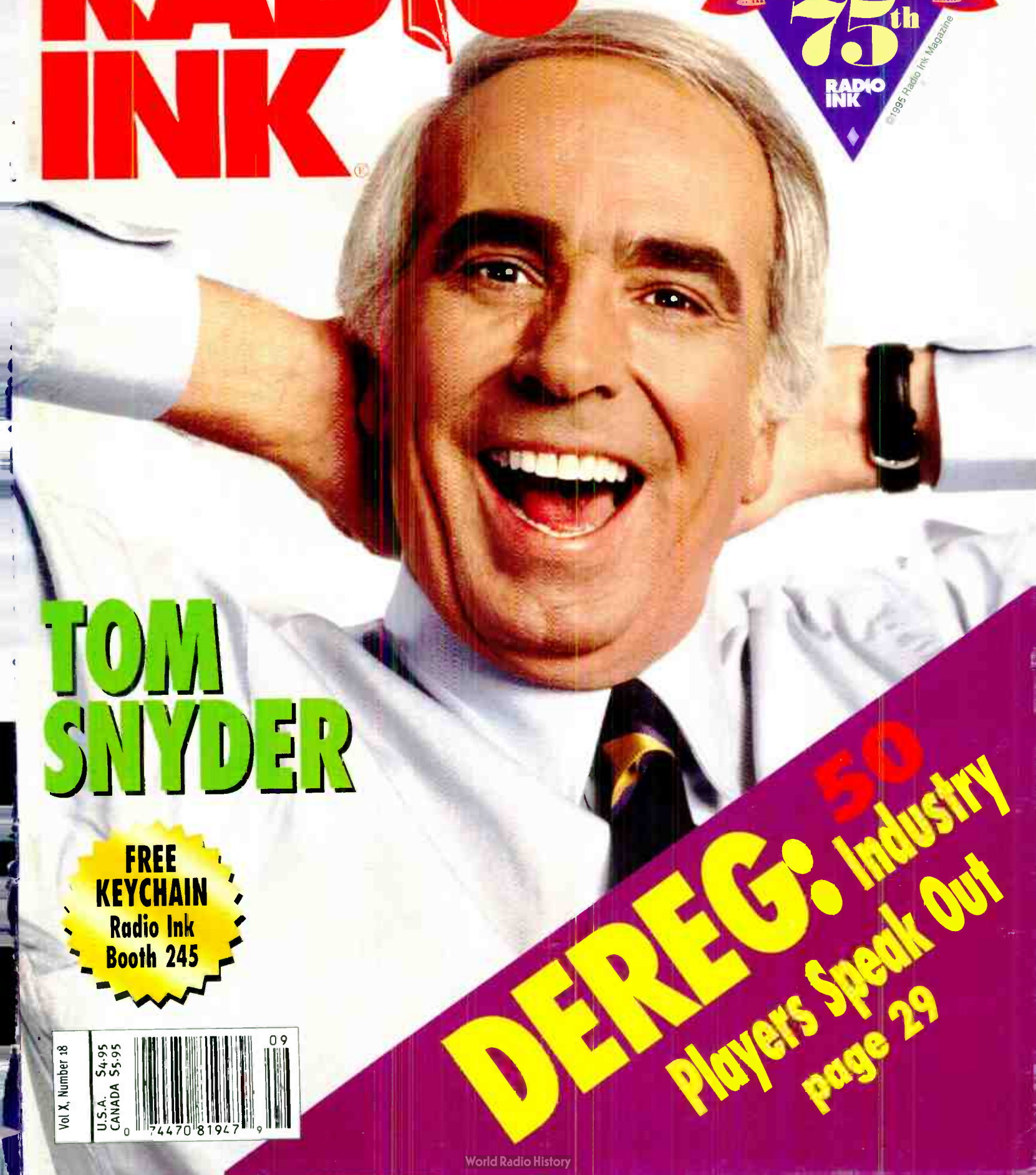


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#### Deregulation



DEREG  
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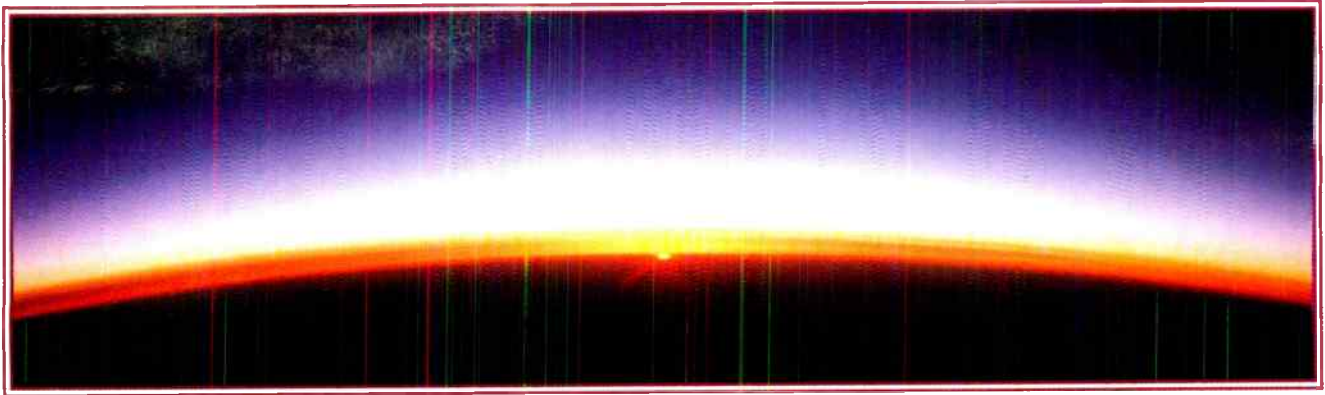
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# Observations To Live By



**I** just finished writing a book about Radio's first 75 years. Throughout many months I traveled to various

museums and archives in search of rare photos. I went in basements, garages, moldy boxes as well as beautiful air-conditioned facilities. Additionally I spoke with historians, people who lived in the early days of Radio, and hundreds of broadcasters like us. I made the following observations:

1) Our industry is not very good at preserving our history. Though there are some great archives of materials available, most of the Radio-specific museums or archives I visited were understaffed, overworked, and undercapitalized. Unfortunately there are boxes of valuable materials sitting in moldy rooms deteriorating and no funds available to preserve, catalog or make them available for general research or consumption.

If you have Radio memorabilia in a

box in a garage, send it to a museum and let them add it to their collection. Old photos, tapes, books records, logs, promo materials, etc. would be welcomed. Materials from all eras, including the present, are needed.

2) One great idea pursued in spite of resistance can make a big impact. History has shown that the ideas that most others object to are the best.

3) Never say die. History has also shown that the ending of one career often leads to something bigger and better. Also true in Radio. Every time Radio has a problem it reinvents itself, usually from the mind of some unknown working at the bottom of the organization.

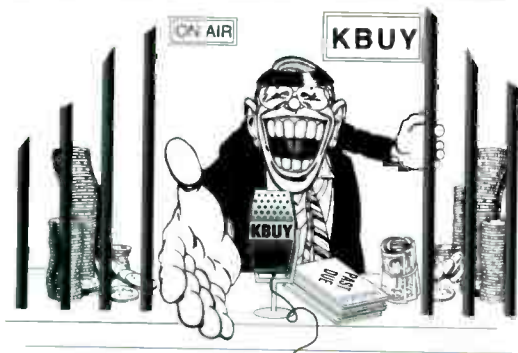
4) Be bold. Most of those who end up in history books are people who take risks. Most financially-motivated-only decisions fail; most ideas for the sake of improvement succeed.

5) Life is short. Time and again I discovered people who had worked hard for years on things that didn't matter in the long run. Pick your mission carefully. Pick your battles even more carefully.

6) Take on something for which you can't afford the time, something that has no direct relationship to what you're doing now, something that will force you out of the rut you're in today. Writing this book was something I didn't have time for, yet I wanted to do it to preserve history. I finished this project with a new attitude about careers, people, history, museums, focus, decisions, and so much more.

Do something out of the ordinary. The reward will outweigh the grief.

*Eric*



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# PEOPLE IN INK™



## O' That Dan O'Day ...

Put 100 Radio personalities together in Dallas and you have a lot of egos and Dan O'Day's Air Talent '95. 1) Seminar attendees worked to apply principles taught by Creative Resources' Gerry Tabio 2) while Tabio himself tested the wind velocity. 3) Meanwhile (l-r) WLW's Gary Burbank did his world famous finger shadows on CILQ-FM Toronto's Jake Edward's chest stupefying KSCS-FM Dallas' Terry Dorsey. 4) Sharing a Kodak moment were (l-r) ABC's Linda O'Brian, The Radio Ranch's Dick Orkin, New York Radio legend Ross Brittain and Dan O'Day. 5) And putting on party hats for Radio's 75th birthday were Orkin (r) and O'Day. (No, really, Dan says that's what they were for.)



## NRB Gathering

Also getting together in Dallas was the southwest region of the National Religious Broadcasters for their annual convention. Appearing at the convention were such dignitaries as Jay Sekulow of the American Center for Law and Justice and Tony Campolo, professor at Eastern College. 6) Also on hand was Armstrong Williams of "The Right Side" Radio show who autographed his book for attendees. 7) And performing at the awards banquet was Haven. The chandelier was not part of the act.

