Top-100 markets

Format:	Spring-'92	+ pr - from Spring '90
Adult Contemporary	20.9	+ 5%
Country	18.0	+ 29%
Album Rock	12.6	+ 9%
Current Hit Radio	12.0	- 33%
News/Talk	10.0	+ 33%
Gold/Classic Rock	9.7	+ 6%
Urban Contemporary	6.9	- 4%
Beautiful/Easy Listening	2.6	- 55%
Spanish	2.3	+ 27%
Big Band/Nostalgia	2.0	- 20%

Most Significant: 2 years ago, there were 8 C.H.R. stations on the U.S. highest market share list (about a third). This spring, there were 2 (8%).

Country flexed its muscles during that 2 year period. This spring the top 7 stations were all country. 17 of the top 25 stations were country (68%).

By Regions:

Format:	East:	South:	Midwest:	West:
Adult Contemporary	26.2(1)	18.2 (2)	21.0 (1)	19.0(1)
Country	8.7(6)	24.9(1)	19.6(2)	15.3(2)
Album Rock	13.8(3)	10.2(4)	14.7(3)	18.4(4)
Current Hit Radio	14.4(2)	9.7(5)	11.2(4)	13.8(3)
News/Talk	12.2(4)	6.1(7)	11.2(5)	12.8(5)
Gold/Classic Rock	12.1(5)	7.5(6)	10.2(6)	12.3(6)
Urban Contemporary	4.1(7)	13.6(3)	4.8(7)	1.7 (10)
Beautiful/Easy	2.8(9)	1.9(8)	1.6(9)	4.4 (7)
Spanish	1.4(10)	1.5(10)	1.6(10)	4.4 (7)
Big Band/Nostalgia	2.5(9)	1.5(10)	1.9(8)	2.1 (9)

(Radio and Records Ratings  
Report - Arbitron Data)

Programming - The People Who Make It .....

National Education Center (Brown Institute), Minneapolis places "on air" radio people in 26 states in an average year. That's the estimate of Mike Kronforst, placement director. "Job openings dropped dramatically in 1991 from their 1990 level. 1992 is much better than 1991. Average starting pay is \$11,600.00 (\$223.00 per week) for 'capable beginners.'" Mike says, "Station 'walk away' operations nights and weekends have dramatically cut the number of entry level positions. Where do you start an inexperienced announcer now?"

## Wal Mart - Not Just A radio Problem

Since the publication began 9-1/2 years ago, Wal Mart's non-use and at best near-non-use of local radio stations has covered dozens of SMRNewsletter pages. Angry letters have come in on a regular basis from angry small market station owners. On October 14, the Wall Street Journal devoted a quarter of a page to the plight of small town local newspapers at the hands of Wal Mart.

The WSJournal piece describes Wal Mart's mode of operation as: "open, start advertising heavily, gain market dominance and they cut back ad spending sharply - or completely. By then, few other retailers are left to pick up the advertising slack."

A typical story comes from Nashville, Arkansas where a twice-weekly newspaper is published. Wal Mart arrived there 20 years ago. Since then, many of the newspaper's other retail advertisers have gone out of business. Louis Graves, publisher of the "News" says there were four stores in town that sold mens shirts. They all advertised. Now only Wal Mart sells mens shirts and they don't advertise.

Graves has struck back in the only way he knows how. He refuses to run Wal Mart news releases and photos, saying, "I don't give free publicity to companies that don't help pay the light bill around here."

Graves answer to Wal Mart's "lack of support" is mild compared to what's being done in some other quarters. At least 2 press associations are suggesting that members get even more aggressive by initiating negative coverage about Wal Mart pricing policy. The controversy, some journalism experts say, highlights the absence of a dividing line between news and advertising at some small-town newspapers.

The Arkansas Press Association newsletter recently carried a section titled "Don't Just Complain. Do Something." suggesting that newspaper publish articles showing that Wal-Mart-s competitors offer lower prices on many items.

The Texas Press Association recently sent its members a survey showing that the total price of 14 randomly chosen items was lower at Kmart Corp. stores than at Wal Mart. The Texas press association is quoted as saying, "Wal Mart advertising implies it always offers the low price, but the nation's largest retailer doesn't always carry the lowest price."

The Arkansas Press Association says it carried the Wal Mart piece as a report - not to encourage "newspaper vindictiveness against Wal Mart."

Wal Mart, famous for driving tough bargains with its vendors, is reportedly critical of the gross profit margins at newspapers as too fat. Small town publishers differ, including Ted Phillips of the Seminole, Oklahoma "Producer" who told the WSJournal, "I wish Wal Mart would look at my profit and loss statement which shows little profit." Wal Mart abruptly stopped advertising with him 2 years ago. "The store manager refused to talk to us."

Roy McQueen, publisher of the "Daily News" in Snyder, Texas where Wal Mart distributes an occasional advertising circular through the mail, says he sent a letter to Wal Mart headquarters every day for 6 month detailing how the retailer could save money by distributing the circular in a shopper he publishers and delivers to the entire market. He got nowhere.

"They use the Post Office even though it's less economical and doesn't give back to the community, which I do," McQueen says.

We spent a week recently in Seguin, Texas, a town of 18,000, 35 miles east of San Antonio. The town has a thriving Wal Mart Store and several vacant buildings which formerly housed K Mart, T G and Y, etc. A local advertising salesman told me, "Wal Mart's got it pretty much to themselves. The ads are getting smaller and fewer and the Wal Mart prices are creeping up."

#### THE LAST WORD

The Ithaca, Michigan newspaper has taken a hard line against Wal Mart, refusing to cover promotional events and run Wal Mart "p.r. handouts." Thomas MacDonald, the newspaper's publisher, takes a stand widespread in small town newspapers, "If we're not good enough to be bought, we're not good enough to carry free Wal Mart publicity."

Although the metropolitan newspapers and journalism school "egg heads" believe there should be a sacred wall between a publication's advertising and editorial departments, the plain truth is, giving away what you must sell to stay in business is very poor business.

That hefty Wal Mart share price and those glittering quarterly financial reports make us believe that Wal Mart can well afford to pay for those so-called news releases about what a great place it is to work, what a good investment the stock is, how much they love the charities and other non-profit groups who build traffic FREE at Wal Mart stores by staging events there. Wal Mart is taking millions of dollars in profits out of small town America. They ought to leave at least something behind to sustain and improve those communities - a vital part of which are the local newspapers and radio stations.

SMALL MARKET RADIO NEWSLETTER (Inc.) IS PUBLISHED WEEKLY AND MAILED FIRST CLASS TO SUBSCRIBERS IN 50 STATES, POSSESSIONS, AND CANADA. SUBSCRIPTION: \$109.00 PER YEAR; 26 WEEKS: \$57.00; 13 WEEKS: \$33.00. ADDRESS: 275 19th STREET, OTSEGO, MICHIGAN - 49078 - PHONE: (616) 694 9357 - FAX: 616 692 6789

**S**mall  
**M**arket  
**R**adio  
**N**ewsletter  
Inc.

Bill Taylor  
KQSS  
P.O. Box 292  
Miami

AZ 85539

Bob Doll - Publisher and Editor  
Barbara J. Doll - Circulation

VOLUME X - Issue #24 - November 5, 1992

**SEPTEMBER LOCAL RADIO BILLINGS UP 10%** in the 100 markets monitored by accounting firms Miller Kaplan Arase and Co. and Hungerford Aldrin Nichols and Carter. National business was up 2%, network down 4%. Local revenues were 3 times better than their January to September rolling averages.

For October, thanks to politics, the story may be even better. "Advertising Age" Spot Check of the radio business in the Top-20 Markets showed radio ad avails "Very Tight" in Atlanta, Seattle; "Tight" with stable prices in Boston, Chicago, Cleveland, Detroit, Minneapolis, Philadelphia, Sacramento, St. Louis and Washington; "Negotiable" Dallas, Denver, Houston, Los Angeles, Miami, New York, Pittsburgh, San Francisco, Tampa.

**\$105,000.00 OBSCENITY FINE LEVIED** on Greater Media's Los Angeles outlet, K L S X (FM), for a series of remarks on the Howard Stern Show, out of Infinity Broadcasting, New York. Station and Infinity vow to fight the fine. After reading samples of the Stern fare, most people are amazed that he is willing to eat with the same mouth with which he speaks.

**WORTH CHECKING INTO** - A Salt Lake City firm is offering "DataSource," with thousands of artist bios, music charts, birthdays, bits, trivia all on computer. Base library can be loaded into station's computer hard drive and accessed as needed. Music News Network will start its first 100 customers free. Details: Gary Forna 801-355 6124.

**SUPER GOSPEL NETWORK RATES:** daytime \$285.00 per month - fulltime \$385.00. Those prices include necessary equipment list. Wide open in most areas. Info: 800 877 1950.

**ANOTHER SMALL MARKET DUOPOLY** - This time in West Michigan. W K L A AM and FM (AM 1 kW U/FM 6 kW), Ludington, has purchased W K Z C, Scottville - 9 miles away. W K Z C was put on the air in the town of 1241 in 1983 and reportedly lost money every year. It has a 25 kW C.P. which can be operated from the W K L A-FM tower.

**LARRY KING'S DAYTIME SHOWS** were successful enough last week that he's expected to go days permanently on 1-4-'93. Jim Bohannon will take over nights on Mutual, our source says.



BY OUR  
Oth  
YEAR



275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789

At the F.C.C. ....

NEW STATIONS (Granted):

ARIZONA (Tucson) F.E.M. Ray, Inc. 104.1 3 kW - 46'  
FLORIDA (Holly Hill) Michelle Terzynski 103.3 3 kW 328'

AMENDMENTS TO THE FM TABLE (Amendments):

ILLINOIS (Fairfield) 105.9 A as 2nd. W.: 12-11/1-11-'93  
(Neoga) 98.9 A as 2nd. W.: 12-11/1-11-'93  
IOWA (Boone) 98.3 C2 for C3. M.: K I A B  
(Emmetsburg) 100.9 A for 98.3 A. M.: K E M B  
KANSAS (Liberal) 104.7 C1 for C2. M.: K Z Q D C.P.  
KENTUCKY (Jackson) 106.5 A for 97.7 A. M.: W J S N  
MISSOURI (Trenton) 92.3 C3 for 92.1 A. M.: K T T N

(Proposed):

ALABAMA (Ashland) 95.5 A for 95.3 A. M.: W A S Z  
FLORIDA (Monticello) 101.7 C3 for A. M.: W J P H  
GEORGIA (Cusseta) 101.1 A as 1st.  
(Greenville) 95.7 C3 for A. M. W E J G - or -  
(Greenville) 95.3 A for 94.7 A. M.: W E J G  
(Griffin) 97.5 C3 for 97.7 A allot to Fayetteville  
M.: W S K S.  
(Hogansville) 94.7 A for 97.5 A. M. W E I Z C.P.  
(Sparta) 97.7 C3 for A. Allot to Eatonton. M.: WQUL  
(Thomaston) 101.1 A for 95.3 A. M. W T G A  
MARYLAND (Snow Hill) 92.5 A as 1st.  
OKLAHOMA (Seminole) 105.9 A for 105.5 A. M.: K I R C  
OREGON (Seaside) 94.9 A for 94.7A. M.: K Q E M C.P.  
VERMONT (Marlboro) Delete vacant 101.5 A. Allow W X X X,  
Newport, NH to increase power.  
WASHINGTON (Camas) 94.7 C2 for C3. M.: K M U Z C.P.  
(Leavenworth) 97.7 A as 1st.  
(Yakima) 99.7 C3 for 99.3 A. M.: K Z T A

REPORTED SILENT (by the M STREET JOURNAL):

ARIZONA (Casa Grande) K F A S (AM)  
ARKANSAS (Hot Springs) K L X Q-FM  
MAINE (Gorham) W A S Y (AM)  
MINNESOTA (Monticello) K M O M (AM).

INVOLUNTARY TRANSFERS:

NEVADA (Las Vegas) K M T W (AM-IV) K K L Z (FM C) to  
Southern Nevada Radio, Debtor In Possession, 4305 S.  
Industrial Rd, #120, Las Vegas, NV 89103 (921019 ED/EE)  
WASHINGTON (Spokane) K U D Y (AM)/ K K Z K (FM C) to Inland  
Empire Broadcasting, Debtor in Possession, 5106 South  
Palouse Hwy., Spokane, WA 99223 (921019 EF/EG)

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

The Christmas Marketplace: MasterCard has made its annual survey of 1,000 cardholders:

49% plan to spend the same as last year up 5% from 44% last year.

30% plan to spend less (unchanged from last year's survey);

18% will spend more (compared with 23% last year).

Regardless of the outcome, putting the presidential campaign behind is expected to improve the level of consumer confidence and to improve the above figures.

What Christmas shoppers will be looking for: sales. 49% of shoppers named sales the most important factor in choosing a store - up from 42% a year ago.

(U.S.A. Today)

The buzzword this holiday shopping season is VALUE. New York based retail consultant says the marketplace is full of shoppers with Neiman-Marcus tastes and K-Mart budgets.

Frederick Atkins buying office says retailers are betting on items like \$100.00 leather jackets and novelty watches. More people will be staying home in the months ahead - good for home electronics, home improvements and accessories. Other good items: bed and bath items, apparel accessories.

(Radio Advertising Bureau)

Some ideas:

"STOREFRONT" - If there is a vacant storefront in your shopping center or downtown area, make arrangements to occupy it for the Christmas shopping season. Decorate it. Staff it some peak hours with station air personnel and Santa Claus. Set it up as the pick-up point for a gifts for the needy effort in conjunction with a local community service organization. You might tie-in a group of retailers by awarding coupons from them to those making contributions. You could also set up a special prize by drawing for those who take part.

"HOLIDAY HELLO" - The long distance telephone business in most parts of the country is very competitive. Set up a promotion where listeners sign up to win 10-minute phone calls to friends and relatives who live elsewhere.

Set up a regular evening time (after regular business hours) to do the show from an in the area location or locations. Winners are called ahead of time and asked to be on hand for "Holiday Hello" free calls (maybe 4 per evening - 10 evenings). Listeners are briefly interviewed on the air before making their call (off the air)

\$ale\$ - Selling, What Does It Take? .....

Research by "the Selling Advantage" has uncovered 4 traits that enable people to succeed in selling. See how many questions you can answer correctly and, if applicable, how many of these traits you possess.

Select the best choice in each question:

1. All good salespeople must have:
  - (A) Empathy with people,
  - (B) the ability to sympathize with others,
  - (C) a lack of both empathy and sympathy - or they will be push overs.
2. To succeed in selling, a person must be:
  - (A) Aggressive,
  - (B) Extremely ambitious,
  - (C) have an inner need to persuade others.
3. Successful salespeople must have "service motivation." This means they derive gratification from
  - (A) Wanting to serve others,
  - (B) hearing others say things such as, "you did a good job," and "I appreciate that,"
  - (C) selling people something they can use.
4. Top sales performers
  - (A) React to rejection much as a hungry person reacts to missing a meal - they get hungrier,
  - (B) take rejection personally but bounce back quickly,
  - (C) feel rejected only when they have had a bad day.

- Answers: 1. A. Empathy is the ability to sense the reactions of another person. Sympathy involves identifying with the emotions of another and prevents a salesperson from viewing customers in a dispassionate, objective way.
2. C. Salespeople must want and need to make a sale. Without this trait, all the others won't contribute to sales success.
  3. B. Service motivation is becoming increasingly important in the '90s.
  4. A. This is the trait of resiliency. Top salespeople never take rejection personally.

"The Selling Advantage"  
Byrn Mawr, PA, re-print  
in "Communications  
Briefings"



## Collections - 5 Tips .....

1. Invest \$50.00 or \$100.00 to join Dunn and Bradstreet. Then each month at the bottom of the bills, print, "W X Y Z is an associate member of Dunn and Bradstreet, a credit reporting service. We appreciate your prompt Payment." Some will pay faster in fear of developing a poor credit record.
2. Recognize that normally most advertisers follow a consistent payment pattern. For example, they may always pay between the 20th and the 28th of each month. Monitor past history and if a break becomes evident, acknowledge the fact that there may be a problem.
3. Implement a policy that longterm agreements and protected rates end once an advertiser goes beyond 90 days.
4. Don't wait until the 65th day before calling delinquent advertisers. Remember, your terms are 30 days - not 31, not 35. If collection terms were discussed up front, you have every right to follow up.
5. Always ask late payers for the check number. Chances are if they give you the check number and the check hasn't already been mailed, it will be that day.

Irwin Pollack's "Selling  
Smarter/RADIO"  
4 Chrysler Road  
Natick, MA 01760-1503

## Management - Staff Meetings = Short and Productive .....

Before you call the meeting, ask yourself these questions:

1. Is this meeting really necessary? Have other ways of accomplishing the objective of this meeting been considered?
2. What is the meeting about? What is the objective of this meeting? Why are we meeting on this day, at this time? Is the subject matter vital to the goals of the station?
3. What is going to be presented or discussed? Who's going to be in charge? What time will it start and end.
4. Have arrangements been made to ensure there won't be interruptions?
5. Will everyone at the meeting be expected to contribute ideas? Will there be an opportunity to share thoughts?
6. Does someone keep careful notes of the meeting?
7. Is there a procedure to put meeting decisions into action?
9. Will something of value result from the meeting?

Jack Rattigan, Rattigan Radio  
Services, Portsmouth, VA

L E T T E R S

Bob: Now's the time for all small market  
broadcasters to write the F.C.C. about E.B.S.  
Here's the short version of what I wrote:

1. EBS, by definition, requires IMMEDIATE interruption of programming to disseminate life threatening information which CANNOT WAIT.
2. EBS purports to dispatch emergencies of national, state, and local nature.
  - A - Only a single national emergency can occur: a nuclear attack. Such a strike, initiated by a fleet of coast-hugging ballistic missile submarines, would consume only seconds. Even assuming a few minutes warning ... there's no place to hide. National EBS is pointless.
  - B. State Emergency - no such event exists. Tornados, fires, explosions, spills, and other crises requiring immediate response do not involve entire states. Other widespread incidents such as hurricanes, floods, and ice storms provide hours, even days of warning. After-the-fact events (plane crashes, earthquakes) cannot be predicted, thus, no warning is possible. State EBS is superfluous.
  - C. Local emergencies are already well-served by local station newsgathering and community relations. Reliance on a far-off primary station or distant government authority for local information is derelict. Local EBS is INCOMPETENT.
3. Any national/state warning system should be voluntary - no mandatory equipment, tests, authenticator words, logs, monitors OR FINES.
4. Best advice you'll get today: SCRAP EBS ENTIRELY. Please, we can do it better ourselves.

Shellby L. Hendee  
K M R N, Cameron, Missouri

ALSO ABOUT E.B.S. ....

K D J I (Holbrook, Arizona) is the sending station to all of the Navajo County Stations (Winslow, and Show Low). None of those receiving stations can pick up our 130.7 watt signal at night. Does this make any sense? Or, do emergencies only happen between sunrise and sunset?

Ray Roberts  
K D J I, Holbrook, AZ

"Doing It for Himself" .....

Mack Jones has spent his 21 years in radio at 3 stations - all in North Carolina. "Like everybody else who ever got into this business, I wanted my own station," he says. That opportunity came a year ago when W L S E/W Z K B at Wallace, North Carolina came up for sale.