## Country Clubbin'

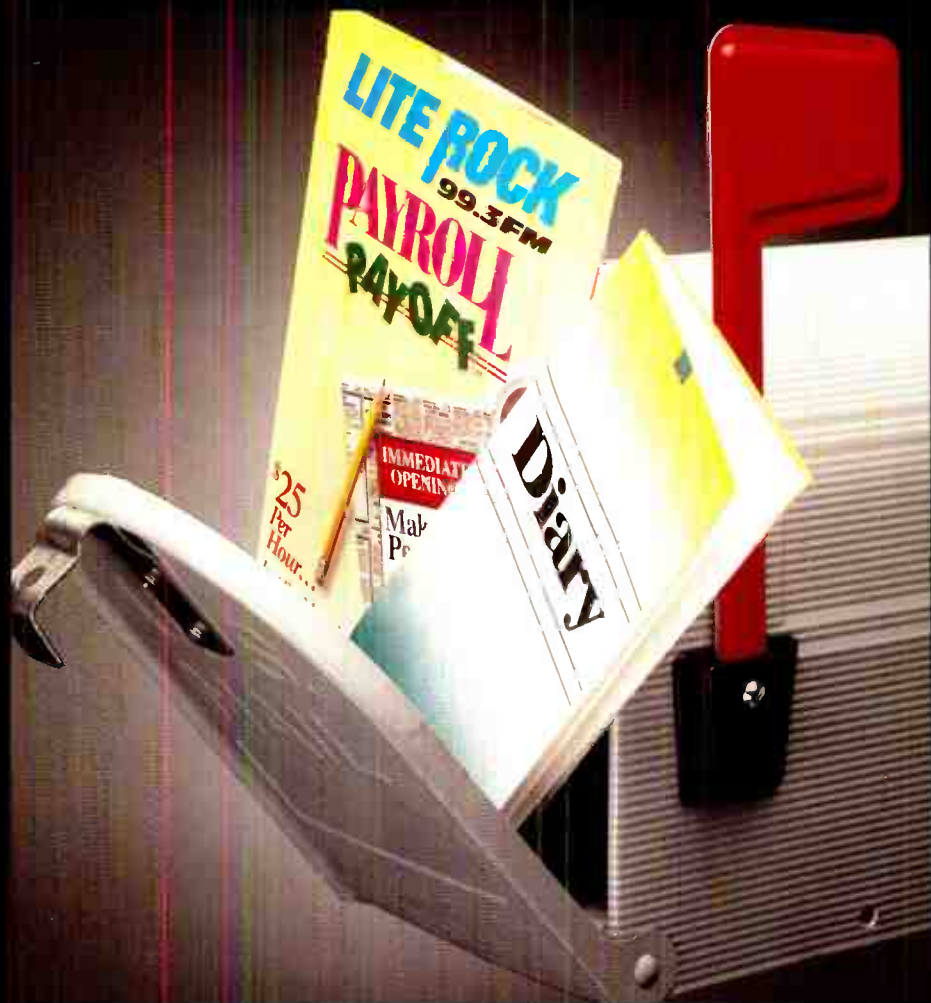
WKLB-FM Boston held their third annual Country Club Festival and KLB's entertainment reporter Joni Siani was on the prowl for performers. 8) Siani interviewed John Berry, who took a moment to reflect on his career and family, and 9) Russ Taff, who made her laugh. They were probably comparing microphone sizes.

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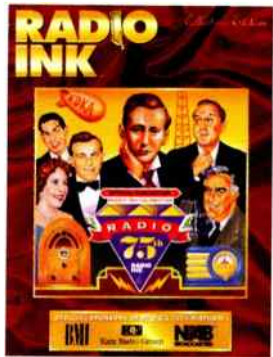
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World Radio History

## READER LETTERS

### More 75th Laurels & Corrections

Having read the "75th" twice now, I only recognized one mistake ... on page 111, in the Personality Scrapbook section, that's **Emperor Hal Murray** of KQV, not **Emperor Hudson**. We got the idea from KRLA's **Bob Hudson**. Hal came to KQV from KDWB; **Chuck Blore** recommended him to me. He's the same Hal Murray you see on the KDWB lineup on page 123.



Great seeing **Bob Wilson's** picture on the KAFY survey, page 122. Which reminds me, that **Johnny Rowe** on the KTLN survey, page 125, became in later years ... **John Rook**

**John Rook**  
Coeur d'Alene, ID

Congratulations on your collector's edition. It's truly a collector's item that everyone in our industry should not be without ... You ... deserve a special "hats off" from all in the industry.

Do you know where some of these personalities are now? There are so many of these pros who were a part of my life so ... I thank you ... for bringing back so many fond memories.

**Moe Preskell**  
N. Miami, FL

Congratulations on "Radio's 75th Celebration." It truly is a collector's edition. The amount of photos, promotional

material, music surveys and old Radios make it an incredible trip through time.

I can't recall how many times I have been asked by those interested in Radio why KYW is the only station here in Philly without a "W" ... or what various call letters mean ... or what the first Radio station was ... or what AM means ... etc.

This is one of the most interesting fact- and photo-filled learning tools I have encountered. I hope every broadcast school and college Radio course orders at least one copy and, in fact, they should make it a textbook within the curriculum.

Kudos again on a great keepsake.

**J.R. Russ, President**  
J.R Russ Programming & Research

You have a top-drawer publication and I especially appreciated the 75th anniversary collector's edition with all its old photos and historical notes.

As a member of Broadcast Pioneers, a ham, and an Army Reserve colonel, I've been especially interested in Brig. Gen. **David Sarnoff**, mentioned on page 30.

Because of your professionalism, I know you will want to correct the record about Sarnoff and the Titanic. In spite of the profusion of stories about his staying at the **Wanamaker** station telegraph for 72 hours during the Titanic disaster, it ain't necessarily so.

As **Hardin & Weaver** once said on the WMAL morning show when I was working at the Pentagon, "History is the inaccurate reporting of things that should have never happened."

So it is with Sarnoff and the Titanic. The **Wanamaker** store was closed the night the Titanic sank, and the Marconi

company closed down the **Wanamaker** station to prevent interference with its four powerful stations.

The myth started about 11 years after the Titanic sank in a Sarnoff interview for the *American* magazine because the reporter failed to check the facts. But **Kenneth Bilby**, who worked with Sarnoff as an NBC executive for almost 20 years, did check and gives us the real story in his 1986 book titled, "*The General: David Sarnoff and the Rise of the Communications Industry.*" (Harper & Row, NY)

Gen. Sarnoff made a great contribution to Radio and as an Army Reserve officer in Europe during WWII, but he didn't make a contribution at the telegraph key the night of the Titanic disaster, in spite of all the stories.

**Wm. Gerald Willis, CRMC, Owner/GM**  
Willtronics Broadcasting, WFLQ-FM  
French Lick, IN

### Radio Authority Good Role Model

Thanks for the editorial about the role of the FCC [June 19-July 9]. As a previous visitor to England and a past affiliate of the BBC, I agree the **Radio Authority** could be a good model for U.S. scrutiny.

**Bill Sims, President**  
KVSE-AM  
Santa Fe, NM

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# 135

# American Involvement in Russian Radio

by Lynne S. Gross

Since the fall of communism, Russian Radio, like many other facets of the former Soviet society, is undergoing enormous change. Radio used to consist of state-run networks — heavy on regional crop reports, politicians' lengthy pronouncements, government-censored news, dramas about communist accomplishments and classical music. Now private stations have been added with Rock music, uncensored News, Talk shows and PSAs.

As a direct influence from other countries, media companies from the West have formed joint ventures with Russian-based companies. Two of these, Radio Maximum and Radio-7, have major American involvement.

## Radio Maximum

Mix together American expertise, Russian receptiveness, and youthful exuberance and you have Radio Maximum, an FM station broadcasting throughout Moscow and St. Petersburg.

The Radio Maximum collaboration goes back to 1987 when **Norm Pattiz**, CEO of **Westwood One**, traveled to Moscow to lead an East-West conference. There he made some Russian media contacts who later suggested to **Peter Gerwe**, head of San Francisco-based **StoryFirst**, that he contact Pattiz. Gerwe is a major supplier of Western entertainment products to Russia. **Radio Mayak**, one of the Soviet state networks, was interested in running some Western programming, and Gerwe's contact with Pattiz led to Westwood One providing several programs for Mayak including a countdown show called "USA Top 20."

Several people from *Moscow News* approached Gerwe and told him they were interested in forming a Radio station. Gerwe returned to Westwood One and succeeded in interesting them and Harris in forming a venture with his company and *Moscow News*. Radio Maximum is 50 percent owned by *Moscow News* and 50 percent owned by WHS International, an American company formed by Westwood One, Harris Corporation and StoryFirst Communications.

During Soviet times, all FM stations were between 66 and 77 megahertz, a band referred to as UKV. Radio Maximum, broadcasting at 103.7 FM went on the air December 25, 1991, the same day Gorbachev stepped down and a week before the Soviet Union officially ended and as a result, Radio Maximum could only be heard by people who had the money and desire to buy a Radio that could receive signals in the 88 to 108 MHz range. Now Radio Maximum is on both UKV and FM.

The station started with a week of Beatles music and now programs mostly European Rock music. News consists mainly of lifestyle and entertainment features — more emphasis on Madonna's clothes than on Bosnian refugees. Radio Maximum has always been dedicated to playing Russian Rock artists and now about 20 percent of airtime is such groups.

Playing Russian Rock music was not easy during Soviet times. The Soviet Union had a government-run record company, **Melodya**, that did not record many Rock groups. At first Radio Maximum had to arrange for the Russian Rock groups to record on DAT tape that they could play on the air. Later, private recording studios sprung up.

Radio Maximum sponsored a first-ever concert of all-Russian Rock musicians on May 13. Olympic Stadium overflowed with

17,000 people. The station, aided by a record promotion company, launched an extensive publicity campaign of posters, tapes, ads, and on-air promos. Sponsorships came from Coca-Cola, Nestles and Red Bull. Tickets sold for about \$3.

The station personnel believe that their social contributions are more significant than their political work. "Something I'm very, very proud of," PD Mikhail (Misha) Kozareff says, "is that we are the first station in Russia to program public service announcements. We targeted five main problems in Russia: family violence, teenage problems including runaways, rape, drug and alcohol addictions, and AIDS. The organizations in Moscow that deal with these problems are hard to find because they get little publicity. We put together a computer database of legitimate, licensed organizations that qualified for PSAs on the five subjects. We produced PSAs with the overall theme of 'There's always a way out,' voiced by our disc jockeys or by known musicians. These are the people our listeners trust. Calls to the AIDS agencies tripled shortly after we started airing their PSAs."

The station not only has social success but also economic success. Listenership was up 25 percent last year. Advertisers include top Russian banks, clubs, casinos and stores as well as Coca-Cola, Delta Air Lines, Miller Beer, Panasonic, Pepsi Cola and Polaroid.


## Radio-7

Two American companies are involved in Radio-7, Dallas-based **Metromedia** and Wyoming-based **Enterprise CeMb**. The station has been on the air since June of 1992. At that time it was 50 percent owned by CeMb (which coincidentally is the Russian word for "seven") and 50 percent owned by four Russian entities. When Metromedia bought in, the ownership changed to 83 percent American and 17 percent Russian.

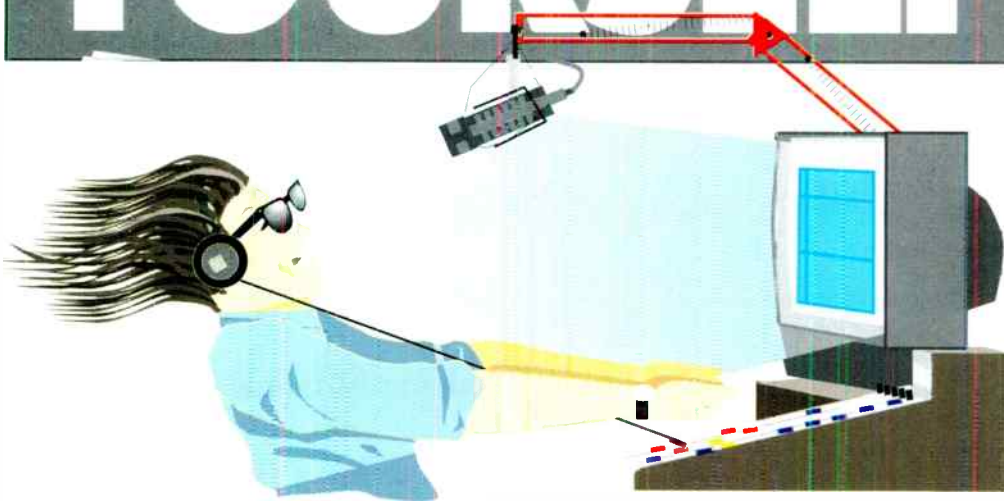
The studios and transmitter are on the outskirts of Moscow. Like Radio Maximum, it is on the new and old FMs — 73.8 UKV and 104.7 FM. It started simultaneously with all Russian-speaking announcers. However, it rather quickly changed the programming on 104.7 to attract an English-speaking audience. Part of the day they program Russian, but at night it goes to English with an uninhibited mix of music, news, and contests. Contest are big on Radio-7, even though sometimes callers trying to answer questions to win T-shirts or tickets can barely be heard.

Radio-7 emphasizes music, primarily European and American hits from the past and present, but it does program about 5 percent Russian. Its newscasts are mainly from Associated Press and a Russian news agency. It targets the 25- to 45-year-olds.

The general manager, Michael Lonnake, is an American broadcaster who lives in Moscow full-time. The program director, **Vasily Strelnikov**, is a Russian who, during Soviet times, hosted a Rock show aimed at North America for Radio Moscow's external service. The DJs and salespeople are both American and Russian. The staff, like that at Radio Maximum, is skewed young.

The Metromedia-CeMb alliance also owns several stations in other former Soviet cities, all of which program in Russian.  Lynne Gross is a professor of communications at Pepperdine University in Malibu, CA. She also consults concerning media projects. She may be reached at 310-545-5410.

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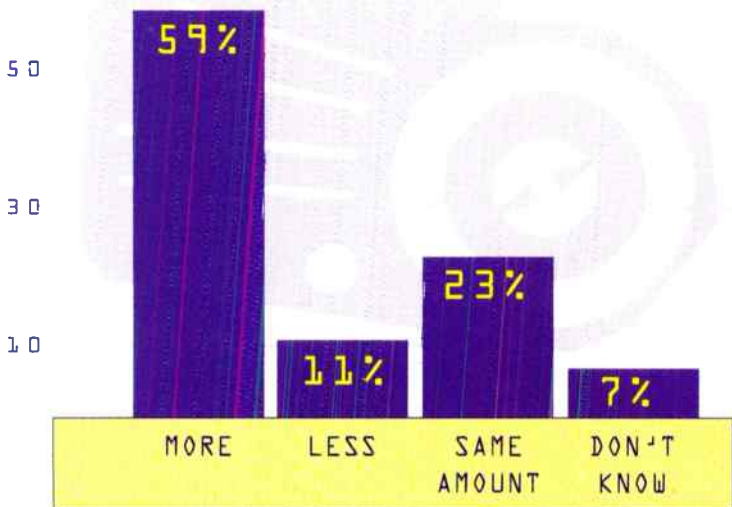
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Circle Reader Service #114



# Some are discussing re-formation of the NRBA ... What Do You Think?



**Sally Hawkins, President/GM • WILM-AM • Wilmington, DE**

The National Association of Broadcasters was established to represent all electronic mass media: Radio, followed by television, followed by cable. That Radio and television broadcasters sometimes have different agendas is indisputable. We should all debate these points on a regular basis. Radio broadcasters should constantly seek to keep their issues at the forefront. Perhaps the threat of reforming the NRBA is necessary to ensure the NAB doesn't backpedal issues of special concern to Radio broadcasters. But in this day of ever-evolving corporate megamergers and corporate Goliaths seeking to create new "synergies" across the entertainment spectrum, Radio broadcasters cannot battle alone.

We must be part of a much greater organization, with the clout to fight major regulatory and political battles. Staying alive in today's competitive, diverse and often hostile environment is tough enough. Let's not compound our difficulties. Fight if we must within the NAB but unite whenever possible to ensure the electronic media in America do the job they know so well. ☐



**Dex Allen, President • Commonwealth Broadcasting • San Diego, CA**

I have heard very little sentiment for the reformation of NRBA.

I think we all recognize that the NAB has two or three masters and perhaps separate agendas, however, for the most part, I believe the NAB has been pretty responsive to the needs of Radio, group owners/operators, etc.

I believe a more appropriate approach would be to give the NAB a list of "marching orders" derived from group operators and/or perhaps a committee of group owners and ask them to provide the Radio industry with an appropriate approach to becoming more focused on Radio's problems and opportunities.

If there is truly a sentiment in the Radio industry for re-creating or re-inventing the NRBA, we should give the NAB an opportunity to meet our needs before we go about implementing the structure of a new organization. In other words .. let's tell them what we expect, what we need and ask them to meet those needs before we look for alternatives. ☐



**Rodney H. Brady, President/CEO • Bonneville International Corporation • Salt Lake City, UT**

I have served for more than 10 years as president and CEO of Bonneville International Corporation. During much of this time, Bonneville has owned and operated two television stations and 17 Radio stations. Thus I have had the opportunity to observe closely the service provided by the National Association of Broadcasters to both television and Radio operators. I am convinced that owners and operators of both television and Radio are best served by the current scope and structure of the NAB.

The current structure of the NAB board, comprised of a Radio board, a television NAB and a joint board, effectively serves the unique interests of both Radio and television, yet it brings together the common interests and the combined clout of both forms of media when dealing with the challenges and opportunities of broadcasters.