"Not one person encouraged me. The station was in the worst shape any station could be and still be on the air. The economy was bad. I had a good job at 100,000 watt W R N S, Kinston. Everybody said, 'Wait 'til you can buy something better,' 'Wait 'til we get out of this recession.'" Still others reminded him that "It's hard to beat a good, steady paycheck."

"I listened politely to them all, but, the truth was I was in my early forties - and if I was going to do this, the time was right."

W L S E is a 1 kW AM full-time with companion Class A FM. Mack, who stars on and syndicates "Carolina Classics," a regional 2 hour per week barter show, has a huge collection of music. He decided to use that source to develop the formats for his AM and FM station.

For the AM, he set up a format of traditional country, spiced with currents that have a compatible texture. The station is automated all day except at Noon to 1:00 P. M. when there's an hour of news and farm service programming.

For the FM, a live-assist format was set up featuring 60% oldies, 20% current A.C. tunes, and 20% beach music, a regional music type popular in the Carolinas and Florida.

Mack decided that with so many signals coming into the W L S E/W Z K B listening area, his programming had to be "clean," but, it had to be local. Many of the long time staples of small market radio appear on the stations, but are generally held to 5-minutes or less e.g. the twice a day, 5-minute "Bargain Basement" (classified ads) program.

What is said live on the FM and on recorded buffers on AM "is disciplined, professional, but, it's local people talking to local people. You can't do that on satellite or with automated programming," Mack says.

Mack says of his first year as owner/manager of W L S E/W Z K B, "It has been as tough as most people told me it would be, but, they didn't tell me that owning the place makes it a lot easier to take." Mack, whose also a partner in a tobacco farm says, "There's nothing like tending your own crop."

Looking back over his first year, Mack calls the "people problems" the most troubling. "Of the 8 full-time and part-time people who were here when I arrived, only 1 remains. My full-time salesperson. The others didn't want to work."

His sales effort includes himself, his full-time salesperson and 2 combination salespeople/announcers. "A lot of people will tell you those combo people don't work out well. They are here. Maybe, that's because for most of my career, that's what I did."

His sales effort features a "Monthly Sizzle Package." Each month it has a different theme. In October, listeners signed up at sponsor locations to win a "Trip to the Mountains" for 2-people.

The most successful "sizzler" was a back to school sign up to win a \$1,000.00 Savings Bond (cost \$500.00). People were asked to register their children or grandchildren. "It worked well. People are thinking about their children's futures at back-to-school time," Mack says.

As he begins his second year, Mack says, "We're doing 3 to 4 times what was being done when we got here. There's still a lot more potential to be realized."

Mack says, "General business conditions around here are not nearly as bad as the media paints them. We don't spend much time reading the financial pages of the newspapers and the economic news on TV. We think that time is much better spent out asking people to do business with us."

#### THE LAST WORD

K L S X, Los Angeles, has been notified it is apparently liable for \$105,000.00 in fines for incidents on the Howard Stern Show, which it picks up from the Infinity group's New York City station. Let's understand what this isn't: It has nothing to do with free speech (The First Amendment). It is: Open defiance of thoughtful Commission regulation prompted by arrogance and greed. Mr. Stern will persist, because without "the shock stuff," he wouldn't be much draw. The Commission has little choice but to make him unprofitable - a longstanding device for dealing with dealers in pornography. SMALL MARKET RADIO NEWSLETTER (Inc.) IS PUBLISHED WEEKLY AND MAILED FIRST CLASS TO SUBSCRIBERS IN 50 STATES, POSSESSIONS, AND CANADA. SUBSCRIPTION: \$109.00 PER YEAR; 26 WEEKS: \$57.00; 13 WEEKS: \$33.00. ADDRESS: 275 19th STREET, OTSEGO MICHIGAN - 49078 - PHONE: (616) 694 9357 - FAX: 616 692 6789

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Bob Doll - Publisher and Editor  
Barbara J. Doll - Circulation

VOLUME X - Issue #25 - November 12, 1992

**TOO S-L-O-W** - The government generally moves much too slow to be of much help to an industry. Case in point: AM Stereo. Now that AM in most areas has all but given up playing music in favor of talk and most AMs are looking forward to parity with FM with Digital Audio Broadcasting, D.A.B., President Bush has signed into law legislation making the F.C.C. choose a "AM Stereo Standard." The F.C.C. has 60 days to start work and a year to choose the standard. The whole issue is "moot." What AM Stereo there is in use is almost entirely Motorola C-Quam. The competing Kahn System, despite Leonard Kahn's valiant and apparently expensive fight has been overwhelmed by Motorola marketing clout.

**N.A.B. ASKS F.C.C. TO OVERTURN STAFF DECISION** encouraging greater use of FM directional antennas. Many broadcasters assert directional antennas provide unreliable protection against interference. N.A.B. fears eliminating the 8-kilometer "short-spacing" rule, which restricts the use of directional antennas, will actually lead to more interference for stations slotted nearby on the FM dial and encourage even more crowding of the FM band.

**R.A.B. CERTIFIED RADIC SALES MANAGER SEMINAR** slated for later this month has been sold out - 75 attendees. Next C.R.S.M. seminar shortly after first of year. Call Gail Steffens at 800 RAB SELL for information.

**KIDS RADIO MAY GO** - It made a small showing in the ratings we're told on Chris Dahl's Minneapolis AM stand alone. The Minneapolis station is key station of Dahl's Children's Satellite Network (Radio AAHS). That network has only 1 national advertiser, National Geographic. Biggest hurdle: Arbitron doesn't survey below 12 years of age. "Advertising Age" reported last week (11-2-'92) that A.B.C. Radio plans to launch a network and hopes to get help in the venture from Walt Disney Company.

**FM DUOPOLY AT PRESIDENT'S VACATION PLACE** - The station at Kennebunk, Maine is buying the C.P. at Kennebunkport. The stations will share the W B Q Q tower. The holder of the Kennebunkport C.P. reportedly has \$325,000.00 in it after buying several applicants out. He's getting \$125,000.00 - \$200,000.00 loss.

At the F.C.C. ....

NEW STATIONS (Granted):

FLORIDA (Oviedo) Seminole B'c'g. AM 880 10 kW D 1 kW N (DA-N)  
NEW MEXICO (Grants) Margaret Everson 105.5 100 kW 1489'  
VERMONT (Vergennes) Lakeside B'c'g. Corp. 96.7 34 kW 430'  
WASHINGTON (Royal City) Northwest Chicano Radio Network 96.3  
800w 1656'

AMENDMENT TO THE FM TABLE:

KANSAS (Liberal) 105.1 C1 for C2. Amend: K Z Q D C.P.

REPORTED SILENT (by the M STREET JOURNAL)":

MISSOURI (Monroe City) K D A M (FM-C)  
WASHINGTON (Bremerton) K B R O (AM-IV)

More News .....

OUT OF HAND IN ST. LOUIS - At W K B Q, Program Director has been fired. While he was on vacation, the morning team, Steve and D.C. put a couple on the air for 15-minutes, reportedly having sex. The team got only a several day suspension from the air. Whether or not there's an F.C.C. fine in the works is not known at this time.

NEW NIGHT TALK PROGRAMMING AVAILABLE from Daynet, beginning November 30. Early evenings: Claire Carter, late night Leslie Marshall. Daynet, which has been doing mornings, late afternoons, and early evenings is stepping in to fill the void created by A.B.C. drop Debra Norville and Tom Snyder after November 27.

PIRATING SOFTWARE DANGEROUS - A California station has lost a suit with "Selector" music scheduling. Award: \$10,000.00. (Radio and Records)

UNHAPPY SUBSCRIBERS - Apparently without warning, ZAP News, the news service via FAX, has begun levying a telephone charge in addition to its monthly charge for service. The first subscriber who called SMRNewsletter says he's been paying \$126.00. The \$58.45 phone charge amounts to just short of a 50% increase in cost (46.4%).

OUR SYMPATHIES go to Edith "Edie" Hilliard, Vice President and General Manager of Broadcast Programming, based in Seattle. Her husband Jim McGovern, 62, died in mid October. He had had a radio career spanning 27 years. That career included g.m. slots in Seattle, Spokane, and Portland, as well as Cincinnati.

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

The Marketplace .....

For the third straight month, retailers' grosses landed in the plus column.

Based on the slow, but steady gains this fall, projections are for holiday revenue gains of 3% to 9%.

Discounts are and will continue to be the stars in retailing. Edward Johnson of research firm Johnson-Redbook Service: "This year the fashion is to save money."

"SHOPPER'S RELIEF" was offered in a shopping center the 2nd Saturday in December last year. It was a joint effort of Portland (Maine) radio station W B L M and a health care professional. Shopper were given a 5-minute massage of the neck and shoulders. Promotion will run for the 4th year on Saturday, December 12.

Maine Association of  
Broadcaster member letter

USED CHRISTMAS CARDS - "It's getting more and more expensive to send Christmas cards to advertisers, vendors, etc. Last year, I received a recycled Christmas card from an agency with a clever note about why they were sending a recycled card. It was fun to receive."

"Save your cards this year and save the expense next year and stand out in the process. Make a note to yourself to spend more time on the "Xeroxed" letter that goes with the card."

Dick Elliot in  
Radio Management and  
Marketing Newsletter  
Sandy, UT 84091-0502

"BATTERY GIVEAWAY" - Several of our subscribers "bought into" Mort Small's battery giveaway last year. He's repeating it again this year. Giveaway generally runs after Christmas.

288 of your listeners win a package of Eveready Energizer batteries. Real need for recipients of toys and appliances that require batteries, but, do not include them. Most SMRNewsletter subscribers told us they gave them away on remotes run between Christmas and New Years. You get \$1,084.80 worth of batteries for \$271.00 plus mentions. Information: Television-Radio Features 800 446 6426.

\$ale\$ - Step #1 - Listen .....

The successful salesperson knows that an important step in making a sale is to LISTEN. And good listening is more than giving the other person a chance to talk. It means giving him or her your undivided attention.

Getting prospects to talk is important because it's the only way you can find out their special problems, interests, and needs. Then when you make your sales presentation, you are in a position to stress the things that are important to them. You can talk specifically about their situation.

Knowing the importance of listening and actually doing it are two different things. Some salespeople who know they ought to be listening instead keep planning what they are going to say next. But, if you're wrapped up in your own sales pitch, how can you hear the prospect. A good listener really concentrates on what the prospect is saying. What are his attitudes? What problems does he have? What's important to him?

To help yourself concentrate on the prospect, put yourself in his place, visualizing his problems as he discusses them. Look him in the eye and make a special effort to be attentive. Don't let your mind wander to other subjects.

To keep prospects talking once they start, let them know they've got your attention. Prompt them with nods, or a comment such as "I see" or "I understand." Ask a question now and then. Don't worry about what you're going to say next. If you listen carefully, your next move will usually be obvious.

Make notes. Jot down the important points that were discussed. They'll be useful in planning future meetings and help you talk more knowledgeably the next time.

It isn't easy to be a good listener. But it's important. Top salespeople know how to LISTEN to prospects, show that they understand, and remember what is said.

"Sales Upbeat"

The Economics Press  
12 Daniel Road  
Fairfield, NJ 07004

From the same source .....

"Always aim for perfection. Half right is always half wrong."



## CHRISTMAS SEASON SAFETY

\_\_\_\_\_ says, be sure to include safety in your holiday plans. When selecting a Christmas tree, look for a fresh natural tree. Fresh trees are less likely to catch on fire than older trees. A reminder from your friends at \_\_\_\_\_ who send their best wishes for a safe, happy holiday season.

Getting ready for that visit from Santa Claus is a lot of fun. Your friends at \_\_\_\_\_ remind you to avoid small toys with removable parts that can be swallowed or become lodge in a child's throat. Avoid toys made of brittle plastic or glass that breaks easily or toys with sharp edges. \_\_\_\_\_ says, let's make this a happy, safe Christmas.

Here is a Christmas tree buying tip from your friends at \_\_\_\_\_. They want this holiday season to be a happy, safe one. Beware of buying flocked trees. Children often think the flock is powdered sugar --- it's actually poisonous. A safe holiday reminder from \_\_\_\_\_.

\_\_\_\_\_ sends best wishes for the holidays with this holiday safety reminder: Don't place candles near draperies or anything that might catch fire easily. Teach children not to touch burning candles. Encourage them to admire the candles from a safe distance. A reminder from \_\_\_\_\_.

\_\_\_\_\_ reminds you to set up your Christmas tree away from heat sources like a fireplace or radiator. Decorate your tree only with U.L. approved lights and cords. Examine them carefully for frayed wire, loose connections or broken sockets. \_\_\_\_\_ says, think safety. Don't let a fire mar your family's holiday season.

\_\_\_\_\_ wishes you and your family the happiest holiday season ever. Keep it safe by keeping these tips in mind: trim the tree with children in mind. Don't put breakable ornaments, ornaments that look like food or candy on the lower branches where small children can reach them. Always, turn off tree lights when you go to bed or leave the house. Best wishes for a happy, safe holiday season from \_\_\_\_\_.

\_\_\_\_\_ sends best wishes for a happy holiday season. As you're preparing for the holidays, they remind you: Don't overload extension cords with lights. Use no more than 3 strings of lights on one extension cord. Keep toddlers away from electrical fixtures. Always unplug and cover electrical sockets when they're not in use. A reminder from your friends at \_\_\_\_\_.

(Saturday, December 5 is "National Fire Safety Day")

## Management - Running A Business Better .....

### PUT THIS NOTICE NEAR THE COPIER:

"Before you photocopy, ask yourself these questions:  
Do you really need to make a copy?  
Do you really need that many copies?  
Can you reduce the text and put it on fewer pages?  
Can you copy on both sides?"

Barbara J. Peppriell  
Photocomm, Inc. Scottsdale, AZ

### THE MOST COMMONLY USED PHRASES FOR SCREENING PHONE CALLS:

"Who's calling please?  
May I ask who's calling, please?  
And your name, please?"

In my opinion, it's more how you say something than what phrase you use. When possible, let callers know whether the person is available before screening the call. For example, 'Let me connect you to Mr. Smith. And, your name please?' Or, 'Mr. Smith is not available right now. May I ask who's calling please?'"

Ann Marie Sabath, At Ease, Inc.  
in "Sales & Marketing Management"

### WHEN HANDLING A COMPLAINT:

When someone complains, assume the complaint is legitimate. Try the American Express approach. Take a challenged charge off the bill, then investigate. Only 1 or 2 percent of customers will intentionally try to swindle a firm.

Small Business Report  
Monterey, CA

### LETTER WRITING:

"When using a first name in the greeting of a letter, only a first name should be used in the signature."

Ann Marie Sabath in  
"Sales & Marketing Management"

### WHY YOU SHOULD DELEGATE:

"If you're having trouble delegating to your employees, remember that the best definition of a good leader is the same as the chemical definition of a catalyst. A catalyst causes things to happen without itself being used up. If you don't delegate, you'll soon be 'used up.'"

Joe Mann in "Communications  
Briefings", Blackwood, NJ

## A Strange Turn In the Road .....

Pat Martin had spent 19 years in the radio business, working his way from W B Y S AM/FM, Canton, Illinois to the program director's chair at one of the leading stations in Milwaukee, the country's 28th market. When the group owner of his station sold to another, "The new people didn't want me."

Pat's first inclination was to follow the lead of many other unemployed program directors - become a consultant. He knew that building a practice would take some time. Earlier in his career, he had written a book called "How to Improve Your Career in Radio." When a major airline announced a "fly on the cheap" promotion, he bought in, and used those tickets to fly around the country conducting a seminar based on his book. Eight years later, Martin says, "The seminars were not a huge success, but it was an interesting experience."

Pat was "on the beach" at the same time the F.C.C. released the "80/90 Table." "I got a C.P. for a station in a small Illinois town. I had gotten a loan commitment from an officer in the local bank. When I went back, I found out he had no authority to loan me the money. The higher ups weren't interested. I sold the C.P. for what I had in it."

His venture into possible "80/90" ownership opened the door for a career in which he has been very successful. "I had bought several pieces of good used equipment, which I intended to use in building my station. When I gave up the C.P., I sold that equipment at a profit. I reinvested the money in more used equipment." Today, Pat's firm, PMA Marketing, based in Milwaukee, does business with an average of 250 stations around the world. "We buy it from the big operators and sell it to the small operations."

Martin has invested a lot of the profits in his venture in a leasing service. "Obviously, we're in a good position to do that. If a leasee get's 'out of trust,' we can bring the equipment back and re-sell it ourselves."

Martin who says he's not a "wheeler dealer," is proud of his ability to put together creative deals that work for both parties. Two examples: he put up the equipment for a substantial interest in a new FM station in Upstate New York. Another station owner needed equipment, but his station didn't have the "cash flow" to make the lease payments. Martin took stock in his natural gas operation for the needed equipment.

Pat Martin sees the radio business, large market to small market, from an unusual vantage point. A few observations:

In the early days of his used equipment marketing business, to supplement his income, he served as the time buyer for a metropolitan Milwaukee race track. Milwaukee is a big and generally recognized good radio market, but, I must tell you most of the radio salespeople are "sub par." "Radio could do a lot more business if it spent more money recruiting good salespeople and training them to focus on the prospect's needs."

About the 375 to 450 radio stations "off the air:" "Many of them will not come back on. They've been built in communities too small to support them. In the case of the AM facilities (about 4/5), the over crowded condition of the AM band and the outside interference that has grown steadily, make many of these facilities outmoded in the age of digital sound."

"Owners need to explore duopoly opportunities, L.M.A. opportunities, joint-operating arrangements. I don't see a lot of growth potential in these small markets. Efficient operation will be where "cash flow" comes from - not increased grosses."

And finally, for the "on air people" who might read this, "Unless you can become really great, look for opportunities elsewhere in radio and in other businesses. Life is too short, to spend your time being unsuccessful."

(Pat Martin can be reached at PMA Marketing in Milwaukee, Wisconsin - phone (414) 482 2638 or FAX 414 483 1980)

#### THE LAST WORD

We read most of the trade press and are amazed at all of the excuses why there's no money to fund radio station acquisitions. It's no mystery. Money is loaned on the condition that it will be repaid as agreed. That's not rocket science. Deals like the following have dulled the appetite of radio lenders: Columbia, Missouri - 1986, KTGR, a high dial AM and companion Class A FM sold for \$4-million mostly borrowed money. Goes to Chapter 11 in 1989. Sold then for \$2.15 million mostly borrowed money. 1992: again Chapter 11. Sold out of Chapter 11 for \$625,000 - a loss of 85% in 6 years plus operating losses even though the FM now has an upgrade to C3.

SMALL MARKET RADIO NEWSLETTER (Inc.) IS PUBLISHED WEEKLY AND MAILED FIRST CLASS TO SUBSCRIBERS IN 50 STATES, POSSESSIONS, AND CANADA. SUBSCRIPTION: \$109.00 PER YEAR; 26 WEEKS: \$57.00; 13 WEEKS: \$33.00. ADDRESS: 275 19th STREET, OTSEGO, MICHIGAN - 49078 - PHONE: (616) 694 9357 - FAX: 616 692 6789

**S**mall  
**M**arket  
**R**adio  
**N**ewsletter  
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KQSS  
P.O. Box 292  
Miami

AZ 85539

Bob Doll - Publisher and Editor  
Barbara J. Doll - Circulation

VOLUME X - Issue #26 - November 19, 1992

**95 RADIO STATIONS DEFRAUDED** out of \$37,000.00, according to the F.B.I., Oklahoma City office. The 1987 operation sought to place ads on radio stations promoting a "work at home" scheme for a business called "Cottage Industries." SMRNewsletter (10-8-'87) reported that an answering machine told callers that the order was "a joke, but, thanks for the free advertising."