The separate annual NAB Radio convention has also been effective in meeting the unique needs of Radio broadcasters. Thus, I believe that the reformation of the NRBA would not be in the interest of Radio, nor of television, nor of broadcasting. ☐

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by Rick Ott

## Three Demerits and You're Out The Fastest Way To Ratings and Revenue Oblivion

It was the first day of seventh grade, and I was one of 40 or so kids sitting on the gymnasium floor listening to the physical education instructor doing his best drill sergeant imitation. He paced back and forth in front of the gym, pounded his fist into his hand, and growled about how tough this class was going to be for us "men." I paid particular attention when he said, "the fastest way outta here is to earn three demerits." A way out?! Hey, I only ended up in PE class because it came with the territory in junior high. I'd rather be chasing girls in the hallway — or even studying history — than chasing a soccer ball around a gym. I was very interested in a way out.

The drill sergeant further explained that the fastest way to pick up three demerits was to, 1) wear any color T-shirt except a plain white one, 2) fail to wear a jock strap, and 3) fail to take a shower afterward. So the very next day I showed up in an Army-green T-shirt with a skull and bones patch on the left sleeve, didn't wear a jock strap, and stood

grinning in front of his office window during shower time. It was only on the third day, as I was sitting in the bleachers by myself with everyone else glancing up at me and giggling, that I realized that these demerit things were bad and I wasn't supposed to be "earning" them.

These days, as I travel the country, I find myself unendingly amazed at the number of Radio station general managers who have yet to figure out that it's not good to be earning demerits. Or more likely, they do know that demerits are bad, they just don't know what it takes to earn them.

### Eight Crucial Infractions

Here are eight crucial infractions that will earn you demerits quicker than anything else, regardless of your format. Incidentally, I'm not the arbiter of good or bad here. The marketplace is the arbiter. Whether you or I like it or not, the marketplace will make it very difficult for you to be at the top in ratings and revenues if you earn three or more demerits based on these factors.

Listen to your station for 20 minutes straight, and mark down the number of times you hear the call letters or moniker, the air talent's name, the time, and the weather forecast. Heard less than six call letter or moniker mentions? You've earned your first demerit. Heard less than two mentions of the air talent's name? Another demerit. Less than five time checks, less than one weather forecast — one demerit each.

Keep listening for 10 more minutes and chalk up another demerit if you hear no mention of a current or upcoming station contest in your 30 minutes of listening. If you're running no contests

because you're philosophically opposed to contesting, I understand. But the marketplace doesn't understand. It rewards stations that run contests more so than it rewards stations that do not.

On your drive into the station — or on your way home if you're at the station

### Heard less than two mentions of the air talent's name? Another demerit.

now — count the number of times you see your call letters or moniker (on billboards, bumper stickers, bus cards, T-shirts, sides of buildings, wherever). Less than three sightings, add one demerit.

Call your station's main switchboard. If a voice mail system answers instead of a real live human being, you've got another blasted demerit. (It's OK to be directed into voice mail after talking with a human, or if you specifically call someone's voice mailbox. But your main number should be answered by a human.)

Lastly, peruse your lobby. If it looks dusty, dirty, or in any way disorganized, you've got another demerit. Actually, a less-than-tidy lobby has no bearing on your ratings and revenue success in and of itself. But much like a blood sample, your lobby is a major indicator of everything else that goes on at your station. If you've got a sloppy lobby, there's a 95 percent chance you'll find sloppiness throughout, and that will hurt your operation. ☹

Rick Ott is president of the management consultancy Ott & Associates in Richmond, VA, and author of "Unleashing Productivity!" and "Creating Demand." He may be reached at 804-276-7202.

### QUICKREAD™

- The number of general managers who have yet to figure out that it's not good to be earning demerits or who know demerits are bad but don't know what it takes to earn them is amazing.
- The marketplace will make it very difficult for you to be at the top in ratings and revenues if you earn three or more demerits based on eight crucial infractions.
- For example, listen to your station for 20 minutes straight. Heard less than six call letter or moniker mentions? You've earned your first demerit. Heard less than two mentions of the air talent's name? Another demerit ... etc.

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by Mark Ramsey

# It's In the BHAGS

Is Your Station a 'Disney' or a 'Westinghouse'?

**QUICKREAD™**

**Y**ou'd have to have your head stuck deep in the sand to be unaware of the recent, massive corporate realignment thundering across America's media landscape. Disney buys Cap Cities/ABC, Westinghouse buys CBS. Not mere transactions, these. Not when figures like \$19 billion and \$5.4 billion, respectively, are being tossed about.

Have you noticed how differently these deals have been received by both business and consumers alike? Recently, *USA TODAY* columnist Kevin Maney watched the hands shake in both deals and painted the picture of one event dazzling and another dull.

At the Disney/Cap Cities/ABC press conference, Disney CEO Michael Eisner walked out into a setting bright and full of optimism. With a colorful tie and enthusiastic tone, Eisner said he was building a company for the next generation. He and Cap Cities/ABC CEO Tom Murphy talked of inventing the future. When Eisner was asked if he'd sell divisions or slash jobs, he said, "This is not about cutting costs, it's about creating."

Cut to ... Westinghouse CEO Michael Jordan stepping onto a dimly lit stage to announce his bid to buy CBS. He talked of cash flow, tax credits, and improving the operating margin. It was just-the-facts, ma'am. Nobody talked about creating anything.

Now Westinghouse and CBS are both fine companies. However, the difference in the way the public perceives these deals is dramatic. And that difference has a lot to do with what Jim Collins and Jerry Porras, authors of the best-seller "Built to Last: Successful Habits of Visionary Companies" call Big Hairy Audacious Goals, or BHAGS.

**It's in the BHAGS**

What do Big Hairy Audacious Goals have to do with Marketing? A lot. Because the way Disney excites and dazzles the public is the same way your Radio station must excite and dazzle your staff and your listeners. "Disney's ideology," according to Collins, "is to bring happiness to millions." As a company, Disney is audacious, forward-driving and big-thinking. This is what it stands for. And Westinghouse? Collins points to their "vision statement" from 1989, where the company says it stands for "Total quality. Market leadership. Technology driven. Global. Focused Growth. Diversified." Uhhh ... What? Meanwhile David Letterman jokes about home appliances, products which Westinghouse hasn't made in 20 years.


According to Collins, "Disney is acquiring a strategic asset that fits with what Disney's role in the world is. [Westinghouse's deal for CBS] is a financial acquisition and will have relatively short-term financial returns."

The messages you send to your managers, your staff, and your listeners can either paint you as Michael Eisner or Michael Jordan. All human beings are alike in that they crave a big idea, a mission, an adventure larger than life, a Big Hairy Audacious Goal.

Vision isn't about 10 dollar phrases like "quality" or "excellence" or "number one." It's not about words frozen on a plaque in the lobby behind a glass frame, bolted to the wall so no one steals it. It's about seeing a place in the future where you want to be: An exciting, new place. It's about communicating that place to inspire your managers and staff to charge ahead with you and commit to an adventure. It's about leading the way and carry-

- **Have you noticed how differently the Westinghouse and Disney deals have been received by both business and consumers alike?**
- **When Eisner was asked if he'd sell divisions or slash jobs, he said, "This is not about cutting costs, it's about creating. Westinghouse CEO Michael Jordan talked of cash flow, tax credits, and improving the operating margin. Nobody talked about creating anything."**
- **Especially in times of duopoly, it's wise to remember that people don't work for you just because they get paid or because cash flow will be improved. They do it because the adventure is exciting and brings meaning to their lives.**

ing listeners along for the ride. It's about creating a compelling future that people want to be part of.

Especially in times of duopoly, when costs are cut and people stretched, it's wise to remember that people don't work for you just because it's a job or just because they get paid or because cash flow will be improved. They do it because the adventure is exciting and the Big Hairy Audacious Goal fires their imagination and brings meaning to their lives. And listeners don't tune in just because you play good songs. They tune in because you, like Disney, can bring happiness to their lives. They want to be part of your quest for that new, exciting place out there, somewhere in the future. They want to be part of a Radio station that stands for something they can feel. 

*Mark Ramsey is president of NOVA Marketing Group, a media research and marketing consulting firm based in San Diego. He may be reached at 619-291-9322. His E-mail address is: mramsey1@ix.netcom.com*

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by Chris Lytle

## You're Abnormal ... But Your Advertising Must Be 'Normal'

Let's face it. Normal people don't use the term "LMA" as a verb (as in, "We just got LMA'd by [W]OLX"). Normal people don't turn up the Radio volume to hear how the commercial sounds on the air. Normal people can read a newspaper without tearing it apart. Normal people don't punch out of songs on the Radio to hear commercials on other stations. Normal people agonize over the tragedies on the local TV news, not the fact that one of their prospects is sponsoring it. But you're not normal. You're in Radio.

And to compound that problem, you are calling on people who are just as abnormal as you are. Perhaps you've noticed that it doesn't require a certificate of mental competency to open an advertising agency or a retail store in your market. Your clients live in their own little world. Retailers have it especially hard. When you're in retail, you only have to work half days. Pick any 12 hours you want.

I learned this firsthand because my late Aunt Dorothy was a very successful retailer in Washington, D.C. She founded

and operated the Dorothy Stead shop. I met her when I went to Washington to study political science. My mother urged me to call Aunt Dorothy. "She's very old and very rich, and she's the only aunt on my side of the family, Christopher," I remember my mother saying.

As it turns out, Aunt Dorothy was quite a character, well-connected, fun to be around, and knew politicians and columnists. And one evening in 1972 she invited me for dinner. During dinner, I asked her what she thought of the Watergate situation. "What Watergate situation?" she asked.

"Don't you read the *Washington Post*?" I countered. "It's front-page news."

"Christopher, I'm very old and very rich and I'm your only aunt on your mother's side of the family. Don't talk to me in that tone of voice."

"But you do read the *Post*?"

"Of course, I read it. But I only read the ads," she said.

"But what about the news? How do you keep up on that?"

"I'm in retail. The ads are my news."

### Create for "Normal" People

The point is that all of us have a point of view, and to communicate we need to try to see the world as our abnormal clients see it. A newspaper advertiser who has an ad in the paper can hardly wait until the paper arrives. And the first thing that person does is look for his or her ad.

This is not normal behavior. Most normal people pay 50 cents for a paper. The abnormal retailer has paid several thousand dollars and is worried about where the paper has buried this particular investment.

One of the things that has worked

for me has been to ask a potential advertiser to list as many brands of shampoos as he or she can in one minute. Try this yourself. After four or five brands it gets very difficult to think. In fact, some people give up after one or two.

"Who cares?" they say. "I don't need to know more than a few brands."

"OK," I'll say, "list your competitors."

And they can dash off 10, 12, 20 names right off the top of their head.

Then I say to them, "Your customer thinks about you about as often and as hard as you think about shampoos. And they know as many of your competitors as you know shampoo brands. They don't work here. They don't worry about this business. They only think of you or your competitors when they need something you sell. My job is to make sure they think of you."

That little pitch has gotten through to a lot of retailers that they are not the target for their advertising — that the advertising has to be created for "normal" people.

One of the best things you can do for your clients is to point out that they are abnormal. Do it in a nice way. But do it.

I learned a lot from my Aunt Dorothy. Six years ago I went to see her and as we talked she asked, "How old are you now?"

"Thirty-nine."

"I'm 93," she said.

"Aunt Dorothy, you've been a role model to me. You started your own business. You've had a successful life. I'd like to live to be 93, just like you."

"Christopher," she whispered, "it takes a lot of money."

Chris Lytle, CSP, and president of The AdVisory Board Inc., is author of the Radio Marketing Master Diploma Course. He may be reached at 800-255-9853.

### QUICKREAD™

- **Recognizing and admitting that selling Radio for a living has made you abnormal is critical to your growth.**
- **You are calling on people who are even more abnormal than you.**
- **You need to make your clients aware that they are not the target for their advertising — that the advertising has to be created for "normal" people.**
- **Sometimes stories can help you connect with people when facts and statistics can't. Did it work in this article?**

## PROMOTION



by Bill Haley

# Lucky Lotto Lunch And Get Lucky Lotto

These promotions are two variations on a lottery contest. (Don't worry; they're not lotteries. Keep reading.) Lucky Lotto Lunch can be sold to a restaurant. Get Lucky Lotto is intended for a nightclub. Both make use of the most useless piece of paper in the world: a losing lottery ticket.

Lucky Lotto Lunch is a simple promotion that can go on indefinitely. Here's how it works. Announce the previous day's winning ticket numbers on-air. If this isn't already part of your station's regular programming, consider adding it to the morning newscast. Sell the sponsoring restaurant a fixed position commercial, coming straight out of the news (or wherever you announce the winning ticket numbers).

The commercial features this offer: Bring in yesterday's losing lottery ticket, and enjoy a lunch special today. The special can be whatever the restaurant deems appropriate: buy one lunch, get one free; free dessert with the purchase of any lunch item, etc. Obviously, this promotion can be adapted to a breakfast

or dinner special. Just determine which seating the restaurant needs to improve its business in.

Restaurant patrons write their name and phone number on the back of their tickets when they redeem them. The restaurant collects the losing lottery tickets for a monthly drawing, which the station conducts. The station announces the "winning losing number" on-air once a month, just after the regularly scheduled winning lottery numbers are announced. The prize should be something fun. If your station is within proximity to gambling, you could provide a casino weekend for two.

### Get Lucky Lotto

Get Lucky Lotto also makes use of losing lottery tickets. In this promotion, the nightclub sets aside a special evening. The concept is similar to a "nuts and bolts" night. Patrons are asked to bring their losing lottery tickets to the club that evening. Once there, they mingle about, trying to match any two digits (in sequence) on their ticket with any two digits on the ticket of someone of the

## QUICKREAD™

- Lucky Lotto Lunch can be sold to a restaurant. Get Lucky Lotto is intended for a nightclub. Both make use of a losing lottery ticket.
- Sell the sponsoring restaurant a fixed position commercial that features an offer of a lunch [or breakfast or dinner] special if patrons bring in their losing lottery ticket.
- The restaurant collects the losing lottery tickets for a monthly drawing, which the station conducts, announcing the "winning losing number" on-air, just after the regularly scheduled winning lottery numbers are announced.
- With Get Lucky Lotto, the nightclub sets aside a special evening during which patrons bring their losing lottery tickets and mingle about, trying to match any two digits (in sequence) on their ticket with any two digits on the ticket of someone of the opposite sex.
- You must be careful to avoid making either of these contests a lottery.

opposite sex. Have station personnel working the crowd, facilitating with

27 ►

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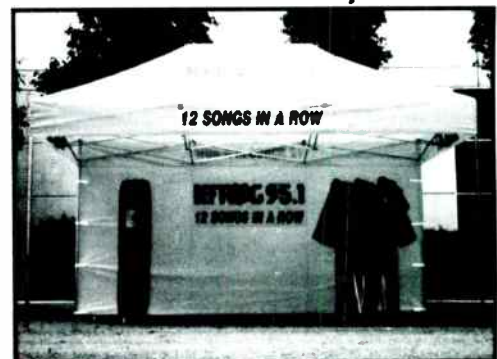
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# Is it the responsibility of the PD to not play a record because of its potentially damaging content?



**Fred Jacobs • President • Jacobs Media • Southfield, MI**

Every company has a different set of standards and it's the job of the PD to know where the foul lines are drawn. Clearly, some broadcast groups are more protective and stringent, while others take a more laissez faire attitude. Of course, another issue is the station's format itself and the makeup of its target audience. A young-end Rock station is going to have a different slant on a controversial song than an upper-demo female-based AC. The expectations are totally different.

The PD is always in the hot seat on any issue that involves what's on the station's air. In some cases, a solution may be created by the record label in the guise of a re-edit that may be more acceptable for stations that are queasy about lyrics or content. But whether there's an easy solution or not, the buck

stops at the PD's desk. ☒

**Bill Gamble • WKQX-FM • Chicago, IL**

It is the responsibility of every broadcaster to listen to their audience and give them what they want. While we should always be careful about putting music on the air that we know may inflame, we should be even more cautious about setting ourselves up as the gatekeepers of community standards. While we all have an opinion about what's "appropriate," our individual values should not be part of the decision-making process. As difficult as that may be, it is our job to let the audience be the final judge of what is and isn't appropriate. ☒



**Steve Young • KISW-FM • Seattle, WA**

At Nationwide Communications the PD is directly responsible for all on-air selections. We are very careful in screening all product for inappropriate lyrics. Although we may be more liberal in the overnight hours, for the most part, KISW is concerned about the content of lyrics and also of announcer entertainment pieces. It is always a matter of interpretation, particularly at a leading-edge Rock station, as to what is acceptable community standard, but we lean to the side of caution in most respects.

It is not our policy to seek out shock tools or to broadcast sensitive material just to get a reaction from listeners. We do not forget, however, that as a Hard Rock station, we must represent our audience and, for the most part, labels will accommodate our need for edited versions of songs. Although it is hard to support censorship of any kind, at the same time, a PD is custodian of the license. As such, difficult decisions are always made in defense of that broadcast license. ☒

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Circle Reader Service #119





by Holland Cooke

# Your Station On The Internet

## 10 Tips for Your Web Site

**H**undreds of stations have already established sites on the World Wide Web, which is both the "fast lane" and "the scenic route" on the Information Superhighway.

With a well-designed Website, your station can do certain things that you already do ... better, cheaper, and quicker. But it's the new things you'll be able to do that make having a Web site so worthwhile. We're just beginning to appreciate what the Web offers in terms of station promotion, sales value-added, audience research, etc.

Want to see how other industries are exploiting this versatile medium? Have a friend who's on-line show you sites for innovative automaker Saturn (<http://www.saturncars.com/>), overnight delivery gorilla FedEx (<http://www.fedex.com/>), and office supply superstore Staples (<http://www.harvardnet.com/staples/>). Just browsing these might give you some ideas for a site of your own.

And if you'd like to see what Radio stations are doing out there, go to <http://www.mt.edu:8001/activities/wmbr/otherstations.html>, probably the most comprehensive list available. Simply click on any of the call letters shown, and you'll

be taken directly to that station's site.

Because those stations are "early adopters," what you'll see reflects in-house brainstorming. The most productive wrinkles have yet to emerge. Only when forward-thinking GMs, clever PDs, and ambitious SMs use the Web to interact with listeners and on behalf of clients, will we see what it can really do for Radio's bottom line.