The F.B.I. and U.S. Postal Inspectors, after a 5 year investigation, have arrested 48 year old Charles Truett Emerson, Norman, OK. He is awaiting trial after a Federal Grand Jury indictment.

**CONSUMER CONFIDENCE IS UP STRONGLY** this month, according to University of Michigan surveying. This follows a report of retail sales gain in October (0.9%). October was the 3rd straight month retail sales were up. The Wall Street Journal quotes a consumer analyst for WEFA Group in Suburban Philadelphia as saying, "Retailers I talk to are very happy. This could well be the best Christmas selling season since 1988."

**WHERE DID IT GO?** Sources at the Advertising Checking Bureau, the organization that handles co-op advertiser paperwork, believes Radio may be losing "untold thousands of dollars" to "In Store Radio." Why? Many advertisers don't differentiate between Radio and "In Store Radio" from a media planning and budgetary standpoint. (R.A.B. Radio Sales Today - 11-5-'92)

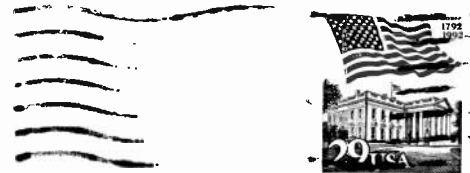
**COMMENT DEADLINE FOR "NEW" E.B.S. IS JANUARY 15** - The recently released Proposed Rulemaking contains 24 pages of possible "methods of improving E.B.S." Many are exotic and expensive. We urge you to file comments through your attorney or on your own.

**THE ROAD RUNS BOTH WAYS** - Sales Trainer Jim Williams is back headquartering on the East Coast: His new address is 12917-H Jefferson Ave., Newport News, VA 23602 - phone # 804 249 3770.

**N.A.B. MANAGEMENT ROUNDTABLE**, scheduled Tucson, AZ 11-7, was quietly canceled. Advance registration too small. Maybe Spring.

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

275 19th Street - Otsego, Michigan 49078 - (616) 694-9357 - FAX: (616) 692-6789



At the F.C.C. ....



NEW STATIONS (Granted):

GEORGIA (Dalton) Lowrey Comm. L.P. 104.5 3 kW 328' (reverses earlier grant to North Georgia Radio II, L.P. WBLJ-AM)  
IOWA (Albia) H.H. B'c'g. Corp. 96.7 25 kW 328'  
MAINE (Fort Kent) Maine Public B'c'g. Corp. 106.5 25 kW 302'  
VERMONT (Vergennes) Lakeside B'c'g. Corp. 96.7 3.4 kW 430'

AMENDMENTS TO THE FM TABLE (Amended):

MISSOURI (Knob Noster) 105.7 C2 for C3. M.: K X K X C.P.  
NEW YORK (Jewett) 97.9 A as 1st. W.: 12-22/1-21  
NORTH DAKOTA (Fargo) 97.9 C for C1. K F N W  
OHIO (North Madison) 93.7 A as 1st. W.: 12-22/1-21

(Proposed):

KENTUCKY (Mannsville) 99.9 C3 for A. Ch. C/L from Campbellsville.  
M. W V L C C.P.  
TEXAS (Amarillo) 105.7 C3 for A. M.: K A E Z C.P.

(Requests):

ARKANSAS (Mountain Home) 97.9 C2 for 98.3 A. M.: K T L O  
(Yellville) 101.7 C2 for 107.7 A. M.: K C T T

REPORTED SILENT (by the M Street Journal):

COLORADO (Limon) K L I M (AM)  
KENTUCKY (Glasgow) W C D S (AM)  
(Munfordville) W L O C AM/FM (A)  
PENNSYLVANIA ((Mount Carmel) W M I M (AM)

LICENSE REVOKED:

ALABAMA (Parrish) W K I J (AM) - off the air without permission since 1-21-'91

INVOLUNTARY TRANSFERS:

ARKANSAS (Mountain Home) K K T Z (FM C) to Eustis -  
Wichert Comm., Inc., D.I.P., 107 W. 9th St., Mountain  
Home, AR 72653 (921023GS)  
FLORIDA (Tallahassee) W H B X (FM-A)/MARYLAND (Salisbury)  
W L V W (FM A) to H.V.S. Partners 8900 Harvest Sq.  
Ct., Potomac, MD 20854 (921104GH/GI)  
KANSAS (Great Bend) K V G B (AM) (FMC) to Forward of Kansas,  
D.I.P., P.O. Box 609, Great Bend, KS 67530 (921029 EA/B)  
NEVADA (Las Vegas) K M T W (AM)/K K L Z (FM C) to Southern  
Nevada Radio, D.I.P., 4305 S. Industrial Rd., #120,, Las  
Vegas, NV 89103 (921019ED/EE)  
NORTH CAROLINA (Burgaw) W V B S to Sea Comm, Inc., 20  
Battery Park Ave., Asheville, NC 28801 (921104GF)  
OKLAHOMA (Stillwater) K K N D (FM A) to James U. White, Jr.  
Receiver, 8706 S. 77th E. Place, Tulsa, OK 74133 (921029HZ)  
TENNESSEE (Sparta) W S M T (AM) to Heartland B'c'g., Inc.,  
D.I.P. (921105H0)

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"A 'SUPER' SALE" - The insurance agency hadn't been on the air for 10 years, until Beth Moore made an informal "Tell Me - Sell Me Call." Questioning revealed that the agency owner was a real booster of the local "Blood Mobile" efforts. Beth came away from the call with a \$200.00 a month agreement.

The insurance agency gets an ad every other hour the day before a "blood mobile" stop and 1 every hour 6 AM to 1 hour before closing time the day of the drive.

The agency gets only a mentions on W C K R/W L E A, Hornell, New York that it's making the ads for the "blood Mobile" possible. The agency owner believes, "After all the years we've been here, people know us, the service and companies we offer. The effort we're putting into helping the 'Blood Mobile' tells the community that we're a special kind of business. We're happy with the reaction we're getting."

"MYSTERY VOICE", a radio promotion that dates back to "Miss Hush" on "Truth or Consequences" almost 50 years ago, is "still a super radio game." AM K T R F, Thief River Falls, Minnesota ran a "Mystery Voice" contest in October. Station officials says "It really lit up the telephones." Cash prizes were awarded. Voices are available (300 of them) from Garland Sound Enterprises in Winnetka, California. Call (818) 347 3902 for information and costs.

Also from K T R F, "YOU NAME THE STARS" - Sold to a video rental store. Station announces name of a movie available. A listener can win a free rental of the movie by calling in the names of the movie's stars. Idea: To get new movie rental traffic.

About This 'n' That .....

TAX FAX's 14th year is on sale now, Ken Flory tells us in a note from Siloam Springs, Arkansas. 50 brand new 1-minute programs for unlimited play 1-1 thru 4-15-'93. Cost in stations licensed to city under \$10,000 is \$120.00 - 10,001 to 25,000 \$155.00. Call for availability: Ken Flory (501) 524 4626 or FAX him at 501-524 6173.

PERSONAL PLUG - EXCUSE PLEASE: This past summer we put together a 62 page manual on radio station telemarketing. There are 10 easy-to-read "how to" pages - plus - 52 different campaigns (5 to 10 announcements per campaign). We have already sold a dozen. Price is \$99.00 including express charges. Write, phone, or FAX us at Small Market Radio Services, 275 19th Street, Otsego, Michigan - 49078 - Phone (616) 694 9357 or FAX: 616 692 6789. Send check with order or charge to VISA or MasterCard.

\$ale\$ - The Seller A Buyer .....

As salespeople, or managers of sales organizations, we can learn valuable lessons when cast in the role of buyers. I had two such learning experiences recently. Let me share some observations.

Deciding to buy a new piece of office equipment, I called distributors of several leading brands to gather information. I discovered it's very difficult to learn anything unless you agree to a demonstration, which consisted of pointing out all the features of the various machines. These 'demos' were conducted, for the most part in a "seller's vacuum.": Few of the salespeople questioned why we wanted a new machine, what needs the machine filled for our company, why we weren't satisfied with the present machine. In fact, only one salesperson asked what our company does! As a result, there was little understanding - and less selling of the value of each machine, or the company's service, to our business. It was very clear these folks were more interested in selling a machine than in helping us solve the problems which made the machine necessary. Ultimately, because we saw little difference in the value of the various machines to our business, the sales transaction focused largely on price.

The salesperson who landed our account for his payroll service company, on the other hand, provided a terrific contrast. Before telling me anything about his company, he wanted to know a lot about US:

What did our company do?

What was lacking in the way we handled payroll now?

What were the most important qualities we were looking for in a payroll service?

Then he asked more questions, relating to the structure and characteristics of our payroll and whether we had any particular requirements. Only then did he describe his company's service, relating each of his benefits to concerns his questions had pinpointed as important issues to us.

The lessons we learn as buyers are easily forgotten when we become sellers. They are important lessons, however, and careful attention to them is even more important in these highly competitive times.

Stuart J. Sharpe, President  
Regional Reps Corporation  
Hdqs. Cleveland, Ohio



1111t Programming .....

MORNING SHOWS - A group of programmers and morning personalities from NewCity Communications, The Research Group, and a group of consultants brainstormed ways to improve morning shows. These 10 common morning show pitfalls were identified:

1. Inside jokes.
2. Negativity or sarcasm.
3. Predictability or repetition.
4. Too much talk.
5. Too much talk about sports.
6. Under-production of the show.
7. Lack of preparation.
8. No basics.
9. Failure to tie-in with the rest of the station.
10. No topical local content, no contact with today locally.

Look for these pitfalls as you review and critique your morning show. Most are easy to eliminate.

Broadcast Programming, Inc.

"Time was, whenever we went anywhere in this country we would excitedly flip around the dial in search of innovative promotions, bright up-and-coming personalities, fresh music, and just plain radio magic. In our office, we would eagerly await the latest airchecks from still other parts of the country, knowing that we would be inspired by what we heard."

"But that time seems ages ago. Nowadays we are as likely to throw on a C.D. or a book-on-tape as the radio and our aircheck-service subscriptions have long since lapsed."

"We have not been alone in worrying about the ever-shallowing pool of music in nearly every format, as we research the same titles over and over again, subtracting from but rarely adding to the pool. But more and more, research is giving us definitive answers about other aspects of a radio station's sound - slogans, liners, promotions, even jock performance. The result is the same sort of maddeningly bland, homogenous execution in those areas that we have come to endure in our music presentation."

"As more and more research identifies a sense of boredom in the audience, and a careening away from station loyalties - even awareness. In many markets it is becoming the case that the only 'hole' left is the biggest 'hole' of all - MASS APPEAL RADIO. Its time has come AGAIN.

Jay Mitchell, Consultant

Hdq.: Fairfield, Iowa

## Management - Getting What You Want .....

Most employees tend to do what they are supposed to do. Sometimes they may get a little vociferous, but if you listen to them and handle them with understanding, they'll usually fall in line. All it takes to handle their usual objections or complaints is the patience to listen and explain things a little better.

When people do something wrong, there's nothing to be gained by blowing your stack. The sensible thing is to stay relaxed, ask questions, and listen. Find out why they did it. Getting angry before you even know what caused the situation doesn't do a bit of good. It simply makes people more uncooperative.

Sometimes people cause trouble simply because they misunderstood instructions. No use losing your cool about that. Sometimes an employee may be convinced that what he or she did was right. The constructive answer to this is to talk the situation over, listen to the employee's views, and explain yours more fully. Once they understand you better, even if they disagree, employees will usually go along with your decision. And any kind of agreement is usually better than using dynamite.

People will sometimes deliberately do something wrong just to get your attention. They may be brooding over a grievance, or feel an urge to defy your authority. Yet all they really want is a chance to talk with you and blow off some steam. It's a little incident - why turn it into a big one by losing your temper? Give them a chance to voice their complaints and the trouble will evaporate.

Don't make an issue out of anything unless you absolutely have to. Human beings are emotional and excitable - that's par for the course. So, before you lower the boom on anyone, give him or her a chance to cool off, back down, and save face. It will pay off in goodwill and good work.

"Bits and Pieces"  
The Economics Press  
12 Daniel Road  
Fairfield, New Jersey  
07006

From the same source .....

"People who lose their heads, are usually the last to miss them"

"Left Behind" .....

In 1986, the owner of the Seguin, Texas Class C FM station got an offer "he couldn't refuse." K W E D-FM became a San Antonio move-in which became K S M G, "Magic", a music intensive FM playing oldies.

Bob McKenzie, the longtime owner sold the companion AM station to a family member and went into semi-retirement. Ken Eilert, with the station since the mid-'70s has managed the station since the late 1980s.

Eilert says he's well aware of the problems at stations similar to K W E D. His station has remained viable for 3 reasons, he believes:

1. It has a tradition of local service to Seguin (population 18,000) and its surrounding area dating back to 1948;
2. A change in the AM rules allowed K W E D to broadcast at night with 249 watts, so the coverage of high school and local college sports could be moved from FM to AM.
3. There are 4 viable AMs, including W O A I, in San Antonio. "AM is still important here."

K W E D AM carries a lot of music - a "middle of the road" modern country format, played in cluster. The music is provided by Broadcast Programming, Inc.

"Our main emphasis is on the local service provided by 1 full-time and 2-3/4 time newspeople. We originate an hour of news at 7 and then a local newscast on the half hour throughout the day," Eilert says.

The station also originates 2 public affairs programs a week. A Wednesday morning at 8 A.M. program originates from a local restaurant. Typically, there are 4 to 6 guests on the program. On Saturday morning, a single guest addresses a single topic, taking phone calls. The Saturday morning program is "open ended." Depending on the "phone in" reaction it runs from a little as 15 minutes to as long as an hour.

The station is also into heavy coverage of special events: parades, festivals, candidate forums, etc. "This programming always gets a lot of comment and it's good visibility - a lot more effective and cheaper than buying signs."

The first thing a listener notices when tuning in K W E D is that there's not only a lot of local names and places on the station - there's an unusually large number of local voices on the station.

The voices show up reporting soccer scores. "The young man you hear doing that is a 7th grader. We wanted to carry little league scores, but, the recreation department was too short of help to provide us with it. The young man came forth. He has contacts on every team. When soccer season started, he gave us similar coverage," Ken says. Other local information is presented in a similar fashion.

The business on the station is primarily local retail and service businesses. Many of the ads are done by the business owners. "A lot of stations frown on that. We don't. Advertisers doing their own messages deliver them with sincerity and authority that more than makes up for their alleged lack of professionalism," in Eilert's view.

Eilert's career began in his home town of LaGrange, Texas where the local station let him do a Saturday afternoon "high school hit parade" type show, "if you can find someone to sponsor you at \$25.00 a week." He did. He also worked relief shifts and summer vacations.

When he came to Seguin to attend Texas Lutheran College, he applied for a job "doing anything." The then program director told him, "You read well, but your voice isn't deep enough for this operation." That program director is long gone. Eilert got his break when the play-by-play man left without notice. Eilert was asked if he could do play-by-play. He called a game for the station and since has done every job in the station - including running it - without a deep voice.

#### THE LAST WORD

I talked to Jim Williams, the sales trainer, this weekend about his change of address. He's returning from a couple of years California residence to Virginia: See item on Page #1.

During our conversation, Williams said that he believed, "We don't put enough effort into thinking like the customer. As an example, We refer to remotes because they originate outside our station. It's the station that's important to us. The customer call them direct broadcasts because they originate direct from his store. His store is what's important to him. Call them direct broadcasts. I'll bet you'll sell more."

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1746 Rosewood Street - Seguin, Texas 78155 - (512)379-7549 - FAX (512)372-2905

**S**mall  
**M**arket  
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**N**ewsletter  
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Bob Doll - Publisher and Editor  
Barbara J. Doll - Circulation

VOLUME X - Issue #27 - November 26, 1992

**AD TAX TROUBLE AGAIN NEXT YEAR** - The American Advertising Federation expects "big trouble" in the big states: New York, California, Texas and Florida. Ad tax legislation is also expected to break out in Alabama, Illinois, Louisiana, Missouri, Oregon and Tennessee. (Advertising Age 11-16-'92)

**\$20,000.00 FINE LEVIED IN NORTH CAROLINA** on W R S F, Columbia for "locating its main studio outside its 3.16 mV/m (city grade contour). The station, in fighting the fine, said it had moved its studios to a much larger city "to enable it to attract a broader sample of guests for public affair programs."

**PROGRAMMING** - Another national satellite available. The Rochester, New York based North East Satellite Network has expanded from nights only to 24-hours a day and from regional to nationwide operation. The hit music format is now billed as National Satellite Entertainment. Stars include W K B W, Buffalo legend George Hamberger and ex-C K L W d.j. Bob Savage. Demo and info: 716 381 0620.

And, "Last Night on Tonight" is the radio title for the next day replay of the Jay Leno monologue. Its being distributed by Unistar. That's a super idea. Leno is in the 1990s what Will Rogers was in the 1930s.

**HOLIDAYS NOT SO HAPPY FOR TV** - Nielson research shows that households watching TV drops 34% on Christmas eve, 22% on Christmas Day and New Year's Eve. It drops 23% 4th of July, 17% Thanksgiving Day and 11% Sunday before Labor Day, Sunday before Memorial Day, and day before 4th of July. TV audience is up 2% on Columbus Day and President's Day and 4% on New Year's Day.

**WHAT PRICE?** How far will Infinity Broadcasting go to "uphold the First Amendment" to allow the Howard Stern broadcasts to continue to challenge the F.C.C. indecency rules. It is reported that the F.C.C. may hold hearings on Infinity's pending station acquisitions in Atlanta, Boston, and Chicago. F.C.C. Question: Is Infinity fit licensee.

**END OF A SAGA** - It was the first Music and News station in 1935. W N E W, New York drops the format 12-1 for biz news.

At the F.C.C. ....

NEW STATIONS (Granted):

KANSAS (Belle Plaine) Belle Plaine Broadcasters, Inc. 92.7  
4,600 w 754'  
PENNSYLVANIA (St-Anne-des-Plaines) Mario A. Lacombe 103.1 50 w  
H.A.A.T. not released

AMENDMENTS TO THE FM TABLE (Amendments):

VIRGIN ISLANDS (Frederiksted) 103.5A as 1st. W.: 12-29/1-28  
(Proposed):

VIRGIN ISLANDS (Charlotte Amalie) 101.3 B for 97.1B. M.:  
W V N X C.P.  
(Frederiksted) 107.5 A as 2nd FM

REPORTED SILENT (by the M STREET JOURNAL):

ARKANSAS (England) K L R A AM D/FM A  
(Marshall K S N E (FM C)

Money Saving Ideas .....

One of the most costly clerical expenses is the preparation of the payroll. It may save you money to let an outside firm prepare your payroll as well as keeping payroll records and preparing necessary reports.

The payroll is the largest single part of the average station's expense. How much the payroll should be is not any easy question. It will vary from station to station. What it should not be is far easier to answer. THERE ARE FEW (IF ANY) RADIO STATIONS showing a profit with a payroll expense greater than 50% of the gross. That figure includes fringes and other payroll costs.

Watch all agreements with employees to make sure they are in compliance with both state and federal laws. Penalties leveled for non compliance are very, very expensive.

Don't hire a salesperson without a written agreement covering the exact terms of his/her employment. Provision for termination should include the method of payment of commissions on unpaid account. The agreement should say salespeople are paid for servicing accounts. Some people have sued for and collected on the face value of contracts not fulfilled at the time of that person's departure.

Not for everybody, but, personnel leasing is available in some areas. The leasing company handles all bookkeeping, insurance, etc. Station pays a commission to the leasing company based on the amount of money spent on personnel leasing.

## MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

The Bowl Games come in late December, the Super Bowl in late January. Many stations will be carrying the events and/or tie-in promotions. Such efforts, according to research done for "Sports Illustrated" magazine in 1990, target fully 30% of American adults who say they are "very interested" in sports. Additionally, 43% say they are "fairly interested." Only 27% say they are non-fans who are "not interested in sports."

Sports fans are 42% male vs. 19% female. Sports fans are generally younger, more affluent, and better educated than nonfans.

Sports fans have a more active social life than nonfans do. They are more likely to eat out at expensive restaurants, rent movie cassettes, entertain at home, buy paperback books. They are more likely than non fans to be interested in sex, politics, music and religion.

### Ideas:

"K K K K BOWL" - Print a list of the Bowl matchups. Listeners pick them up at participating businesses. They choose winners of the games and guess the total number of points that will be scored. Prize for winner. Tie-breaking drawing if needed.

"BOWL PARTY" - Stage it at local bar. Have station personality serve as emcee for half-time give-aways. "Watch the Bowl Games with your friends on the big screen TV at - - - - ." Same idea can be adapted to the Super Bowl.

The #1 sales day for carry-out foods and beverages is New Year's Day. The #2 sales day is Super Bowl Sunday.

### Special January Opportunity:

"ELVIS BIRTHDAY" Friday, January 8, 1993. He would have been 58 years old. You will probably want to schedule and sell a 2 to 4-hour special of Elvis songs. The issuing of an Elvis postage stamp will make this a special Elvis birthday. Special: Norm Pringle, an old time "Elvis era" disc jockey has a recording of Elvis's famous 1957 press conference in Vancouver. Pringle was there. He'll send you one for just \$7.00 to cover the cost of mailing and duplication. It should really set-off your station's Elvis observance. You can call (818) 347 3902.

## \$ale\$ - Like An Athlete .....

A good salesperson is as much a competitor as a good athlete. He or she is always competing, not only against others but against himself - trying to better his previous performance.

Why is this a smart thing for people in sales to do? Because someone who is trying to reach a definite goal will make that extra bit of effort, in order to do it. A person with no definite goal in mind doesn't have the same incentive.

Break big goals into little ones that can be achieved step by step. Do you want to open 25 new accounts within the next year? That's about 2 a month (one every other week). Keep score month by month - track how you're doing.

Keep your goals practical. Aim high enough to stretch yourself, but not so high you can lose hope and give up after a couple of weeks. Goals that are difficult, but not impossible to attain will help you keep yourself on the ball.

Salespeople who keep records and set goals for themselves will sometimes find that their performance isn't as good as it ought to be. That's one of the best reasons for keeping score. It helps salespeople face the facts immediately - keeps them from kidding themselves.

Salespeople who don't study their performance and set higher goals for themselves are letting themselves off too easy. They aren't getting maximum income out of the talents they have to work with - not by a long shot.

"Sales Upbeat"  
Economic Press, Inc.  
Fairfield, NJ 07004-2575

## \$ale\$ - How to Get Higher Rates (A Few Ideas) .....

Create benefits rather than compete with rates. It is the benefits that sell - not the rates.

Build exclusive features and benefits in your station. When the prospect resists the rate - get back to benefits.

Sell to the wants - not to the needs. Sell wants, visions, ideas - not features. Use visuals in your presentation.

Never reveal the rate until you must - it kills emotion.

Don't cut the rate - justify it with more benefits.

From Irvin Pollack's  
"Selling Smarter"  
Info: (508) 653 4000



## CHRISTMAS GREETINGS

Your friends at \_\_\_\_\_ believe that at this Holiday season there is no more appropriate time to say "Thank You." \_\_\_\_\_ thinks it's also a good time to express warm, season greetings to friends old and new. Also from \_\_\_\_\_ best wishes for the coming year.

From your friends at \_\_\_\_\_, thank you and best wishes for a Happy Holiday Season - and a New Year of health, happiness, and prosperity. The season's best from \_\_\_\_\_.

At this special time of the year, \_\_\_\_\_ finds it a real pleasure to turn aside from everyday efforts and send warm season's greetings and sincere best wishes for the new year. Seasons greetings to friends old and new from \_\_\_\_\_.

Best Wishes from everyone at \_\_\_\_\_. It is their sincere wishes that you'll enjoy a wonderful Holiday season and a very Happy New Year. The Season's Greetings from \_\_\_\_\_.

From your friends at \_\_\_\_\_ this sincere holiday wish: "May happiness brighten your holidays and remain with you throughout the New Year." Warmest seasons greetings from \_\_\_\_\_.

Best wishes and seasons greetings from \_\_\_\_\_. May the peace and joy of the season be yours through the New Year. The best wishes and seasons greetings from \_\_\_\_\_.

Warmest thoughts and best wishes for a wonderful holiday and a very Happy New Year from \_\_\_\_\_. Also, thank you friends old and new from \_\_\_\_\_.

From \_\_\_\_\_ comes best wishes for a beautiful holiday season and a New Year full of peace and happiness. Happy Holidays! Happy new year from \_\_\_\_\_.

It is with pleasure that \_\_\_\_\_ pauses from the usual routine of business to say "Thank You" for your friendship, good will and loyalty. It is \_\_\_\_\_ sincere hope that happiness and good cheer of the holiday season will be yours through the New Year.

May your holiday season be filled with beautiful moments and cherished memories. That's the wish of your friends at \_\_\_\_\_. From \_\_\_\_\_ greetings of the season and best wishes for the New Year.

\_\_\_\_\_ hopes that the warmth and love that is all around us this holiday season will fill your heart with joy. In the new year, \_\_\_\_\_ hopes your life will be full of health, happiness, and prosperity.

1993 OPPORTUNITIES

Month:	Week:	Day:
Jan. Blood Donor March of Dimes	#1	Fri.-1-New Years
	#2	Fri.-8-Elvis B'day.
	#3 Pizza Week	Sun.-24-Super Bowl
	#4 JayCee Week	Wed.-27-End VietNam War 20th Anniv.
Feb. Heart Month	#5 Crime Prev. Wk.	Tues-2- Ground Hog
	#6 Boy Scout Week	Sun 14- Valentine's
	#7 F.F.A. Week	Mon.15- Pres. Day
	#8	Sun.21- Daytona 500 Mon.22- Washington B'day Tue.23- Mardi Gras
Mar. Red Cross	#9 Drug Aware Week	Wed.17- St.Patk.Day
	#10 Girl Scout Wk.	Sat.20- Ag Day
	#11	
	#12	
Apr. Keep Amer.Beaut. Cable TV Month Cancer	#13	
	#14	Thu.1- April Fool
	#15	Sun.4- D.S.T. Begins
	#16	Fri. 9- Good Friday
	#17 Secretary Week	Sun.11- Easter Wed.14- Earth Day Wed.21- Secretary Day
	#18 Be Kind/Animals	Sat. 1- Ky. Derby
	#19 Nurse'S Week	Sun. 9- Mother's Day
	#20 Nursing Home Wk.	Sun.30- Indy 500
May Sr.Citizen/ Older Amer.	#21	Mon.31- Memorial Day
	#22	
	#23 Safe Boating WK	Mon.14- Flag Day
	#24	Sun.20- Father's Day
Jun Dairy Month	#25	
	#26	
	#27	Sun. 4- Independence Day
	#28	
Jul Picnic Month /Ice Cream Mo.	#29	
	#30	
	#31	Mon. 9- Aviation Day
	#32	Fri. 13-Friday/13th Only 1/1993
Aug.	#33	
	#34	
	#35	
	#36	Mon. 6- Labor Day
Sep. Cable Month	#37	Sun.12- Grandparent Day
	#38	
	#39	Sat 18-Hunt/Fish Day
	#40 Fire Prev. Wk.	Mon 11-Columbus Day
Oct Restaurant Mo. Country Music Mo.	#41 4-H Week	Fri 15-Boss's Day
	#42 Credit Union WK	Sun 17-Sweetest Day
	#43	Sun 24-Mother In Law End D.S.T. Sun 31-Halloween
	#44	Tue 2- Election Day
Nov	#45	Thu 11-Vets Day
	#46	Thu 25-Thanksgiving
	#47	
	#48	Sat 11-Fire Safety
Dec.	#49	Sat.25-Christmas
	#50	Sat 31-New Year's Eve
	#51	
	#52	



About 1993 .....

It is, in our opinion, the most important economic statistic of all - the Consumer Confidence Survey. Last week, the University of Michigan, which monitors consumer attitudes, said that confidence has risen from 73.3 at the end of October to 83.3 10 days into November. Retail sales have edged up 4 consecutive months - the first time that's happened in 20 months.

Forecasts of radio and other media growth for 1993 are very hard to come by at this time. Most of the forecasts made at this time last year were way off "the mark." Those forecasts are not as important to small market stations as major market stations where operators are at the mercy of ratings, how much is being sold by other stations, and the number of buys that are in the market and the station's success in having his/her station in a position to "get in on the buys." In small markets, it is, most often, the station that creates "the buy."

In most parts of the country, we are told, the marketplaces will be stronger in 1993 - not booming, but definitely growing.

#### THE LAST WORD

As you read this, we are in the middle of one of life's toughest jobs: We are moving our residence and our businesses, the Small Market Newsletter and Small Market Radio Services 1,250 miles. Our new address, phone, and FAX are:

1746 Rosewood Street  
Seguin, Texas 78155

Phone: (512) 379 7549

FAX: 512 372 2905

Our publication schedule should operate on regular schedule. We are hopeful to be able to take your phone and FAX messages late in the week of 11-30-'92.

We hope you do not incur any inconvenience. If you should, our sincere apologies. Our change of addresses signals no change in our publication or other services. Our desire now, as always is to serve you even better. As always, many thanks for your continued support of those efforts.

SMALL MARKET RADIO NEWSLETTER (Inc.) IS PUBLISHED WEEKLY AND MAILED FIRST CLASS TO SUBSCRIBERS IN 50 STATES, POSSESSIONS, AND CANADA. SUBSCRIPTION: \$109.00 PER YEAR; 26 WEEKS: \$57.00; 13 WEEKS: \$33.00. ADDRESS: 1746 ROSEWOOD STREET, SEGUIN, TEXAS 78155 -PHONE: 512 379 7549 - FAX: 512 372 2905

**S**mall  
**M**arket  
**R**adio  
**N**ewsletter  
Inc.

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AZ 85539

Bob Doll - Publisher and Editor  
Barbara J. Doll - Circulation

VOLUME X - Issue #28 - December 3, 1992

**AVAILABLE** - Small Market broadcaster Lee Shoblom of Arizona has let it be known that he'd like to be on the F.C.C. He owns and operates Radio Stations K B B C and K F W J and L.P.T.V. Channel 45 at Lake Havasu City, AZ. Shoblom, was recently an unsuccessful candidate for director of the Voice of America. He had been nominated by former Senator Barry Goldwater.

The first appointment to the F.C.C. will be, by law, a Republican or independent to replace Commissioner Sherrie Marshall. Shoblom believes his 34 year career in all phases of radio and TV make him uniquely qualified for the Commission seat.

**N.A.B. INVESTMENT SELLER** - Not quite, but almost. N.A.B. has sent a mailing to its members, inviting them to get information on "N.A.B. GoldSaver's Money Market Accounts" and "N.A.B. GoldCertificates of Deposit." They are being made available by the association through MBNA America Bank, N.A. - the financial institution which has provided service for the N.A.B. credit card program since 1987. Info: 800 345 0397.

**IF YOU'RE SERIOUS ABOUT RADIO PROGRAMMING** - Dan O'Day is hosting a 2-day "P.D. GRAD SCHOOL," featuring 8 of the country's top programming, sales, promotion, management experts. Place: Dallas Radisson and Suites (at \$69.00 a night.) Saturday/Sunday 2-20/21. Info: 310-476 8111. Registration until 12-31 is only \$249.00.

**SPECIAL CHRISTMAS PROGRAMMING OFF THE SATELLITE**, available on barter: Sunday 12-20 3:05 - 7:00 P. M.; Thursday December 24, 2:30 P.M. to 11:00 P. M., Friday, December 25, 7:05 A.M. to 1:00 P.M. (Central Time). Also, 1 hour "1992 Year In Review," a 55-minute special available 7 different times between Saturday December 26 and Sunday January 3rd. For info: U.S.A. Radio Network News 800 829 8111.

**WAS IT A FIRST?** KSHN, a 50 kW standalone, at Liberty, Texas found itself in a predicament on a Friday night in mid-November: 2 "all important" high school football games same time-same night. K S H N undertakes to serve 2 communities of the same size - about 10 miles apart. "There's a lot of rivalry between them" (Continued Page #2)

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

1746 Rosewood Street - Seguin, Texas 78155 - (512)379-7549 - FAX (512)372-2905



(Continued from Page #1) .....

Bill Buchanan, owner/operator says.

Rather than choose one game over the other - or - do one live and relegating the other game to "second class status" by recording and playing it back, Buchanan and the K S H N staff decided to undertake what might have been a history making course. They decided that both games would be carried live.

With a simple toggle switch, the station's rerouted the left channel of the station's stereo signal into the output of the production room board. The right channel was routed through the main control board.

At the appointed hour, and with much fan fare "we flipped the switch and began the broadcast of two games on one station at the same time," Buchanan says.

Listeners were given direction to "rotate your balance control counter-clockwise or full left - for "Team A or for Team B's game rotate that same balance control clockwise or to the right." Listeners were reminded that "You'll be hearing the game of your choice out of one speaker only." Buchanan says, "Listeners quickly caught on. It won't work on monaural radios or FM radios that don't have balance control. Also, the signal is undependable out in the extreme fringe areas.

Adventuresome types who might want to try this can get in touch with Bill Buchanan at 409 336 5793.

At the F.C.C. ....

NEW STATIONS (Granted):

OREGON (Reedsport) Fafara Partners 99.5 6 kW 236'  
TENNESSEE (Woodbury) DaSan Communications, Inc. 104.9 3 kW  
328'

AMENDMENTS TO THE FM TABLE (Amended):

CALIFORNIA (Mammoth Lakes) 106.5 B for 106.3 A. M. KMMT.  
IDAHO (Fruitland) 99.5 C1 for 99.3 A. Ch. C/L from Wieser.  
M.: K W E I.  
IOWA (Rock Valley) 106.9 C3 for A. M.: K Q E P C.P.  
NORTH CAROLINA (Hatteras) 94.5 C1 for 94.3 A. M.: W V A V.  
OKLAHOMA (Edmond) 97.9 A for 97.7 A. M.: K T N T.

FINE:

TEXAS (Corpus Christi) K R Y S - \$6,250.00 - F.C.C. Lottery  
Regulation violations.

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"THE WINNER" - At this year's Small Market Radio Seminar (St. Louis - February), the winning entry in the idea exchange came from David Young, K S I D AM/FM, Sidney, Nebraska. It made January, 1992 the largest volume month in his station's almost 40 year history.

The day after Christmas, every retail and service business, got a notice, followed by an in-person sales call, telling advertisers and potential advertisers, "K S I D JANUARY CLEARANCE! We have about 2,000 January ads that didn't sell - all marked down to move fast and ready to move your January Clearance merchandise fast. These ads are first quality - no seconds. They're all from our regular inventory. While they last, you save as much as 50%. Sidney area businesses know a bargain when they see one. They'll be snapped up fast. Be ready to get your share when your K S I D representative calls - better still, call K S I D right now for extra fast service. Call 254 5803."

"NASCAR RACES" - The Sunday afternoon broadcasts, available from Motor Racing Network at (904) 254 6760 are being broadcast in 40 of the 50 states.

David Luther, W B T M/W A K G, Danville, Virginia, told an N.A.B. convention program earlier this year what "Winston Cup" and "Busch" racing events have done for his radio station and its gross.

N.A.S.C.A.R. race broadcasts are the only live sports coverage on his modern country FM (W A K G). His Am station is heavily into other sports broadcasts.

Luther calls N.A.S.C.A.R. race broadcasts easy to sell because many advertisers are fans themselves. It's an upscale audience: 91% high school graduates, 41% college educated. Average yearly household income is \$39-thousand, 64% own their own home, 53% will drive 100+ miles to an event in their area.

In addition to the revenue on the race broadcasts, W A K G carried a 2 hour syndicated show featuring a mix of top country music and country music stars along with race drivers and personalities. The 2-hours is sold out on Friday night 7 to 9P and Saturday night 11P to 1 A.

Still more revenue comes in from a 1-time a year racing afternoon in a local park featuring race drivers and a race car display.

The station and Taco Bell have undertaken the co-sponsorship of a race car. In addition to being entered into area competitions it'll be displayed at station remotes for auto dealers, motor home dealers, convenience stores, etc.

Luther say N.A.S.C.A.R. activities generate \$60-thousand a year on his station.

\$ale\$ Test - Positive Thinking .....

Answer each question below. Give yourself 10 points for each YES answer. . 0-points for each NO answer. Add the totals.

	POINTS
1. Are you thinking positively about yourself and your job today?	_____
2. Did you smile before leaving home this morning?	_____
3. When you deal with negative people, do you always maintain a positive attitude?	_____
4. Have you helped a client solve a problem in the past 3 days?	_____
5. Do you currently have a clearly defined, enthusiastic goal?	_____
6. When you lose a sale, do you immediately go to work on restoring your positive attitude?	_____
7. During the past 24 hours, have you read (or listened to) positive material?	_____
8. Are you planning for a positive, quiet moment for yourself today?	_____
9. Do you sincerely feel that each problem facing you contains the seeds to its own solution?	_____
10. When you are calling on a tough client, do you visualize a positive outcome before the call?	_____
TOTAL POINTS:	_____

RATING YOURSELF

A score of 100 means that you are 100% positive. The difference between your score and 100 indicates the amount of positive thinking required for a more positive "YOU." Until your score is 100%, read the classic bestseller, "The Power of Positive Thinking" by Dr. Norman Vincent Peale.

"Personal Selling Power"  
11/12-'92



## HOLIDAY SEASON SAFETY TIPS

If you're planning a holiday party, \_\_\_\_\_ suggests you include a variety of non-alcoholic drinks. Many people cannot drink alcoholic beverages or prefer not to. If you're serving punch, use a non-carbonated base. Alcohol is absorbed much faster when it's combined with a carbonated mixer. \_\_\_\_\_ has brought you this message with their best wishes for a safe, happy holiday season and new year.