Not everyone buys in. Skeptics among us think this is a toy. Hope your competition does. Remember short-sighted owners turning FM licenses back in to the FCC as late as the mid-'60s?

### 10 Tips for Your Web Site

1. *Someone at the station should "own" the project.* You've probably already got at least one employee surfing the Net. Maybe he/she could be project leader. This has to be a Big Picture person, with an equal appreciation for programming and sales (although one of the pleasant surprises I've seen at stations I work with who are on the Web is how its boundless capabilities seem to bring together station factions that are typically at odds).

2. *Keep it simple.* Start basic, you can always grow later. Make your home page

### QUICKREAD™

- **With a well-designed Web site, your station can do certain things that you already do ... better, cheaper, and quicker. But it's the new things you'll be able to do that make having a Web site so worthwhile.**
- **Skeptics among us think this is a toy. Hope your competition does. Remember short-sighted owners turning FM licenses back in to the FCC as late as the mid-'60s?**
- **A couple of the 10 tips include: No. 5. Don't compete with your own on-air product. And No. 7. Follow through. On-air personalities: Answer your E-mail.**

a self-explanatory Table of Contents, and help users navigate your system with "Click Here," and other instructions that leave nothing to the imagination. I like links that look like push-buttons, as though you're facing a soda machine.

3. *Avoid elaborate graphics.* You'll appreciate why when you visit many sites. The sexier the art, the longer it takes for the page to download, a major frustration.

4. *Give 'em a reason to keep coming back.* Many station sites are little more than pretty brochures. Once you've seen it, you've seen it. Instead, make your site



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by Roy Pressman

## Protect Your Staff & Your Station Institute a Safety Program

A few weeks ago a remote engineer in Fort Lauderdale, FL, was killed when he raised the mast from his remote truck into high voltage power lines. We will never know why this accident happened, but it was an eyeopener for everyone here in the broadcast community. We take so much for granted in the Radio business, but there are real dangers that go with it. Many accidents can be prevented as long as your employees are properly trained and the appropriate procedures are in place to keep your staff safe. In fact, you are required by law to protect your employees from dangers in the workplace.

### OSHA

The government is very aware of the dangers at the workplace. Every year 6,000 Americans die from workplace injuries while an estimated 50,000 people suffer non-fatal workplace injuries. This is why Congress enacted the "Occupational Safety and Health Act of 1970." The mission of the Occupational Safety and Health (OSHA) is "to save lives,

prevent injuries and protect the health of America's workers." As broadcasters we are usually just concerned with one government agency, the FCC, but we have to comply with OSHA regulations as well. And guess what? They have the power to issue stiff fines just like the FCC. Your best protection against trouble with OSHA is to institute a safety program. OSHA will greatly reduce the penalties for violations if there is a good safety and health program in practice and not just on paper. Now is a good time to get a program going at your station. If you don't want to do it yourself, there are many companies that specialize in OSHA and workplace safety that will come into your facility, set up safety programs and make sure that you are in full compliance with OSHA regulations.

Some of the essential elements of a safety program are:

1. Right to Know — Employees have the right to know and should be informed on how to handle any chemicals they come in contact with at the workplace. Typically information is available

### QUICKREAD™

- Many accidents can be prevented as long as your employees are properly trained and the appropriate procedures are in place to keep your staff safe.
- As broadcasters we have to comply with OSHA regulations, and like the FCC, OSHA has the power to issue stiff fines.
- Don't assign work to your engineer that he is not qualified to do, even if it saves you money.
- Make sure that all personnel are aware of any work hazards and have been informed of these hazards.

from the manufacturer of the chemical via "material safety data sheets." Employees also need to know about any other possible work hazards.

2. Lockout-Tagout — If you turn something off, you lock the switch in the off position with a padlock or you tag it so that no one can come along and turn it back on. This prevents accidental electrocution and other accidents related to

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## RBDS . . .

. . . is the U.S. standard for radio data transmission. It's based on the proven European RDS system, in use overseas for more than 10 years.

RBDS "smart radios," now available, can seek specific formats, display call letters, song titles, promo or advertising messages, and provide important travel and emergency information.



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MODEL 710 RBDS ENCODER - \$995

## PROMOTION

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matchups and encouraging the less-inclined to partake.

When a match is found, the "couple" is brought up on stage for some good-natured fun with the emcee (a station personality). They get prizes from the station. Besides the usual station promotional items, include some fun stuff: his and her matching polka dot boxer shorts, body massage oils, and so on.

There are lots of clever things you can do with this promotion. Have the club DJ throw in some "theme" songs, like "Fools in Love," "What's Love Got To Do With It," "We're Going All the Way," "Falling in Love," "Love Is In The Air" and "P.Y.T." And toward the end of the night, bring all the couples up on stage for the Get Lucky Lotto Awards. Have the crowd "vote" (by making the most noise) for award categories like: Preppiest Couple, All-American Couple, Couple Most Likely to Never Talk to Each Other Again, the Opposites Attract Award, and so forth. Make up certificates for the winners, and give them station T-shirts.

A note about both of these promotions: Ironically, you must be careful to avoid making the contest itself a lottery. To do this, you must eliminate the element of consideration from the promotion. State somewhere in the rules that no purchase is necessary. Provide an alternative to bringing an actual lottery ticket. For example, a person could cut out the winning lottery number from the newspaper and bring that, instead of a lottery ticket. Or they can write it on an index card, after hearing it announced on your Radio station.

Both of these promotions have year-round potential and can generate long-term sponsorship revenue. ☐

*Bill Haley is president of Haley Productions, a film, video and multimedia production company for Radio, and creator of the Trivia Super Challenge™ game. He may be reached at 610-892-7970.*

## PROGRAMMING

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seem more like a station-branded "on-line service" users will want to visit from

time-to-time.

5. *But don't compete with your own on-air product.* I've disconnected weatherphones at a dozen client stations. Rationale: Instead of enabling listeners NOT to use the Radio, train 'em to turn it on when they want the forecast. Similarly, your Web site should promote — not cannibalize — your on-air programming.

6. *Be interactive.* The Web is relationship marketing heaven. Use it to converse with your listeners, on your — and your clients' — behalf.

7. *Follow through.* On-air personalities: Answer your E-mail.

8. *Exploit existing resources on the Web.* Remember that great Saturn site? Instead of taking your national rep another logo coffee mug, take them a pitch for your area's Saturn dealers. The package includes X number of on-air spots, Y number of mentions in on-air promos for your site, Z amount of other collateral ... and a link from the Saturn ad panel in your Web site to the Saturn site. Use your station's brand equity (extending your call letters to the Internet medium) and in-place distribution system (your transmitter and the cume listening to it) to drive sampling to clients' marketing.

9. *Promote your site.* So use that transmitter. Keep telling listeners about the content in your site. Example? "How-to" shows that are a staple of so many News/Talk stations' weekend programming. Have hosts offer text answers to most frequently asked questions as "information on demand."

10. *Keep working on it.* See No. 4 above. Never stop growing and adding new content. ☐

*Holland Cooke is McVay Media's News/Talk consultant. He may be reached at 202-333-8112.*

## ENGINEERING

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machinery. The typical lockout-tagout system has a board mounted on the wall with locks and tags. Your staff should be informed about lockout-tagout and know when to use the tags or padlocks. Lockout-tagout systems are commercially available (Brady 800-229-0049).

For more information on OSHA, contact: Occupational Safety and Health Administration Office of Information and

Consumer Affairs, 200 Constitution Ave. N.W., Room N3101, Washington, D.C. 20210. 202-219-4667; Fax 202-219-9266; Internet <http://www.osha.gov/>

Chief engineers have a wide range of responsibilities, and qualified engineers are getting harder and harder to find, so the safety of your engineer is very important. Don't assign work to your engineer that he is not qualified to do, even if it saves you money. Two things in particular: Tower climbing and electrical wiring. Most engineers are not qualified to climb towers and very few are licensed electricians. So, when you need tower work, call a tower crew, and when you need electrical wiring, call a licensed electrician.

### Other Survival Rules

1. Make sure all equipment is properly bonded to a common ground.

2. The buddy system — never allow your employees to work on equipment alone where dangerous high voltages are present. Always have a second person present. Before work is done on equipment where high voltages are present, turn the equipment off, turn circuit breakers off and discharge all power supplies with a grounding rod.

3. All engineering personnel should be trained in CPR and first aid.

4. There should be well-stocked first-aid kits at the studio and transmitter sites.

5. Verify that all transmitter high voltage interlocks are in working order. (The interlocks turn off the high voltage if any doors on the transmitter are opened.)

6. Make sure that employees are not subjected to excessive rf radiation. Areas that are in excess of ANSI standards should have warning signs and be secured.

7. All personnel should be thoroughly trained and tested in the operation of all equipment related to their duties.

Review your studio and transmitter facilities and identify potential hazards. Make sure that all personnel are aware of any work hazards and have been informed of these hazards. Don't assign tasks to personnel until they are thoroughly familiar with the assignment. Just a little bit of prevention can make a big difference. Get your OSHA safety program in place today. ☐

*Roy Pressman is director of engineering for WLVE/WINZ/WZTA in Miami. He may be reached at 305-654-9494. E-mail — [roy@hutton.com](mailto:roy@hutton.com)*



by Bob Keith

# From Madison Avenue

## A Lesson On Sales

If you want to teach someone how to sell, watch a beer commercial. The suits on Madison Avenue know how to sell. They don't sell beer, they sell an experience. They run a bunch of beautiful bodies in front of the camera to create the impression that consuming their product will do the same for you. Or, they show a race car driver in the winner's circle. They don't sell beer, they sell an emotion. The suits' little secret is that they are not selling a product, they are selling perceived benefits. Kodak sells film but they don't advertise film. They advertise memories. Prudential sells insurance but they advertise peace of mind ("piece of the rock").

Dale Carnegie taught that to be a successful salesperson you must arouse in another person a need or want. "He who can do this has the whole world with him. He who cannot walks a lonely way." It's the difference between selling fea-

tures and selling benefits. Features stay the same but benefits will always be unique to your prospect. No two prospects will look at your product the same way. Why do so many in our industry sell as if they do?

You can sell reach and frequency all you want, but if you can't connect the dots in the client's mind and draw a picture of the emotional benefits you won't sell many new clients. The only prospects interested in tower height are ones who fly airplanes. However, if a tall tower means more store traffic then it's a story worth telling.

### No One Needs Radio

No one needs Radio. Everyone needs results. Everyone needs customers. Why not give them what they want? While I was earning my marketing degree in college I learned a valuable lesson about selling. I worked part-time at a racquetball club selling memberships. I learned there were two reasons for buying a membership. There was a good reason and a real reason. A good reason was obvious; everyone wants to look and feel good. The real reason often had more to do with what being in shape or belonging to a health club meant to them on a personal level.


Everyone who walked into that club had a different reason for being there. I quickly learned the best way to sell was to find out what they wanted and then sell it to them. The perceived benefit was a much stronger closing tool than the club was itself.

Those out for love were introduced to single members who lingered at the juice bar. For those interested in the competition I would go into detail on

the league play and the prestige of winning a tournament. I would even let them hold a trophy. Prospects who wanted status were shown (subtly) the expensive cars in the members' parking lot

I created a new club for everyone who walked through the door. I didn't fall into the trap of explaining every piece of equipment in detail. I found out I could be more successful selling an experience than an exercise facility. I was selling benefits, not features.

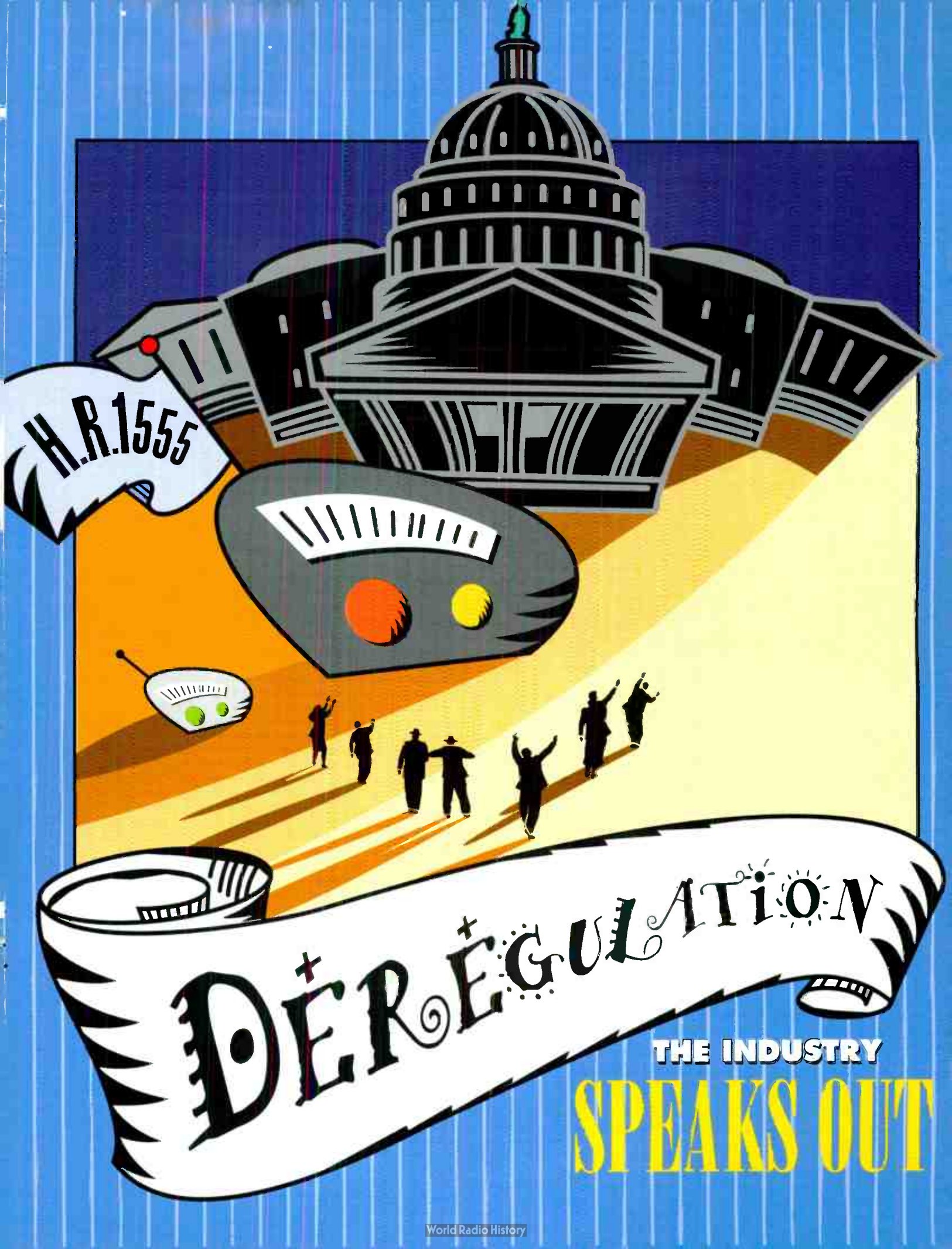
If everyone has a logical reason to advertise on your station, how come it's so hard to get new business? Let's say you find out your prospect is getting clobbered by the category killers. Use their frustration to launch a counterattack with your station as the heavy artillery. Now you have the emotional basis for getting an order. If slow store traffic has your prospect worried, use it as a vehicle for moving them out of print and into Radio. Replace their agitation with a more peaceful state of mind by using station success stories. Present the features and sell the benefits!

Remember, your prospect's favorite Radio station is WITD-FM. What's In the Deal For Me. WITD-FM plays all the hits of business and is number one in all dayparts and all demos with new business prospects. Understand what your product represents to your prospects and then sell it to them. By the end of your sales call you will find yourself in the winner circle just like the people on the beer commercials. 

*Bob Keith is president of Keith Vendor Concepts, a sales and marketing firm specializing in new business development. He may be reached at 415-922-7275.*

### QUICKREAD™

- If you want to teach someone how to sell, watch a beer commercial.
- Dale Carnegie taught that to be a successful salesperson you must arouse in another person a need or want. Sell benefits, not features.
- Features stay the same but benefits will always be unique to your prospect. No two prospects will look at your product the same way. Why do so many in our industry sell as if they do?
- Remember, your prospect's favorite Radio station is WITD-FM. What's In The Deal For Me. WITD-FM plays all the hits of business and is number one in all dayparts and all demos with new business prospects.



H.R. 1555

# DEREGULATION

THE INDUSTRY  
SPEAKS OUT



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Circle Reader Service #122

World Radio History



# DEREGULATION

THE INDUSTRY  
SPEAKS OUT

by Bruce Buchanan

**O**n the eve of Radio's 75th anniversary we're involved in one of the most controversial proposals in broadcast history. The telecom bill, with all its changes for future generations to cope with, appears to be headed for passage. It seems the only question left is whether President Clinton will give it his blessing.

As with Docket 80-90, AM stereo, cigarette advertising, and First Amendment issues, there are multiple viewpoints on deregulation. There are those who believe that Radio should not have cap limits since that burden is not imposed on any other industry in this country. Others believe that because of the finite number of frequencies, with deregulation there will never be the opportunities for someone to come along and "build a better mousetrap." There are those who clawed and scratched their way into ownership over the last few decades who had no dream of a massive empire. They simply wanted a family business ... a way of life now threatened by consolidation.

If you're a believer in the marketplace, then the problems will self-correct because the marketplace translates into economic clout ... and that has an impact on business since business is a for-profit entity. Business responds to money! Business doesn't need government intervention except to allow for sufficient choice in the marketplace.

Wal-Mart has been used time and again as an example of how big business pushed aside the little guy. Yes, there were mom-and-pop businesses that failed in the wake of Wal-Mart's size and pricing. But out of that there were new opportunities for businesses with highly specialized services and expertise that Wal-Mart didn't offer. Even at Mount St. Helens new growth appeared in a very short time.

Deregulation: Good or Bad? It depends on your perspective.

*Radio Ink* spoke with industry leaders to get their last-minute thoughts regarding deregulation just prior to the NAB Radio convention. The following pages give an insight into their position as we approach the final congressional ballots.