One in four adults will make an out of town trip during the holidays. If you're one of them, \_\_\_\_\_ says, it's easy to get tired and bored while driving. Falling asleep at the wheel can be fatal. Let someone else take a turn behind the wheel. A holiday safety reminder from \_\_\_\_\_

\_\_\_\_\_ believes it's a good idea for holiday party hosts to serve plenty of food. Snacks will help slow the rate at which the body absorbs alcohol. It's a good idea to avoid salty food which stimulates thirst. Good holiday party foods include open face sandwiches, low-salt crackers, vegetables to dip, candy cookies and assorted breads. \_\_\_\_\_ says, have a happy, safe holiday season.

Did you know that half of all fatal holiday auto accidents involve drinking. \_\_\_\_\_ reminds you that alcohol dulls your judgement and your reflexes. It impairs your vision. \_\_\_\_\_ believes the old advice is still the best advice: "If you drink - don't drive. If you drive - don't drink."

During the holidays, \_\_\_\_\_ reminds you that abstinence from drinking is always acceptable. But, if you plan to drink, set limits and stick to them. Stop drinking long before you start home. Ask for help in getting home if you think you need it. This reminder along with best wishes for the holidays and the new year comes from \_\_\_\_\_.

It's a fact! Coffee will not sober a person up. Coffee is only a wide-awake drink. \_\_\_\_\_ suggest you plan a large breakfast of fix-your-own eggs, some type of meat and fruit to "wind up" your party. Assigning each person a job in preparing the "wind up" breakfast forces them to put down their drinks. \_\_\_\_\_ wishes you a safe, happy holiday season and New Year.

So, you're staying close to home this holiday season. \_\_\_\_\_ hopes it will be the happiest holiday season ever. Please don't let an accident mar it for you. Remember that the majority of auto accidents happen close to home and that over 50% of them involve a drinking driver. \_\_\_\_\_ says, be happy - but, be careful.

Plan your holiday party around a "fun event." \_\_\_\_\_ suggests you might want to select a theme and plan games and activities around that theme. Games and activities give people a reason to put down their glasses. A reminder from \_\_\_\_\_ who extends their best wishes for a safe, happy holiday and new year.

## Management - A Few Miscellaneous Thoughts

The rapid turnover rate in radio station sales departments continues to be one of the industry's great challenges. Why? Here are some reasons:

**WHOSE ACCOUNTS ARE THEY?** From our experience, most managements do a poor job of establishing the fact that the accounts in the radio station's marketplace belong to the ownership of the radio station. It is the radio station owners who have purchased a ticket to pursue the revenue potential in the market. The salespeople are hired by that ownership to present the station's value to prospective accounts and service the business acquired.

**DOES THE SALESPERSON WORK FOR HIMSELF/HERSELF?** Many radio salespeople believe they work for themselves, because they are paid commission. "If I don't sell, I don't get anything." Some even complain that the owners get 85% of the money they bring in - they (salespeople) get only 15%. Straight commission people often believe they are completely within their right to "Look after #1 first," giving only lip service to participation in station goals, selling what is easiest and most profitable for them (salespeople) instead of the station. Straight commission is not the best way to pay salespeople. Stations that pay that way need to be sure that they impress on salespeople that they are entrepreneurs who don't have to make a monetary investment like people who operate franchises, but, they have to know that, like successful franchisors, you have established rules and have established perimeters within which your entrepreneurial salespeople must operate.

**QUOTA SETTING** - Quotas are necessary. If you don't know where you're going (or expected to go) it's not likely you'll get there. Many managers make the mistake of arbitrarily setting goals without sufficient thought. Goals must be challenging, measurable, and attainable. Best course of action: enlist each salesperson in his/her goal setting. When goals are agreed upon, get agreement and monitor progress during the period for which the goals have been set.

**MOVING ACCOUNTS TO OTHER SALESPERSONS OR THE HOUSE** - Generally a bad idea unless you have rules (in writing) about the rotation of non performing or under performing accounts. Set a time frame of 3-months to 6-months. Make the last sales meeting of each month the time that eligible accounts (non performing or under performing) are rotated. Be careful that you don't spoil the morale in your sales department. Fairness is key. Dangerous: moving a well performing account of a salesperson's list onto the house list.

**NEW BUSINESS** - Best idea! Management makes initial call, then, turns over to most compatible salesperson.

"One 'Size' Doesn't Fit All" .....

Tim Martz has 6 stations in 3 marketplaces. He has shut down an AM in one market, shortly after building one in another market. He built still another station (a Class A FM standalone) which he sold "after having four managers in less than a year." All of this and more has happened in seven short years.

Martz, 42, grew up in Montreal, Canada. His interest in broadcasting was inherited. His father was in Canadian TV. Tim spent the years between college and his mid-30s in financial posts with major corporations. He got into broadcasting "when I decided I wanted to work for myself."

From his base in a Cleveland, Ohio suburb, Martz has small market operations in Presque Isle, Maine (Class C FM, W B P W and L.M.Ad. W T M S; Sault Sainte Marie, Michigan (W K N W (AM)/Class C FM, W Y S S; and Class A FMs W F N L, Sturgeon Bay, Wisconsin/W Z N L, Norway (Iron Mountain), Michigan.

Tim describes his group as a "mixed bag." All of his stations are "profitable" because, he says, "They have to be. They have to pay for themselves and I have to earn a living out of them."

His stations are in small, crowded markets. "I have learned to hire to my own short comings. I am a good financial guy. The managers are all strong sales guys on strong incentive plans and equity opportunities."

In Presque Isle, Maine, a market of 70,000 with a depressed economy and at least a dozen stations working it, Martz's station, plays an adult Current Hits format. It is, by all accounts the top station in the market, with audience shares of 40% and more. "If you're that strong, I don't care how many stations there are or how bad the economy is, you're going to do a lot of business. We do."

Martz, this past summer took his Presque Isle area AM off the air, so its space in his building could accommodate the L.M.Aing. of Class C, W T M S. "The non broadcaster-absentee owner was losing money regularly until he L.M.Aed. with us. Now he's getting a return on investment - we're making a profit for our efforts."

One manager oversees both operations. All aspects of the operations have been combined under one roof - except sales. The sales are conducted by separate staffs operating out of separate offices "under the same roof." "We did not believe that the same people trying to sell both stations to the same people would yield the kind of money we needed to meet both stations' billing objectives. When we combo-sold our AM, it never did better (with a news/talk format) than break even. That AM, a 5 kW daytimer at 600 on the dial is "silent" until Martz finds a buyer. "It's an ideal station for religion," he says.

Saulte Sainte Marie, Michigan offers an entirely different set of opportunities and problems.. The Michigan market is about 35,000 with a 52 year old Class IV AM/Class C FM operation. When Martz bought W Y S S, it had a checked past with over a half dozen owners in a dozen years. It also suffered because it didn't have an AM "sister station." "Five years ago, AM was still dominant in that area," Tim says. He found an opening for a full time Class IV 1 kW day/night non directional AM there.

W Y S S dominates listening in Saulte Sainte Marie, Michigan and Canada. The Canadian side with over 100,000 people is three times the size of the Michigan side. The Canadian side has only 2 FM stations (now in a joint operating agreement). The licensees turned in their AM licenses.

"That made a perfect opening for our AM station," Martz says. That AM carries news/talk (including Rush Limbaugh) and a host of sports play-by-play from both sides of the border. "We've stayed away from big time pro sports. The rights fees are generally too high, particularly when you consider how small the audience tends to be with all the 'over the air' and 'cable' coverage. We concentrate on local."

A bit unusual is his sales operation. There are sales offices on both sides of the border. There is just one sales staff. "Each salesperson has an AM list and a separate FM list. Nobody calls on one account with both AM and FM. It keeps down jealousies and friction that often arises when there are two staffs under one roof.

He got a real break when the two "combos" on the Canadian side of the border, faced with a government mandated choice, took their AMs silent (turning in their licenses) and entered into a joint operating agreement for their FMs. That produced a "big hole" in the market in effect we have 135,000 people total and just the 2 American combos and the two Canadian FMs, under single ownership.

Martz's other operation is two Class A FMs, operating out of a single studio site in Sturgeon Bay, Wisconsin. There are also sales offices in Marinette, Wisconsin and Iron Mountain Michigan. "These were all markets that were said to be overcrowded when we built or bought in. We found a wide open program niche (soft A.C.) and sold that niche. The stations are automated and are simulcast. Commercials are duplicated on both stations. We have in effect a Class B FM."

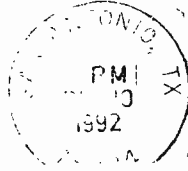
Although he came in to small market radio in the "go go" mid-'80s, he is not discouraged by the current state of the business. He has two more stations he'll build next year. "In most of our markets there's less competition and we've gotten better at running stations. I'm positive."  
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Barbara J. Doll - Circulation



VOLUME X - Issue #29 - December 10, 1992

**RADIO BIZ REBOUNDS** with economy, according to R.A.B. survey of 100 radio markets across the country. Business nationally was up 6% in October. All areas advanced with 3% gains recorded on the East and West coasts, 11% in Southeast, 7% in the Midwest, and 12% in the Southwest.

**SMALL MARKET DUOPOLY:** W T C S/W R L F (FM) buys W M M N (AM) Also Fairmont, West Virginia. Cromwell Group's W M C I (FM) Mattoon, Illinois L.M.Sing W E I C, adjoining Charleston, Illinois.

**B.P.I. BUYS STILL ANOTHER COMPETITOR** - Bill Robinson has sold his Musicworks syndicated programming business to Seattle, Washington based Broadcast Programming. Bill started the Musicworks in 1977. His plans are indefinite at this time, except that he and Mrs. Robinson intend to spend more time on lay missionary work for their church.

**FREE!** 1993 Promotion Planning Calendar. Write: R.R.N., 111 Fifth Avenue, Suite 1300, NY, NY 10003.

**YOU CAN SAVE ON REGISTRATION, HOTEL, AIR** at R.A.B. Managing Sales Conference (Dallas 2-4/7). Details: 800 341 2014.

**LARRY KING DAYS STARTING FEBRUARY** - Mutual slots "Liberal Larry" with conservative Rush Limbaugh (E.F.M. Noon to 3:00 P.M., Eastern). Jim Bohannon takes Larry late night spot.

**OTHER NEW NETWORK TALK:** A weekly 2-hour financial forum and a 2-hour weekly garden show. Same folks who originate Sports Final. Info: 508 460 0588.

**THAT \$5,000.00 FINE** levied on W M B O, Auburn, New York, was set in motion by a complaint from an inmate at the local prison. He complained that the station's overnight newscasts were misleading, claiming to be live while in fact they were recorded.

**GREETINGS TO NAVY AND MARINE PERSONNEL** serving overseas. Simple procedure, but you must act by Wednesday 12-16. Messages will be broadcast on Navy facilities worldwide to bases and ships at sea. Information: Captain James C. Myers, 713 784 5560.

NEW STATIONS (Granted):

WISCONSIN (La Crosse)Mississippi Valley B'c'g.106.3 12kW  
476'  
(Whitewater) Scott M. Trentadue 106.5 3kW 328'

AMENDMENTS TO THE FM TABLE (Amended):

ALASKA (Palmer) 95.5 C1 for 95.7 A. W: 1-5/2-4  
FLORIDA (Gainesville) 105.3 A for 105.5 A M: W Y K S  
IDAHO (Eagle) 107.9 C for C2. M.: K K V G.  
IOWA (Hampton) 98.9 A. Ch. community/license: Parkersburg.  
M.: K A R P.  
LOUISIANA (Campti)98.5 C3 deleted.  
(Oakdale) 98.7 C1 for C2. M. : K I R C.  
MICHIGAN (Houghton) 94.3 C2 for A. M.: W A A H  
MINNESOTA (Le Sueur) 96.1 C3 for A. Ch. comm./license to  
Glencoe. M.: K Q X A.  
(St. Charles) 107.7 A as 1st. W.: 1-5/2-4  
MISSISSIPPI (Hattiesburg) 99.7 C3 as 4th. W: 1-8/2-8  
(Leland) 94.3 C2 for A. M.: W B A D  
(State College) 104.5 C3 for 104.3 A. M.: W U M I  
C.P.  
OREGON (Ashland) 107.5 C2. W.: 1-5/2-4  
(Eagle Point) 106.3 C3. W.: 1-5/2-4  
TEXAS (Dilley) 98.9 C2. W. 1-8/2-8  
(Leakey) 104.3 A. W: 1-5/2-4  
(Mason) 97.7 C2 . M.: K O A X C.P.  
WISCONSIN (Tomah) 96.1 C2 for A. M.: W B O G C.P.

(Proposed):

FLORIDA (Leesburg) 106.7 C1. Change community/license to  
Tavares. M.: W X X L.  
LOUISIANA (Thibodaux) 106.3 C3 for A. M.: K X O R.  
MINNESOTA (Proctor) 107.7 A as 1st.  
NORTH CAROLINA (Southern Shores) 100.9 C2.

(Requests):

CALIFORNIA (Needles) 103.9 B as 2nd.  
FLORIDA (Beverly Hills) 97.1 C2 for A.  
ILLINOIS (Pontiac) 93.7 B1 for A. M.' W J E Z.

INVOLUNTARY TRANSFERS:

MASSACHUSETTS (Nantucket) W N T X (FM A) to S. Lawrence  
Dehaan, Debtor in Possession (921026 HJ)  
OREGON (Coos Bay) K R S R (AM) to Ronald Sticka,  
Bankruptcy Trustee (920929 ED)  
(Lake Oswego) K M X I (FM-C)/WASHINGTON (Vancouver)  
K V A N (A) to Rogue Broadcasting Corp.,  
Debtor in Possession, 9500 S.W. Barbur Blvd., Suite  
302, Portland, OR 97219 (920914 EB/EA)  
WASHINGTON (Oak Harbor) K J T T (AM) to Henry Koetje,  
Receiver, 3101 300th Ave, W., Oak Harbor, WA 98277  
(921116 EC)

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"THAT'S WHAT FRIENDS ARE FOR" - Sell it to a beer distributor, bar, carry-out, etc. The schedule supports a designated driver program. A representative from the sponsor voices the announcements asking listeners not to drink and drive. The announcements promote making sure there's a designated driver for holiday parties and other festivities where alcoholic beverages are served.

Irwin Pollack's "Selling Smarter", Natick, MA

"SUPER BOWL - LOVE IT OR LEAVE IT" - Cleveland based program consultant, Mike McVay, suggested in a recent issue of "radio and Records," a January contest offering a his and hers prize. For him, snacks and beverages for a half or full dozen attendees at a Super Bowl Sunday party (Sunday January 24). For her, a gift certificate to spend shopping at a local store/stores that Sunday afternoon. Do either a multi store sign up or maybe a call to win (# when you hear the football official's whistle.)

"YOU NAME THE STARS" - K T R F, Thief River Falls, Minnesota, has sold this to a movie rental outlet. Listeners "call to win" e.g. "We'll take the 5th caller." That caller is asked to identify the voices of the stars of a movie being featured at the store. The voices are recorded from the movie audio. Correct answers win a free movie rental from the store.

Looking ahead to January:

Special days: Elvis Presley birthday, Friday 1-8  
End of Viet Nam War (20th Anniversary) 1-27  
Pizza Week - 1-10/16

Telemarketing Opportunities (from SMRNewsletter's 'Radio Station TELEMARKETING" (Price \$99.00):

New Year's Greetings  
Winter Safety  
Blood Donor Recruiting  
Viet Nam War End Anniversary

How bad is January business?

FACT: January retail sales are 84% of an average month and 70% of December.

House Calls?

The Lincoln-Mercury division is planning to urge dealers to deliver its Lincoln Mark VIII to prospects' homes for "test drives," according to "Advertising Age" magazine.

That's "going after the business," isn't it?

\$ale\$ - Billing More Dollars In 1993 .....

Sales trainer says, put these 5 steps to work and you'll bill more, A LOT MORE, in 1993:

1. Sell yourself on the value of your station. You have to have "station belief." When you make a presentation, believe that if he (she) buys, it'll be the very best buy he or she will make today.
2. Don't refer to what you are selling as "Spots," "commercials" or even radio ads. Refer to what you are selling as (YOUR STATION CALL LETTERS) radio ads. Just saying "radio ads," in Williams' opinion, "recalls every bad experience he's ever had with radio stations."
3. When the prospect says "no," say, "REALLY" with surprise. If you "routinely" accept a "no," you're telling the prospect, you're used to getting "nos." You'll have a hard time moving him to a "YES," because "nobody wants to be the first fool on the block."
4. Use financial sizing. Every other business offers prospects a choice of merchandise: expensive, average, or economy - or- big, medium, small. Give them a choice of ad schedules: Conservative, moderate, aggressive - all positive words to a merchant.

The Williams' formula: Set a must buy figure e.g. \$500.00 -then set a figure 50% higher (\$750.00) and 100% higher (\$1,000.00). At the end of your presentation, hand him all 3 plans (agreements) at once. Don't deal them. Let him pick the one he wants. Williams claims, prospects steeping themselves up to 50% more and 100% more will yield 32% more dollars than offering just the "conservative" schedules.

5. Ask enough to be important. Williams points out the average new car is \$14,000.00, used car \$7,000.00. "We present this seller of \$14,000.00 and \$7,000.00 cars a \$1,500.00 schedule - 1/10th the price of a car. At the grocery store, they're handling a million dollars a month - that's \$33,000.00 a day, \$2,200 an hour (average). We don't ask for enough money to be important. ASK FOR MORE!"

To make these 5 tips work for you, Williams says, You have to remember THIS HARD FACT: "The best place to look for new dollars is from your old customers. It's easier to increase old business than write new business."

Keep in mind what your customer wants. If your schedule generates a profit, he gives you an "A". If you increase his traffic, he gives you a "D." If you enhance his image, that gets you an "F." "He's in business to make a profit."

Jim Williams  
J.R.W. Services  
12917H Jefferson Ave.  
Newport News, VA 23602  
(804) 249 3770



## Management - TEN BAD IDEAS FOR THE FIRST QUARTER

1. Load up accounts who will buy anything - but, probably won't pay.
2. Cut the rates to get some money from the "chislers" in the market. Question! What about the customers who pay the rate and pay regularly?
3. Run a "big promotion" that you don't have the staff, know-how or commitment to do right.
4. Run a promotion that will put money on the books - but, probably won't put much on the "bottom line." Remember, advertising money does have limits in small markets. Trading dollars doesn't make business sense.
5. Tell a customer, "I know things are slow. Run now. You can pay me when things pick up." You have something of value to sell and you have a right to expect to be paid timely for it.
6. Bribe him/her to buy with a "due bill" or a gift of some kind. Can you do it for every comparable customer? If you can't ---- - you finish the sentence.
7. Let an "outside promoter" come in to your market to sell a (YOUR CALL LETTERS) Coupon Book. He'll sell a lot of books. You'll get some quick cash. After he leaves town, you'll also get a lot of complaints from unhappy businesses who didn't know "those ### coupons would come in so heavy" and listeners saying, "- - - won't honor my coupon in the book from your station."
8. Give away trips to Florida or other resorts that are only honored "off season when it's so hot nobody would stay there." Or, a vacation with terms and conditions that make it nothing like "a dream vacation" you described in the "promo spots."
9. Hire "a boiler room" to sell "Stamp Out Drunk Driving" or "Watch for kids" spots at "3 times your normal rate" in towns where "they can't hear your station." "It's found money in another station's town." What if that station turns another "boiler room" loose on you?
10. "Double bill" some co-op. After all, you don't do it often - and probably won't get caught."

The above is a real list of "First Quarter Tactics" put to use in the first quarter. None have produced satisfactory long term results. Each has contributed to the low standing of radio in many areas. All stations have prospects with problems to solve and opportunities to realize in the first quarter. Stations have a right to be paid a fair rate and be paid timely.

NEW YEAR'S GREETINGS

As the old year makes way for the new, \_\_\_\_\_ thanks you for your valued friendship and continued patronage. Please be assured that they will work even harder to serve you in the coming year. Thank you and Happy New Year from \_\_\_\_\_.

Old acquaintances are never forgotten at \_\_\_\_\_. To friends, old and new, best wishes for the best of everything in the New Year from \_\_\_\_\_.

A New Year of health, happiness, and prosperity. That's the wish of your friends at \_\_\_\_\_. Thanks for your continued friendship and patronage and a Happy New Year from \_\_\_\_\_.

Before the holidays end and the New Year begins, \_\_\_\_\_ takes this opportunity to thank you for your friendship and patronage. \_\_\_\_\_ extends best wishes for the holidays and the New Year.

If the New Year's holiday includes alcoholic beverages, don't forget that old advice: "Make that one for the road a cup of coffee." \_\_\_\_\_ hopes that your holiday will be a happy and safe one and that the New Year will be full of health, happiness, and prosperity. Happy New Year from \_\_\_\_\_.

Here at the end of one year and the beginning of another, \_\_\_\_\_ looks back at a year full of many kindnesses from their many friends and customers. More important, they look forward to another year of your friendship and the opportunity of serving you even better. Happy New Year from \_\_\_\_\_.

\_\_\_\_\_ thanks you for using the products and services they offer. In the New Year, as in the old, only the best is good enough for their customers and friends at \_\_\_\_\_. Here's wishing you the best of everything in the new year.

Ring out the old! Ring in the new! Happy New Year from \_\_\_\_\_. Here's hoping the new year will be full of health, happiness, and prosperity. Happy New Year from \_\_\_\_\_.

This is the time for making resolutions. \_\_\_\_\_ makes this resolution: In the year ahead they will work even harder to serve you even better. Happy New Year from \_\_\_\_\_.

Best wishes for a happy New Year from \_\_\_\_\_. It's been a real pleasure for them to serve you this year. In the New Year they pledge to work even harder to merit your continued friendship and patronage. Happy New Year from \_\_\_\_\_.

"Harsh Medicine" .....

The 12 year small market group owner's career came abruptly to an end, when a bankruptcy court judge heard testimony that:

He had approved the false billing of \$30,000.00 worth of advertising that was never run. Following submission of false invoices and his "co-oping" suppliers, the retailer delivered to one of his stations a sizeable amount of merchandise - apparently for his personal use.

Two employees testified that their station manager, in a cost cutting move, ordered the studio-transmitter control line taken out. Operators were to log "phony" readings.

The group corporate financial officer admitted under oath that he, a notary public, had notarized the "phony" signature of two dead people on a station lease document at the direction of a minority stockholder.

These were the highlights of seven hours of bankruptcy testimony which started in the afternoon and ran into the night. As I witnessed the hearing, I couldn't help but feel sorry for the owner. He was obviously in far over his head. His ego had clearly got him into trouble.

When the judge announced, "I am removing you from the management and ownership of your stations," the removed owner indicated he would seek an appeal. The judge has appointed a retired executive as trustee to run and sell the stations. I have asked SMRNewsletter not to publish the now former group owner's name or identify the stations - pending his appeal.

During the almost ten years I have been engaged in station brokerage and consulting, I have worked on 20 bankrupt broadcast properties. This hearing included the most devastating testimony and the harshest judicial action I have witnessed.

Editor's Note: The author is Ray H. Rosenblum (Box 38296, Pittsburgh, PA - 15238 - phone (412) 362 6311) His brokerage business includes small market properties and financially distressed radio and TV stations.

Why The Bank is "Tight" .....

If you had a choice of selling your inventory at a good profit with no risk rather than parceling it out in small amounts to buyers who represent some risk, which would you do? The answer is obvious. "Business Week" magazine reports that many banks are borrowing short term money at 2% and investing it in long term U.S. government and agency securities at 6-1/2%.

Small market radio stations, like other small businesses, are having trouble borrowing money "at the bank" because the bank is lending to the government - enjoying a good return - free of "hassle" from the bank examiners. In the 2-years ending June 30, 1990 and June 30, 1992, banks' investments in investment securities grew from \$600-billion to \$734-billion. Commercial and industrial loans dropped from \$610-billion to \$546-billion, according to the Federal Deposit Insurance Corporation.

Will things change "at the bank?" That will depend on the policies of the incoming Clinton administration. It will basically take two things: "the spread" between short-term and long-term rates will have to narrow and the regulators will have to "ease up" on the standards they're exacting on the bankers. The decision is a difficult one. "Tight money" equals low inflation. "Looser" money equals inflation. Most observers expect the Clinton administration to "ease up a little." This means there'll be some inflation, money available at higher interest rates.

#### THE LAST WORD

This publication joins the N.A.B. and other industry groups in urging the F.C.C. to keep intact its new radio ownership rules. While not perfect, the rules make possible a return to profitability and value of many, not all, station operations that have suffered from the cavalier station creating policies of the Fowler and Patrick Commissions. By allowing the rules of physics to outweigh common sense, longtime owners have seen their stations drop in value. Service has been cutback. Financial people expect radio industry employment to drop 25% during the next five years.

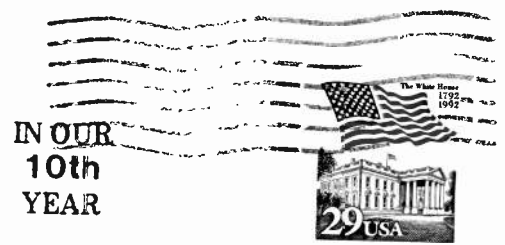
We would caution minority groups against pressing for changes in the new rules to enhance their chances of station ownership. The "80/90" program had a lot of built in preferences for minorities. As we turn the corner toward the end of that program, minority radio station ownership has increased by only 2%, it's estimated.

The real opportunities for minorities is the creation of an environment where stations can be profitable enough to service debt and enjoy a realistic prospect of growing in value. Cheap radio stations, like cheap anything else, are no bargain. Let's give the radio industry a chance to rebuild itself, as other industries have, to serve its advertiser customers and the public and to make its investors a return on their investment. That's what's best for everybody concerned. We believe that present rules not only provide everybody "with a piece of the action," but hold out a reasonable promise that that "piece of the action" will be worth something.

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VOLUME X - Issue #30 - December 17, 1992

**AL SIKES WILL LEAVE F.C.C. JANUARY 19** although his term won't be over until June, '93. That gives incoming president Bill Clinton the opportunity of choosing his own Commission head. Senior member of the Commission, James Quello, a Democrat, is said to be front-runner to succeed Sikes.

**AD FORECAST FOR 1993 + 6.9%** after a revised 4.5% increase this year and a drop of 1.5% in 1991. Figures comes from Robert Coen, forecasting v.p. at McCann-Erickson. Coen, according to U.S.A. Today believes, "Ad spending and the economy are back in sync."

**RETAIL MERCHANTS CONTINUE TO POST GAINS** in Christmas shopping season. Retailers are expected to post moderate to strong gains after a 3-year string of weak results, the Wall Street Journal says.

**CHANGING OF GUARD AT JONES SATELLITE** - Senior V.P. T.J. Lambert leaving. Post will be filled by longtime Satellite Music Network exec Roy Simpson.

**COUNTRY MUSIC DANGEROUS TO YOUR MENTAL HEALTH** - A University of Alabama, Auburn, professor says that he has research saying that cities with a country music radio station have a higher suicide rate. Sociology Professor, Jim Gundlach, says the "sad lyrics of many country songs push depressed people over the edge."

**A GASOLINE TANKER TRUCK EXPLOSION** apparently started a fire which "totaled" W T C W/W X K Q, Whitesburg, KY, part of the Terry Forcht Key Group. Fire struck Thursday 12-3. The FM went back on the air Monday 12-7 from a trailer. AM should be back on by 1-1-'93.

**IS IT LEGITIMATE?** A subscriber received a card in the mail saying, "I was recently informed that you might be looking for a new position." The card instructs the recipient to place a \$1.50 a minute call to a 900 number for information. If you know anything about this, please let SMRNewsletter know.

**THOUSANDS OF NORTH CAROLINA RESIDENTS** will miss his 35-year long Noon news broadcasts on he and Richard Ferndel's W W G P/ W F J A, Sanford. Bud Abbot was one of radio's great people.

1746 Rosewood Street - Seguin, Texas 78155 - (210) 379-7549 - FAX (210) 372-2905

At the F.C.C. ....

NEW STATIONS (Granted):

CALIFORNIA (Chico) Phoenix B'c'g., Inc. 92.7 2.8 kW 298'  
FLORIDA (Fernandina Beach) Annette Godwin 105.3 6 kW 328'  
KENTUCKY (Carlisle) Tami, Inc. 100.7 6 kW 269'  
MICHIGAN (Bronson) Michiana Christian B'c'rs. 94.7 6 kW  
328'  
SOUTH CAROLINA (Summerton) Summer Town Partners 95.5 6 kW  
328'  
VERMONT (Brandon) The Mirkwood Group 101.9 3 kW 328'

AMENDMENTS TO THE FM TABLE (Amended):

MISSOURI (Clinton) 95.3 C3 for A. M.: K D K D  
VIRGINIA (Lawrenceville) 105.5 A for 98.9 A. M.: W H F D  
(South Hill) 98.9 A for 105.5 A. M.: W S H V

(Proposed):

CALIFORNIA (Arvin) 92.5 A as 1st.  
GEORGIA (Harlem) 95.1 C3 for A. M.: W C H Z  
MONTANA (Columbia Falls) 95.9 C2 for A. M.: C.P.  
OKLAHOMA (Broken Bow) 106.1 C2 for C3. M. K K B I  
(McAlester) 105.1 A for 104.9 A. M.: K T M C  
TEXAS (Hempstead) 105.3 C3 for A. M.: K E Z B

(Requests):

FLORIDA (Beverly Hills) 106.3 C3 for 97.1 A. M.: W X O F C.P.  
(Chiefland) 107.9 A for 97.3 A. M.: W L Q H C.P.  
(Holiday) 97.1 C2 for 106.3 A. M.: W L V U  
(Micanopy) 97.3 C2 for 97.7 A. M.: W R R X  
(Sarasota) 106.5 C2 for 105.3 A. M.: W S R Z

REPORTED SILENT (by the M STREET JOURNAL):

VIRGINIA (Virginia Beach) W V A B (AM)

FINE:

MASSACHUSETTS (Worcester) W O R C - \$4,000.00 - broadcasting  
telephone conversation without permission.

INVOLUNTARY TRANSFERS:

ARIZONA (Green Valley) K T Z N (FM A) to Nova  
Communications, Debtor in Possession, 698 East Wetmore Rd  
Suite 200, Tucson, AZ 85705 (921120GG)  
NEVADA (Reno) K Z S R (FM C)/TEXAS (Abilene) K H X S (FM A)  
to Anthony Ocepek, Temporary Receiver (921105 GK/GJ)  
NEW YORK (Lake Placid) W I R D (AM -D)/ W L P W (FM A) to  
Donald A. Nardiello, Receiver, P.O. Box 1074, Lake Placid  
NY 12946 (920729 HA/HB)

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"CELLULAR PHONE CO. IDEA" from Marge Martin, W A Y Z, Waynesboro, Pennsylvania - Listeners are asked to send their business cards to the station's morning show. A weekly drawing gives the winner music tapes, flowers, balloons, breakfasts, and a free cellular hookup for 90 days plus the honor of being "Business Personality of the Week."

"IF YOU'RE LOOKING FOR A FINANCIAL FEATURE," check the "Forbes Report," 10 90-second commentaries weekly by Malcolm S. Forbes, Jr., the magazine's editor-in-chief, Available via satellite / barter. Info: 212 688 2424.

"NOT FOR EVERYBODY, BUT" - A Palm Desert, California firm is leasing a Vegas type Slot Machine. Idea is to have a feature to "live up" remotes and to give marketers a unique opportunity to distribute their coupons on your remotes. 12 month lease comes in at \$350.00 per month in small markets. Running on K A P S, Mount Vernon, Washington. Information: Rick Banik, 619 779 9427.

In our 12-10 issue of SMRNewsletter, we published a list of "Bad Ideas" for the first quarter. One of those "bad ideas" was to bring in an outside promoter and let him sell a "WWW Coupon Book." The station gets a small amount (usually between \$2.00 to \$5.00 per book sold) for the use of the station's call letters and some promotion on the station.

We just received a re-print of an article which appeared in the Ripon, Wisconsin newspaper. Unbelievably, the two stations in Fond du Lac, about 25 miles away, allowed a coupon book promoter to use its call letters as "a station promotion vehicle" to sell a \$39.95 coupon book. The book was called the "Ripon Shop and Save Book." Ripon has its own local AM/FM station.

To give the books an extra "boost," the promoters told prospective buyers that a portion of the coupon book sales (\$2.00 per book) would go to the family of a youngster who was kidnapped and murdered earlier in the year. The family was not informed of this, let alone gave its permission.

In addition to a 1/5th page of bad "press," there were unfavorable reports like this one. When a representative of the coupon book firm was asked, how much of the proceeds were going to the dead girl's family, he replied, "Does George Bush know what percentage of his campaign contributions come from General Motors?"

The promoter expected to sell 300 to 350 coupon books. At \$39.95 each, that's a take of \$12,000.00 to \$14,000.00 - surely a hefty "net for the promoters." No money, but, a lot of grief for the station. It's gets our "Worst Promotion Idea of 1992 Award."

\$ale\$ - Help the Prospect Buy .....

Some people resent being sold. This is particularly true if they're being forced or pushed into a sale. They put up their guard against the salespeople who do this, and they try to repel such efforts. So, to avoid antagonizing prospects, don't "sell" them, help them buy.

If you sincerely try to imagine yourself in the prospect's shoes and act as the purchasing agent, you'll not only be helping him to buy but you'll find selling more enjoyable and more productive than if you're simply trying to get the order.

Suppose, for example, that you're walking in and the prospect says, "I'd like to buy some radio time."

Answer #1, "And I'll be glad to sell you some."  
(Salesperson's viewpoint emphasized.)

Answer #2: "If you'll tell me what you want that advertising to do, I'll be able to make you a good recommendation."  
(Prospect's viewpoint emphasized.)

The greater effectiveness of the second reply is obvious.

Adopt the Golden Rule:

Perhaps the best way to avoid antagonizing people is to practice the "Golden Rule." Treat your prospects as you'd like to be treated. You want others to be friendly and polite to you, so of course you'll be friendly and polite to them. You appreciate their interest and helpfulness. In like manner they'll appreciate your interest and helpfulness.

Tact and self control will win  
the approval of prospects.

William W. Frank and  
Charles L. Lapp in  
"How to Outsell the  
Born Salesman"(Collier)

What Makes People Buy .....

The following percentages of people say they are strongly influenced in making a purchase by (keep in mind when writing copy):

Reliability -- works like it should	75%
Long lasting, durable	70%
Easy to fix or maintain	47%
Easy to use	41%
Known, trusted brand	34%
Has latest technology	18%
Has many options, features	17%

Yankelovich Research in  
"Brandweek"



NEW YEAR GREETINGS

All drivers are not as careful as you are. \_\_\_\_\_ reminds you, if you're driving this New Year's holiday, drive with extra care. \_\_\_\_\_ wishes you a happy, safe holiday and the best of everything in the New Year.

Best wishes for a Happy New Year from \_\_\_\_\_. It's been a real pleasure for them to serve you this year. In the New Year, they pledge to work even harder to merit your continued friendship and patronage. Happy New Year from \_\_\_\_\_.

Ring out the old! Ring in the new. Happy New Year from \_\_\_\_\_. Here's hoping the new year will be full of health, happiness, and prosperity. Happy New Year from \_\_\_\_\_.

\_\_\_\_\_ thanks you for using the products and services they offer. In the New Year, as in the old, only the best is good enough for the customers and friends of \_\_\_\_\_. Here's wishing you the best of everything in the new year.

This is the time of year for making resolutions. \_\_\_\_\_ makes this resolution: In the new year, they will work even harder to serve you even better. Happy New Year from \_\_\_\_\_.

Here at the end of one year and the beginning of another, \_\_\_\_\_ looks back on a year full of many kindnesses from their many friends and customers. More important, they look forward to another year of your friendship and the opportunity of serving you even better. Happy New Year from \_\_\_\_\_.

Before the holidays end and the New Year begins, \_\_\_\_\_ takes this opportunity to thank you for your friendship and patronage. \_\_\_\_\_ extends best wishes for the holidays and the New Year.

A New Year of health, happiness, and prosperity. That is the wish of your friends at \_\_\_\_\_. Thanks for your continued friendship and patronage - and Happy New Year from \_\_\_\_\_.

Old acquaintances are never forgotten at \_\_\_\_\_. To friends old and new, best wishes for the best of everything in the New Year from the folks at \_\_\_\_\_.

As the old year makes way for the new, \_\_\_\_\_ thanks you for your valued friendship and support. Please be assured they will work even harder for you in the new year at \_\_\_\_\_. Happy New Year.

If the New Year's holidays include alcoholic beverages, don't forget that old advice: "Make that one for the road a cup of coffee." \_\_\_\_\_ hopes that your holiday will be a happy and safe one and that the New Year will be full of health, happiness, and prosperity. Happy New Year from \_\_\_\_\_.

Sib

"Running A Business Better" .....

PROBLEM SOLVING CHECKLIST:

1. Be proactive - problems very seldom get better without attention.
  2. If you have to be tough, be your own tough-"guy". Don't hide behind others.
  3. Deliver bad news personally.
  4. If necessary, let the other party blow off steam.
- "Radio Management/Marketing  
Newsletter" Sandy, Utah

RESEARCH: 61% of prospects show an irritation to amateurish phone cliches such as,  
"How are you?" or  
"Have a nice day."

MANAGING YOURSELF : Understand your body clock. It's irregular and not as uniform as time from a clock. Identify the peak times. That's when to schedule especially difficult work.

Ralph Keynes in "Parade"

It may be true that men don't enjoy shopping, because, men do behave differently in stores than women do. "Progressive Grocer" research indicates that men are better targets for in-store advertising and promotion. Men now account for 28.7% of supermarket dollar volume. Tip for supermarkets and other stores where men are major customers: Include frequent price specials in categories where men account for a high percentage of sales. Men are often extremely price conscious and aware of price differences.

"R.A.B. Radio Sales Today"

MARKETING PLAN CHECK-UP: Every business needs a marketing plan. Do you have one? Does it have these 3 critical elements?

1. Commitment
2. Consistency
3. Confidence.

COMPUTER PASSWORD - When you're picking one for your computer, consider an uncommon family name, a misspelled English word or two words with a non-letter symbol in between. Example: "GET # that."

Computerworld Customer  
Letter, Framingham, MA

"ANY ENTERPRISE IS BUILT by wise planning, becomes strong through common sense, and profits wonderfully by keeping abreast of the facts."

"Proverbs 24:3-4"

"Moment of Fame" .....

When Bill Stallard, longtime manager of W N V A AM/FM, Norton, Virginia, arrived at work on Monday (December 7), the station's salesman/play-by-play man, Butch Bradley, was heading across the parking lot toward the station van. "There's been a mine explosion," Bradley told Stallard. "I'm going out to check on it." He did not return to the station for 3-days.

The methane gas explosion turned out to be one of the top news stories in the nation for most of last week - and in a town of 5,000 people, a mine tragedy is something everyone knows will happen "sometime." That does not make it easy. There was hardly a person in the area who wasn't a relative, friend or acquaintance of one of the 10 victims. (At this writing 8 were found dead, 1 is still missing, and one escaped, but, had serious enough burns he was being treated at a regional burns center.)

Typically, Stallard tells of meeting one of his friends at lunch - an attorney who commutes from an adjoining county. The lawyer told Stallard, "I knew one of my neighbors was 'in there.' I always passed him on the road. I drove to work as he drove home from the overnight mine shift. We weren't close friends, but we'd waved to each other every morning for years."

Back "in the glory days" in Wise County, Virginia, W N V A had a staff of 18 - 15 full-time - including a full fledged news department. As the area population has shrunk and turned older and increasingly poorer, 5 additional radio operations have come into the market. The news department has been replaced by a co-operative arrangement with a regional daily newspaper, supplemented, Stallard says, "by everybody in the operation pitching in to supplement the newspaper material. It's not perfect, but, it's a lot better than most stations in our situation are providing their audiences." The W N V A stations are on satellite and have a staff of 6 full-time and 3 part-time employees.

Butch Bradley started his career at W N V A in high school. He left for about 20 years for jobs in other area stations and outside the industry. "He's been back for 8 years," Stallard says. He's had hardly any news experience.

Bradley parked his Marti equipped van as close to the mine as officials would allow. For several hours, he was the only source of information to the Norton area and outside. He "stood watch" for 22 straight hours. He left for about 2 hours for a shower and clean clothes and a short nap. He then returned for another 22 hours, followed by a break of about 4 hours. Finally, the story was over when the bodies of 8 miners were found and a 9th was judged by federal and state mining officials as "hopelessly lost."

W N V A was the only station that offered continuous coverage. "I imagine we didn't fall too far short of having 100% of the audience," Stallard says. "Butch did a marvelous job because he wasn't broadcasting like a newscaster. He was a fellow resident of those victims, their families, and friends. He was a neighbor sharing information with neighbors. He knew what they wanted to know. His descriptions were accurate and vivid. That goes back to his experience as a play-by-play announcer. He could be elected judge today, if he wanted to."

The station was deluged with hundreds of calls from newspapers, radio and TV stations and networks asking for information and actualities. "Everybody pitched in back here at the stations. I think we took care of most of the requests, thanks to very hard work of John Fawbush, our morning disc jockey and Debbie Baker, our office manager."

Stallard, a mid-'50s graduate of the University of Kentucky Radio-TV Arts Department at Lexington, doesn't have any "tips" on how stations might prepare themselves for a "Moment of Fame" like the one that occurred last week in Norton, Virginia, except to say, "You need a couple of good people with good judgement - then, you let them use their ability and good judgement. Dick Helms built this station back in 1946. He still owns it. He's always insisted it do a good job for the community. Last week, we proved it can still to a big job when it's called on to do it - even in the scaled down way the economy has forced us to operate."

#### THE LAST WORD

We are shocked at some of the "trade press" opinion on the Infinity/Howard Stern vs. F.C.C. controversy. It is to be charitable naive and juvenile. Examples:

One trade "mag" tells its readers that the recent vote for Bill Clinton clearly discredited the Al Sikes' Commission stand on obscenity. I think we followed the election campaign as close as anybody. We have always had a fascination for things political. I do not remember the operation of the Commission being addressed by either candidate in a meaningful way. The issue was clearly the economy. What's more, most research I've seen holds that 70-plus% of station ownerships and managements are Republicans. I didn't detect any widespread party defection among broadcasters - particularly because they were unhappy with the way the F.C.C. was treating Howard Stern.

From another publication, which recently has devoted most of its radio coverage to serving as the Infinity/Howard Stern "propaganda organ," says, the financial community finds Infinity's 48% cash flow margins outstanding. They're comparing Infinity with other broadcasters. Not fair! Infinity should be compared with pornographers, where we're sure a 48% margin is not that outstanding. What kind of a return have the "Deep Throat" movie producers realized?

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Bob Doll - Publisher and Editor  
Barbara J. Doll - Circulation

IN OUR  
10th  
YEAR



VOLUME X - Issue #31 - December 24, 1992

**GUILTY** of defrauding 5 stations. That's was the verdict returned after a 3 day trial in Federal Court at Oklahoma City last week. Witnesses came from K K R X and K S W O, Lawton, OK; K W O N, Bartlesville, OK; K G R N, Grinnell, IA; K E D A, San Antonio, TX; K G A F, Gainesville, TX. 48 year old Charles Truett Emerson, Norman, OK, promoted a "work at home" scheme by a business called "Cottage Industries." He sent orders for ads to at least 95 stations, the F.B.I. claims. He paid for none of the ads. Total value was over \$37,000.00. Sentencing is expected within 60 days. (See SMRNewsletter 11 19 '92). The newsletter's 1987 coverage figured in F.B.I. and Postal authorities building of the case.

**LAST S.B.E. SHOW?** The one scheduled for Miami next year may be the last national independent gathering of radio engineers and technical suppliers. Reason? Unsatisfactory attendance. Negotiations to make S.B.E. gathering part of N.A.B. spring convention underway. If agreement isn't reached, Society of Broadcast Engineers might limit itself to regional meets, according to "Radio World."

**A 15% DIVIDEND** will reduce insurance cost for N.A.B. members participating in the association's insurance program with Royal Insurance (general liability, commercial auto, crime losses, station property). Growth of participation and favorable loss experience made the savings possible, N.A.B. officials say. Information: 800 368 5644.

**WHERE IS HE NOW?** Bev Brown, former longtime owner of K G A S, Carthage, Texas and mid-'80s N.A.B. Board Chairman, is still in Carthage, syndicating a weekly 5-minute news commentary (via tape). Information about and a demo of "Talking It Over" can be had by calling Bev at 903 693 7331.

**A SUCCESSFUL NIGHTTIME AM RADIO IDEA** celebrates its 9th birthday with the highest ratings in Los Angeles. K N X has renewed "Old Time Radio Drama Hour" for another year. Charlie Michelson is distributor (800 648 4546).

**\$600,000.00 - A RECORD FINE** was levied last Thursday against Infinity Broadcasting for broadcasts of "Shock Jock" Howard Stern. His employer asks F.C.C. "to back off." Stern, according to "U.S.A. Today," "will talk despite fine."

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

1746 Rosewood Street - Seguin, Texas 78155 - (210) 379-7549 - FAX (210) 372-2905

At the F.C.C. ....

NEW STATIONS (Granted):

ARIZONA (Window Rock) Western Indian Ministries 103.1 3 kW 236'  
FLORIDA (Ormond by the Sea) Gloria Bell Byrd 95.7 3 kW 328'  
IOWA (Eagle Grove) Minn./Iowa Christian B'c'g. 100.7 25 kW 328'  
MARYLAND (Ocean City) J.H. Communications 106.9 3 kW 328'  
VERMONT (Killington) Killington B'c'g., Ltd. 105.3 11 kW 885'

Of Special Note: The F.C.C. granted the application of Bernard Dawson for a new FM station at Raleigh, North Carolina (102.9 - an A). This reverses an earlier grant to Peebles Broadcasting Co.

AMENDMENTS TO THE FM TABLE (Proposed):

ALABAMA (Repton) 101.1 A as 1st.  
ARKANSAS (Fordyce) 102.3 A for 101.7 A. M.: K Q E W  
(Hope) 101.7 C2 for A. M.: K X A R.

REPORTED SILENT (by the M STREET JOURNAL):

NEW HAMPSHIRE (Manchester) W K B R (AM)  
TENNESSEE (Crossville) W C S V (AM-IV)  
(Etowah) W C P H (AM)

INVOLUNTARY TRANSFERS:

ARKANSAS (Mountain Home) K K T Z (FM-C) to Eustis Wichert  
Communications, Debtor in Possession, 107 W. 9th St.,  
Mountain Home AR 72653 (921023GS)  
MISSOURI (Vandalia) K L R K (FM A) to Michael Caplan,  
Interim Trustee, 827 E. Sante Fe Ave., Grants, NM 87020  
(920527 GQ)  
TEXAS (Cuero) K Q R O (AM) to John Bumgardner, Receiver,  
Box 85, Thomaston, TX 77989 (921130EA)  
WASHINGTON (Spokane) K U D Y (AM) K K Z X (FM C) to Inland  
Empire Broadcasting, Inc., Debtor in Possession, 5106 S.  
Palouse Hwy., Spokane, WA 99223 (921019EF/EG)

About "Minding the Store" ....

The rules governing L.M.As. (Local Marketing Agreements) state that the L.M.Aed. stations must have 2-employees. One must be a management person spends his/her time exclusively on duties connected to the L.M.Aed. About the second person, the F.C.C. told an inquiring licensee, "To the extent that the second staff person may fully perform station functions with time to spare, and take on responsibilities for another business, as long as the main studio remains attended during normal business hours."

"The management level employee must be based at the 'main studio' and report to work there on a daily basis and spend 'a substantial amount of time there.'"

MONEY PAGE - Sales and Promotion Ideas

"BEAUTIFUL YOU" - John Schuler, W S C H, Aurora/W X C H, Versailles, Indiana, is reminding prospects that many females (and males) make self-improvement resolutions such as "getting in shape," "changing a hair style," "getting tan for the trip to Florida," "losing XX pounds."

The station salespeople are offering a special schedule to businesses like beauty salons, barber shops, reducing centers, fitness centers, tanning salons, etc.

The customer gets 20 30-second ads - plus - a remote broadcast from the business, and co-sponsor mentions in the "Beautiful You" promotional announcements.

Cost: \$149.00 - plus - a \$50.00 gift certificate or merchandise for the "Beautiful You" area sign up.

"BEAT THE BLAHS" - Broadcast Programming's client letter suggests a mid-winter outing like a "Hawaiian Get Away." Stage it in a local hall, gym, or indoor pool. Decorate it with Hawaiian decorations. Make it like a beach party with your station hosts attired in Hawaiian shirts, etc. Serve Hawaiian beverages and bar-b-q. Sign up listeners for invitations to the event by asking for the ### caller or a multi outlet sign up or you might charge admission - splitting proceeds with a local cause. Get the staff together for a "brainstorming session" on this one. It'll take everyone's input and effort to put this over.

Warm climate? Get some artificial snow, etc. Make it a "Winter Wonderland Outing."

"VERY GOOD CALL NOW" - Tax Preparers. R.A.B. supplied research shows that taxpayers see as best sources for tax preparation and help:

Books - 27%

Accountants - 20%

The I.R.S. 14%

Financial Planners - 11%

Friends - 11%

News Stories - 6%

Other - 11%

Ideas: A special price for early visits to the tax preparer; Sponsorship of a schedule of "tax Tips," Sell the area C.P.A. society a series of broadcasts with members alternating appearances.

## \$ale\$ - Listening .....

The successful salesperson knows that an important step in making a sale is to listen. And good listening is more than giving him or her a chance to talk, it means giving your undivided attention.

Getting prospects to talk is important because it's the only way you can find out their special problems, interests, and needs. Then when you make your sales presentation, you are in a position to stress the things that are important to them. You can talk specifically about their situation.

Knowing the importance of listening and actually doing it are two different things. Some salespeople who know they ought to be listening instead keep planning what they are going to say next. But, if you're wrapped up in your own sales pitch, how can you hear the prospect? A good listener really concentrates on what the prospect is saying. What are his attitudes? What problems does he have? What's important to him?

To help yourself concentrate on the prospect, put yourself in his place, visualizing his problems as he discusses them. Look him in the eye and make a special effort to be attentive. Don't let your mind wander to other subjects.

To keep prospects talking once they start, let them know they've got your attention. Prompt them with nods, or a comment such as, "I see," or "I understand." Ask a question now and then. Don't worry about what you're going to say next. If you listen carefully, your next move will usually be obvious.

After you leave the prospect, make notes. Jot down the important points that were discussed. They'll be useful in planning future meetings and help you talk more knowledgeably, the next time.

It isn't easy to be a good listener. But it's important. Top salespeople know how to listen to prospects, show that they understand and remember what is said.

"Sales Upbeat"  
The Economics Press  
Fairfield, New Jersey

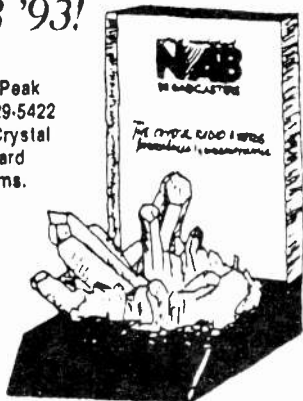
"The brain is an organ that starts working the moment you get up in the morning. It does not stop working until you get to your place of business."

American Poet Robert Frost



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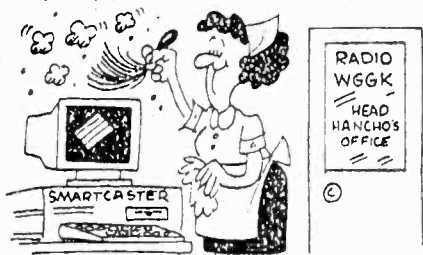
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**RADIO CONCEPTS**

## For Everybody - Reducing Stress ....

1. The first - and perhaps most important step is to take 15 minutes out of your schedule to complete this process. IF YOU CAN'T FIND THE TIME FOR THIS, GET HELP FIRST."
2. Make 2 columns on a piece of paper and label them "work" and "personal." As they occur to you, quickly write down all the things in each category that drive you crazy.
3. Then, identify the biggies with an asterisk (\*).
4. Separate the causes into chronic (those that are an ongoing part of your life, such as a difficult boss, a long trip to and from work, or family illness) and acute problems that will pass like a short term project or upcoming deadlines.
5. Then ask yourself, "What do I need to do right now to reduce the stress these problems cause? Your answer may be as simple as "Get a good night's sleep" or "Call the client and nail down the uncertainties."
6. Next, plan to take that action. If you've determined more rest is the answer, go to sleep early. Or, the next morning, call the reluctant customer.
7. Now consider the big picture. Prioritize your daily needs and decide what you can do - what actions you can take to achieve results.

If you're overburdened at work, separate the urgent from the merely important and do the important tasks later. Delegate. Take a stand, ask someone for help. In just about every case your boss would prefer to have you ask for help than fall short of your goals. Whatever change you need, take steps to make it happen.

Don't be ashamed of the fact that you have stress. A recent survey of 600 full-time American workers conducted by N.K. Friedrichs and Associates, Minneapolis, for Northwestern National Life Insurance Company, concluded that 3 out of 4 Americans report being stressed-out on their jobs - many to the point of burnout. What about the other 25%? What's their secret? More often than not, they've learned to effectively control stress.

Go over the 7 points above carefully and remember these 2 rules:

1. Don't sweat the small stuff.
2. It's almost all small stuff.

Sandra Lotz Fisher, president  
Fitness by Fisher  
New York, New York in  
"Sales and Marketing  
Management" 11-'92

Management - Staying Ahead of All That Competition .....

In vying for audience and customers in this very overcrowded media world, you have to think of your station the way a packaged good maker thinks about all those products that vie for attention (and patronage) on the shelves of a supermarket, super drug store, or general merchandise outlet.

Look around. Copy the winners. As Sandy, Utah sales/management consultant says, "There are very few original ideas in the world. There are plenty that will work. Is there a company you admire in or out of radio? If there is, analyze their marketing and 'steal' what you can steal. Don't waste time and money trying to re-invent the wheel."

In this very competitive marketplace, every business must have an effective marketing plan that embraces 3 critical elements:

Commitment

Consistency

Confidence

Elliot advises, "Have confidence in yourself and your product and eventually your station will blossom."

Some marketing ideas you might consider adapting to your station:

Prince Spaghetti did it, why not your station?  
Suggest new ways to use your station e.g. "Try W W W W in the shower;" "Try W W W W at Breakfast;" "Try W W W W at Lunch."

Promote sharing it with someone e.g. "Enjoy W W W W tonight with someone special," "Enjoy W W W W with your friends at work;" "Enjoy it at breakfast with the family, W W W W" (Mars' M. and Ms.)

Like "Shortcuts" from General Mills, let folks know your station helps solve life's problems, "How should you dress tomorrow? W W W W will tell you first thing tomorrow morning," "Will there be school tomorrow? W W W W will tell you;" "What did your company's stock do today? Tune in on the way home. We'll tell you here on W W W W."

As we enter the New Year, Dick advises, "Don't try to make money. Instead, try to genuinely offer your customers and clients service that make you and your customers happy. Remember the old adage, 'Do what you love, the money will follow.'"

"It Happened in 1992" .....

A review of what happened during the year has not been a staple of SMRNewsletter, but, this year we feel it is an absolute feature. There never was such a dramatic change in the rules. The way radio broadcasters do business and plan their future has been impacted as greatly:

The #1 change: For the first time since the early 1940s, a single operator can own more than one radio station in the same service in the same market. In a remarkable show of good sense, the F.C.C. permitted such combinations in small markets and set a straight forward policy on Local Marketing Agreements - "If you can't own it under the rules, you can't 'lease it.' Duopolies and L.M.As. have shown up all across the country in small markets: In the East in Maine; Hilton Head, South Carolina; West Virginia; In the Mid West, in Michigan and Ohio, Illinois and Missouri. Small market doubling up was in the works in the Farwest and Southwest as well. At Midyear, before the F.C.C. promulgated rules on co-located stations, it was estimated that 300 stations were involved in Local Marketing Agreements. Since September, that figure may have doubled.

Reports on Duopolies and L.M.As. in small markets are not conclusive. SMRNewsletter has been told by operators, "Obviously, there are operating savings, but, you have to be very careful about staffing and operating your sales department. If you're not careful, 2 + 1 may not equal 3 - but 2-1/2. That's a financial disaster."

A group operator with several Duopoly and L.M.As. told SMRNewsletter, "We're plowing new ground. We've got to learn a brand new way of operating. Mistakes are going to be made. I believe it's going to spread and a couple of years from now, running a single station, or an AM-FM combination, will be as rare as finding a bank without drive ins, A.T.Ms. and branches."

The Commission again raised the ownership caps from 12 to 18. The figure was just 7 up to the mid-'80s. That has not impacted small market radio. As far as SMRNewsletter knows, no small market owner has come close to the "old caps" or is seriously planning to reach the new limits. Management is the stumbling block. Small market radio is very management intensive.

Impacting small market radio even more than the rules changes was the rapid spread of new technology e.g. operating 6 small market stations from a single control point with only 2 staffers at each outlying station; the spread of automatic transmitters, remoting from hundreds, even thousands of miles away (Southern Communications, Sumter, South Carolina, National Supervisory Network, metropolitan Denver.). Several "hard disc" automation creators came up with equipment that gave operators a choice of either operating with a satellite network or local programming on compact discs.

Amazing: FAX machines made their appearance in offices about 5-1/2 years ago. During the year, N.A.B. said 95% of its member stations had FAX machines. Just how fast new technical things are coming: a West Virginia station faced with a huge electric bill is installing a transmitter powered by much cheaper natural gas.

The F.C.C. tightened up on rules compliance, raising the size of fines and increased the number of Non compliance with E.E.O., Lottery Rules, deceptive contests, various technical violations brought "4-figure" and higher fines. The N.A.B. pleaded for lower fines, but the Commission was not persuaded. Biggest fine in history, Broadcast pornographer Infinity Broadcasting was meted a \$600,000.00 fine for "on air" activities of "shock jock" Howard Stern. Coincidental with levying the fine, the F.C.C. transferred 3 big market FM licenses to Infinity. Only vote against, Chairman Al Sikes.

Grim industry financial news seemed to "feed on itself." N.A.B. filed a list of 445 "silent stations" with the F.C.C. in May (4 times as many as were estimated in 1989.) This was followed by another filing saying that 58.6% of the nation's radio stations were losing money, up from 50.8% a year earlier. News of this type appeared regularly. When President Bush's opponents campaigned, they spread "all kinds of economic bad news," voluntary station sales in small markets dropped to their lowest point in recent years. The prices came tumbling down as well. Things were so bad that the daily newspaper in Norwalk, Ohio did a front page story saying that Jim Westerhold's W L K R was profitable and still serving the community with quality news and other services. (Next week, these pages will report on a nationwide sampling of station brokers' views on the current state of small market station values.)

After suffering a sales decline in 1991(-1.5%), it is estimated that the industry had a +3.0% sales increase in 1992. Next year the forecasts predict a 5% increase - not a lot, but better than 1991 or 1992.

The most encouraging statistic released in recent weeks is that, despite all the new media choices, the average person continues to listen to radio 23 hours 13 minutes a week - up from 23 hours 10 minutes the year before. Yes, it's here to stay.

#### THE LAST WORD

Charlie Wright called from Canton, Illinois as we were writing this piece. We discussed several of the items. He told me, "Starting the first day after the holidays, we're going to evaluate everything programed on our schedule, every person on our staff, everything we do. We're going to look at everything, just as if we were starting from scratch. Charlie, that's an idea that deserves copying.

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VOLUME X - Issue #32 - December 31, 1992

**SINGLE AM STEREO STANDARD SOON** - Commission acted after Congress passed a bill authored by South Dakota Senator Larry Pressler. Formalities will take several months. Effective date come late Spring. Feeling at N.A.B. is that the action is coming 10 years too late. Not so, say many SMRNewsletter subscribers in the "Dakotas" where AM is still "king." Typical: Wally Christensen, K L O H/K I S D, Pipestone, Minnesota - on the South Dakota border. He believes the single "C Quam" standard will induce more AM owners to put stereo in their operations and that will get listeners to ask dealers for the sets. It's not too late."

**ANOTHER F.C.C. FORM** -New Orleans based communications attorney, Brad Carey, reports that "The Commission has quietly submitted to the office of Management and Budget for its review and clearance, under the Paperwork Reduction Act of 1980, a new form that surely will cost broadcasters grief, forfeitures and possibly licenses if implemented. It is to be a "SELF SURVEY" of compliance with the F.C.C. rules. The Commission plans to require, initially, all AM stations to complete the test every 5 years. The F.C.C. estimates it will take 8 hours to complete the test.

**KENTUCKY-TENNESSEE L.M.As.** Randy Thompson has L.M.Ad. W E K C-AM, Williamsburg, Kentucky and co-owned W E K X (FM), Jellico, Tennessee and separately owned Jellico AM daytimer W J J T with his station, W K C.B AM/FM, Hindman, Kentucky. He's hired longtime Kentucky broadcaster, Jim Casto, to manage the Williamsburg-Jellico stations. In Thompson's words, "More stations were built in that area than there were advertising dollars to support in a conventional way. We're going to give the communities good service."

**CONGRATULATIONS!** Our longtime subscribers, Peter and Judy Aydelott, W L T N AM/FM, Littleton, New Hampshire, have made their sales manager, Brad Bailey, a partner in the business. He's been there 8 years. He worked his way up through the operation.

**JUST A RUMOR** - That's what the F.C.C. says about persistent stories that there's a move to take religious programs off the air. 21-million pieces of mail have been received since 1974. NO ONE HAS ASKED THE F.C.C. TO STOP RELIGION ON THE AIR.

*John F. H. W 730 0855 - Tom*

At the F.C.C. ....

NEW STATIONS (Granted):

CALIFORNIA (Mecca) Michael Durden 97.7 3 kW 328'  
MONTANA (Bozeman) Beier Broadcasting Co., Inc. 99.9 100kW  
328'  
SOUTH CAROLINA (Lexington) Lexington Communications Ltd.  
98.5 3 kW 328'  
(South Congaree) Glory Communications  
95.3 3 kW 328'  
TENNESSEE (Mt. Juliet) Jamal Broadcasting, L.P. 106.7 3kW  
328'

AMENDMENTS TO THE FM TABLE (Amended):

ALABAMA (Smiths) 101.3 as 1st. W.: 1-29/3-1

(Proposed):

ILLINOIS (Colfax) 107.7 A as 1st.  
MARYLAND (St. Michaels) 94.3 A. Change community/license  
from Cambridge. M.: W F B R C.P.  
OKLAHOMA (Stillwater) 98.1 A as 3rd.  
OREGON (Milton - Freewater) 97.9 C2 for C3. M.: K L K Y C.P.  
(Seaside) 98.9 A as 2nd.

REPORTED SILENT (by the M STREET JOURNAL):

FLORIDA (New Smyrna Beach) W W B H (AM)

DENVER FIELD OFFICE OF F.C.C. conducted a combined educational and enforcement effort last month. It asked for entries of the E.B.S. tests for the month of October. 36 stations were contacted. The results:

- 2 stations maintained no station log. (5.6%)
- 6 stations failed to conduct tests (1 or more during month) (16.8%)
- 13 failed to receive or identify reason for non receipt of tests. (36.1%)
- 10 stations' operators failed to make log entries or to sign logs (27.8%)
- 28 - chief operator failed to properly review the logs (77.8%)
- 12 stations failed to monitor the properly assigned station (33.3%)
- 20 stations failed to conduct tests as required. (55.6%)

The first 3 items would most likely have resulted in the issuance of a forfeiture if detected during an inspection. Base forfeiture for these items ranges from \$2,500.00 to \$12,500.00 No fines will be issued as a result of this effort, a field office spokesman says.





MONEY  
PAGE -  
\$ALE\$  
and  
PROMOTION  
IDEA\$

# Earn Cash Selling Radio!

This Certificate could be worth

**\$25.00**

See back for Details

BORROWING AN IDEA FROM THE AMWAY DISTRIBUTOR - Randy Forrester and his sales staff at K L Y R AM/FM pass these out to their customers. Above is Side #1. Below is Side #2. Reproduction of 2-color piece (red and blue on white stock is at 77%.

Randy says, his "Earn Cash Selling Radio" generates some "very good leads"

K L Y R is located at Clarksville Arkansas (population 5,778).

His AM/FM combo has a "stand alone" FM local competitor

Our best salespeople are our satisfied customers. That's why we're making this offer. Tell a business friend or acquaintance how to increase his sales by advertising on KLYR Radio, send in this certificate, and, if that business purchases advertising on KLYR Radio within 60 days of the date we receive this certificate, we'll send you a check for \$25.00. Mail to

KLYR Radio  
P.O. Box 188 - Clarksville, AF 72830

I have discussed advertising on KLYR Radio with the business owner or manager listed below. This person is not currently a customer on KLYR Radio, but is interested in talking with a sales representative.

Name \_\_\_\_\_  
Address \_\_\_\_\_  
Business \_\_\_\_\_  
Address \_\_\_\_\_  
City-State \_\_\_\_\_

If the person recommended purchases advertising on KLYR Radio within 60 days of the date this certificate is received, send \$25.00 to:

Name \_\_\_\_\_  
Address \_\_\_\_\_  
City-State \_\_\_\_\_  
Date Received \_\_\_\_\_

If you need more certificates, call 507-754-3092.

"CONCERT TICKET IDEA" - Most concert promoters place an order for a schedule of ads and give you tickets to give away on the air. This increases the number of impressions they make on the station.

At Manny Siverio's stations, K A P R/K K R K (FM), Douglas, Arizona, they turn many of those concert ticket giveaways into an extra profit center with a promotion called "Entertainment on Wheels."

Listeners are told to "sign up to win" pairs of tickets at participating sponsor locations. Advertisers get an ad schedule, promos, and an hour long remote. Although sign ups don't have to be present to win, the remote, during which the store's drawing is held, always attracts a lot of people. Advertisers are encouraged to advertise "hot" specials on their ads and the remote.

Douglas population is 14,730. K A P R is an AM/FM combo. with adult standards on AM, A.C. on FM. Its local competitor plays country days, Spanish at night.

\$ale\$ - 1993 .....

The first month of the new year, January, is just days away. January gets its name from the Roman god, Janus, who was patron of beginning and endings. The god was pictured as having two faces, one looking backward, the other looking forward.

It is good that there is such a month for those of us who make our livings mainly as salespeople. Selling is not an exact science. It is carried on between two human beings, each of whom has his or her own priorities, strengths and weaknesses. In such an arrangement, there is no such thing as a perfect sale - let alone a day, a week, a month or a year of perfect sales. This is the one endeavor where there's always room for improvement. Beware of the "old pro" who knows all the "tricks," be he an old timer on the sales staff or a "consultant" speaking from a platform.

The truth in selling is: there's always new competition and more important prospects and established customers with new wants and needs. There are those in radio and other businesses who complain about CHANGE. The fact is, it is CHANGE, more than anything else that keeps our business going and growing. A "dead head" business has a "going out of business sale." He can't believe that those radio ads really bring people into the store - and those people buy. "Why didn't you tell me?" His sale ends and he's replaced by an ambitious newcomer. Collecting is "iffy," but, he pays. A good customer replaces that dead-end business.

A computer replaces the "live" announcer to whom you used to call in last minute copy tags that were usually "read wrong or not read at all." Now, you make sure the ad is re-done. It takes a little extra discipline, but, "it's done right."

A tough new competitor is calling on "your" accounts. You have to see those accounts twice as much to protect your place in the budget, but, "he's buying twice as much, because, your asking him twice as many times."

To keep the business that "everybody seems to want," you're asking for bigger schedules - because bigger schedules equal success for advertisers and successful schedules are easier to re-sell.

Here at the beginning of January, look over your 1992 activity account-by-account. Are you seeing enough people often enough - and - are the calls meaningful? Are you following the longtime radio sales success strategy, "On every call, ask him to buy - or ask him to buy more?"

New Year's resolutions are a good idea of long standing. Make resolutions that are attainable, challenging, and measurable (the essentials of goal setting). 1993 will be better than 1992 if you conduct your business in a more customer centered, disciplined way. Make better calls! More calls! And, on every call, ask yourself the most

important question of all, "How can I help my customer make his business better?"

## VIETNAM WAR ENDING ANNIVERSARY

Here's a history question, courtesy \_\_\_\_\_. Which was the longest war in U.S. history? The answer: the Vietnam War. America's involvement started in 1964. It ended 9 years later on January 27, 1973. \_\_\_\_\_ pays tribute to the men and women in this area who served the United States and the cause of freedom during the Vietnam era.

In 9 years, from 1964 through 1973, 8 and three-quarter million American men and women served in the Vietnam War. \_\_\_\_\_ believes we owe them a sincere vote of thanks for answering when their country called. \_\_\_\_\_ reminds you that the Vietnam War ended \_\_\_\_\_ years ago on January 27, 1973 - a long time - but let's not forget those who served.

This \_\_\_\_\_ is the \_\_\_\_\_ anniversary of the end of the Vietnam War. It was the longest war in our nation's history - 9 years. 8 and three-quarter million men and women served. 58 thousand 158 paid the supreme sacrifice. Over 150-thousand more were wounded in action. \_\_\_\_\_ believes the men and women who served deserve our honor and eternal thanks. \_\_\_\_\_ salutes our Vietnam era veterans.

It is said that the Vietnam war was not only the longest war in our history (9 years), but, that it was also the most unpopular. No matter what our feelings about that war, \_\_\_\_\_ believes the men and women who fought it for us deserve our honor and eternal thanks. \_\_\_\_\_ reminds you that this \_\_\_\_\_, January 27, is the \_\_\_\_\_ anniversary of the war's end. Let's not forget.

(NOTE: WAR ENDED JANUARY 27, 1973)

It is too easy to forget the sacrifices that obtained and have preserved American freedom. This \_\_\_\_\_ is the \_\_\_\_\_ anniversary of the end of the longest war in the nation's history - the Vietnam War. \_\_\_\_\_ is sponsoring this announcement to call to your attention the sacrifices made by the 8 and three-quarter million men and women who served in Vietnam. \_\_\_\_\_ believes they deserve honor and our eternal thanks.

It's been a while coming, but \_\_\_\_\_ believes it's time that we honor the men and women who served when they were called in the Vietnam war. By most accounts, it was the most unpopular war in our nation's history. That's all the more reason that \_\_\_\_\_ takes this opportunity to commend the young men and women who answered their nation's call to duty. \_\_\_\_\_ is the \_\_\_\_\_ anniversary of the Vietnam War. Let's not forget those who served.

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The 20th Anniversary of the end of the Viet Nam War is 1-27. The above is one of 52 campaigns in "Radio Station TELEMARKETING" - \$99.00 from SMALL MARKET RADIO SERVICES, 1746 Rosewood Street, Sequin, TX 78155-Phone (210) 379 7549

L E T T E R S

"I have always threatened to try the Liberty, TX idea (SMRNewsletter 12-3-'92) of broadcasting 2 ballgames simultaneously (one on the right channel, the other on the left channel)."

"Several times-a season, we do 'dual coverage'. We send 2 play-by-play crews out with appropriate equipment to 2 different games. The station program moves from 1 game to the other throughout the evening. The on duty board operator makes the decision when to move from game to game.

"We raise a lot of revenue and get excellent fan feedback on these simultaneous game broadcasts."

Mike Petersen  
W S D M AM/FM  
Brazil, Indiana

"In the event of a major league baseball lockout, we are exploring the idea of doing a 50-game college baseball schedule. We would like input from your subscribers."

"I believe this could be attractive because:

1. The programming commitment is 3 months instead of 6.
2. It could be more feasible than carrying minor league baseball because of fan identification with their alma mater.
3. Rights, talent fees, and production would be far less than in major league baseball broadcasts."

"I'd like to swap information about this. Also, how about a nationally broadcast "College Game of the Week."

Barry McKnight  
W A U D - AM  
Auburn, Alabama  
(205) 887 3401

"The Kentucky Broadcasters Association for the THIRD CONSECUTIVE YEAR is bringing Chris Lytle here for 2 1 day sales seminars (Lexington 1-27 and Owensboro 1-28). Additionally, he'll conduct a 3 day sales intensive at Barren River State Park 1/23, 24, and 25.

It occurs to me that some of your readers in nearby states might want to take in one of these events. The 1-day seminars are \$95.00, the 3 day intensive is \$575.00, including room and meals.

We'll be glad to answer questions at (606) 785 3129.

Randy Thompson  
W K C B  
Hindman, Kentucky

## Small Market Radio Values - 1993

A year and a half ago, the starting point for setting a value on a radio station was somewhere around 1.75 x gross and 5 to 6 times cash flow. These figures now have dropped to 1.5 x gross and 5 times cash flow. The figures are based on personal, first hand knowledge of several recent sales and conversations last week with brokers across the country.

David Kimel, president of New England Media Brokers, agrees, but quickly adds, "That multiple may be true as a starting point, but, I think it's important to understand that few 'good properties' have come on the market recently, and the ones that have were out there by 'motivated sellers.'" Motivated by something other than turning a profit. Saavy owners of good properties know this isn't a good time to sell - and they're not offering their properties. They're not going to expose their properties to a 'buyers market."

Even in New England, where the economy is the worst in the country, Kimel says, "there are buyers actively looking for stations. They've just recently returned to the market. Most are in the business now, seeking to 'trade up' or add to their station portfolios. They're finding out that there are some good buys, but few bargains. The tax consequences and simple math keep sellers of most small market properties from selling at 5x cash flow. It still generally takes 7x to 8x cash flow to buy a good performing property with 'upside."

Ralph Meador, whose business is generally in the Midwest, sees one problem that isn't often talked about: "There is a shortage of potential small market owners. They used to come from sales jobs. Now, a good sales list on a good station offers such high earnings and so much security, it's hard to interest someone in the situation in trading it for the hard work, long hours, and risks that come with ownership." Meador also agrees that current tax laws without investment credit and capital gains breaks are keeping professional people and other outsiders out of station investment.

Meador agrees that "the current starting point for setting a price may be 1.5x gross or 5 times cash flow," but he hastens to add, "The good ones bring better, citing, two sales ready to close in his office. One is selling at 2 times cash flow with 60% bank financing, 20% owners financing, and 20% cash down payment. The other station with no cash flow on the record is selling for enough to get the owner out of trouble. The buyer believes he can, after a year of interest only, build it up to service a \$160,000.00 purchase price - then do better. It looks like he's paying too much - but, the property can't be bought for less."

Doyle Hadden, headquartered in Winter Spring, near Orlando, says his "one man firm" will close 10 deals this year, compared with 3 last year. "It's not great, but it's better, and looks even better next year.

Hadden says that 1.5 x gross or 5 times cash flow is "the starting point" for setting a station value, even in Florida and the Carolinas. "Let me add, there are not many stations on the market at that price. Buyers still have to pay for potential. Even with the economy like it is here in Florida, stations still bring higher multiples because of the growth."

Interestingly, none of these three brokers saw L.M.As. or Duopolies as potentially impacting greatly on their businesses. "Candidates for that in small markets are usually done direct. A financially strong operator "bails out a struggling competitor." As one of the three said, "In most cases where that's happening in small markets, there's only one prospective buyer."

Bank financing is not a big factor in small market radio. The banks were never strong and moved out after the S.B.A. stopped guaranteeing radio loans in the mid-1980s. Banks have traditionally participated in small market radio financing when owners have had other assets to back up personal guarantees. Meador is urging the N.A.B. to put together information to help banks evaluate small station loans.

A major problem for small station sellers is the few brokers who are willing to list and actively offer them. Even regional one man firms often put a \$25,000.00 commission floor (\$500,000.00 selling price) on their listings. Kime1, Hadden or Meador don't. A Western broker with a \$75,000.00 commission floor told SMRNewsletter, "Like any other business, more people out 'talking up' small stations would increase sales and lift prices by increasing prospect lists. I'm not expecting that to happen. I believe the number of brokers total has dropped from 250 to less than 100 in the last 4 years. Only a handful of 'good' brokers are handling small stations serving small areas."

Summing up: The price "bottom" was reached last summer. Prices now are "creeping up" slowly. Qualified buyers will find "bargains" if they look hard enough. Sellers face a buyer's market.

#### THE LAST WORD

The current multiples are similar to what they were in the 1950s. The industry is undergoing a period of technical change and consolidation as it did in the '50s. Best guess: as the process proceeds, the multiples will rise again.  
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