# DEREGULATION

## THE INDUSTRY SPEAKS OUT

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**Tom Milewski, CEO  
Greater Media Inc.  
East Brunswick, NJ**

Deregulation is already affecting the industry. Look at Chancellor/Shamrock, CBS/Westinghouse. It will be interesting to see what happens with the ABC stations. Our concern is not how big an Evergreen or a Clear Channel gets. Our concern is at the local market level; in fact, the coalition would have supported unlimited national ownership, if we felt that that would be consistent with what some of the supporters in the House and Senate had their eyes on. We adopted 50/50 partly in recognition of the fact that there were some senators who were concerned about national ownership. Our concern is local ownership.



aren't going to unconsolidate some day. You won't have new Granums and new Libertys and new Alliances come along in the year 2003 and start to form new Radio groups. It will be over. I would have to assume that a lot of these people who have been in favor of this thing want to sell rather than buy. That's one of the concerns; that it doesn't allow you to stay the same size. You either have to sell or buy.

Whenever the government comes out and grants new shared monopoly rights in any field, whether it's forestry, oil, grazing lands or broadcasting, the money comes in droves. With the government creating this new regulated shared monopoly in Radio, which is the highest form of regulation, there is all kinds of money coming out now to consolidate these things. It's been said that 55 percent of the stations lose money; that's up from 50 percent last month. I've heard those kind of figures quoted and I've said to people listen, take

whatever that percentage is, and eliminate the people who are just not very good operators, and eliminate the people who pay too much, eliminate the people who failed to invest in their own operation at the right time; they used up all their capitol buying and had no money left to improve the signal or promote it. Take all those people away and find me some operators who have actually lost money because of the regulation. It's more than likely a handful of people. This whole opportunity for relatively small businesses to get involved in the media, at the Radio level, and every town in America, is going to be gone. And people ask why Disney wants to buy a Radio station in some small town somewhere; it's because there's a McDonald's and a Wendy's there, too.

**Dick Ferguson, President  
NewCity Communications  
Bridgeport, CT**



What this does for the industry, in the broadest possible way, is it gives Radio the ability over the long term to compete in a world that is going to be very different. It will

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## 1996 Can Be The Year You Make A Fundamental Change In Sales.

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have a lot of competing technologies as well as increasingly sophisticated present technologies. While I realize that there will be a transition period and that change is often difficult, the fact remains that change is going to happen. Congress is about to re-write a communication law that they haven't looked at for 61 years. We have to look at what sort of flexibility we need, not necessarily the day the rule is signed, if it is signed into law, but what we'll need three, four, five and 10 years down the road because that's really what we are dealing with. People who are critical of this, and I understand that many people are critical of it from a passionate heartfelt basis, need to look at this scenario in terms of not just what it looks like today. I think there are a lot of positives to this bill on day one. But look at what it will be like down the road. The question that people have to ask is whether they want to leave their future in the hands of a regulatory agency that has many other things to concentrate on and no matter how well-intentioned, has not proven that they can respond quickly to Radio. The most classic example of that is Docket 80-90. Two thousand Radio stations were unleashed on America and quite frankly while there may be many positives to having all these new choices for listeners, it changed the economics of the business particularly in smaller markets. Bottom line of this is that in the smaller markets, even under duopoly, these people don't have necessary relief right now. The smallest markets were often the markets that went from six stations to 12 stations under Docket 80-90.

We feel we are well-positioned to approach an era where there is an opportunity to buy more stations. We see opportunities perhaps to buy or merge groups that are of similar size or continue to build our franchise strength in the markets we are already in. We have chosen the latter. We do not subscribe to the theory that you have to be a \$100 million company to survive in the Radio business. What we believe is that you have to have a strong franchise and a strong foothold in individual markets. Some people have likened the business to say the Wal-Martizing of Radio. I think anybody who makes that statement truly doesn't have a clue as to what's going on in the Radio business. You walk into one Wal-Mart, you've walked into all of them. You walk into a group-owned Radio station in New York, it is usually extremely different from a group-owned Radio station in Chicago, or for that matter a group-owned Radio station in a small town in Iowa. These are all local businesses and the power is in the local market.

What NewCity is doing is making sure that the Radio stations that are currently owned are



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Circle Reader Service #124

# DEREGULATION

## THE INDUSTRY SPEAKS OUT

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as good as they can be. We are going to use our resources, which compared to other companies is limited, to building our positions in the markets that we're in.

### **Jim Slone, Owner Rex Broadcasting Tucson, AZ**

From a personal point of view, the window of opportunity to do what I did in my career is closed. I started in Radio 40 years ago as a disc jockey and play-by-play announcer. I was captivated by the sound of music and



voices that came from that little box. I loved being on the air, playing records, talking to and about people, and having fun. I knew nothing about ownership, profitability, or anything else at that point. I just loved Radio. As time

went on, I became a morning man, programmer, salesman, and general manager. Then in the early '70s, I was presented with the opportunity to take over the least popular station in Tucson. I set out to make a success with it, and in fact, I did. The people who owned it gave me some stock. Through the years I was able to buy out other stockholders through profits. It gave me great joy to have built something from nothing. The picture now shows that the big-moneyed people, folks who have considerable resources, and those who have publicly traded companies, can come in and put the pressure on mom-and-pop operators to the point where they have to sell out or make some decisions that are not good for their families. That's pretty hard to swallow. Radio stations are going to wind up in the hands of a few. Radio that I knew and loved has ended. It's painful.

### **Jim West, President The Dallas Jim West Company Dallas, TX**

Deregulation will mean the demise of the business as we know it. It's push-button Radio from New York, or wherever the landowner is living on his plantation, and it effectively destroys creativity. It takes away all of the incentives. I have watched the Radio industry grow and I have grown with it. It's a tragedy

because I have watched guys who once loaded tape machines, and maybe were lucky enough to work a weekend shift, now heading and owning groups. It is the demise of this kind of relative progress that people used to make. It is



the demise of the creativity that use to come out of those people who had nothing but enthusiasm and hopes and dreams of one day becoming not only a program director but maybe owner of the Radio station. These opportuni-

ties are just fewer and it's too bad.

The most successful consultants now are people who have organizations already well-entrenched, and those large organizations will be able to deal with the kind of potential growth offered by a giant chain. Radio like that doesn't interest me anymore because it isn't fun. The personality of Radio, as I hear it, is just shock Radio. I think Radio ought to be entertaining and creative. Unless you're a big guy who has the unlimited credit card, you're not a player.

### **David Martin, President The Radio Consultants Edina, MN**

We see deregulation as very favorable to the industry. The regulatory restraints that Radio and television have labored under in recent years are, frankly, anachronistic. They were created in 1934 with the Communications Act, and while they have served us very well, it's time for regulatory to catch up to the reality of the market-



place. Our notion is deregulation should be viewed in the context of technology and markets. Downstream, because of technology, you will see lots of diversity and choice both in the regulated and unregulated areas — that's exciting. While we perhaps are witness to the end of the mom-and-pop type operations in major market Radio, we forecast increased privately held family ownerships in small- and medium-market Radio. We remain concerned about DAB, digital cable Radio, and about others providing audio services that are not advertiser supported.

Our view continues to be the concept of broadcasters as public trustees and the public service obligations of broadcasters which

creates genuine value in the communities they serve. This has never been more valid. The emerging media who do not rely upon sale of commercial time may put broadcasters at a distinct disadvantage in the coming mediascape. By offering what may be perceived as parity or even better products in the audio marketplace, Radio broadcasters will again find victory through creativity.

In our considered opinion there's really no Radio nor television; there's audio and video. And in the audio and video environments, we think it's incumbent upon not only the FCC, but Congress as well, to protect the interest of citizens by protecting commercial broadcasting. When we went into Docket 80-90 we went in with our eyes wide open. We went in saying this is going to create a lot more Radio stations, this is going to make better use of spectrum, this is going to be for the public good, this is going to be for the good of the community, this is going to benefit everybody involved. The truth is it did not have the kind of impact that we believed it would. In fact, 80-90 "overRadioed" many markets with significant adverse impact in small markets.

In the macro our forecast is programming will only become more fragmented. Radio is, after all, the leading targeted medium. It's the first on this learning curve; all the other media — magazines, television and cable — are behind us. The velocity of fragmentation will increase as we enter a new age of hypercompetition. In the main, we are moving from a once consumer-passive, to a new and future programmer-passive media environment.

Deregulation as it relates to consultants and other professional service providers is net positive. Outsourcing is not only effective, but efficient. Whenever you can rent knowledge and imagination it can be an excellent return on investment for management and ownership. What we are seeing today are some of the best minds in the business deciding they would rather open a professional firm than work at a station or group post. Once only major market operations profited from the advice and wisdom of the sages. Bob Henabery, Kevin Sweeney, Norm Goldsmith, Bob Atkinson and others were house counsel to the rich and famous. Now a second generation of consultants add expertise that is available at a price point affordable to those in markets of all sizes.

The kind of resources that are available in the open market competitively priced for Radio people to buy has never been richer, has never been more diverse, has never been more beneficial in terms of the top and the bottom lines.

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[ The DSE 7000 Version 5.0 ]

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*John Frost... Creative Director  
KROQ-FM, Los Angeles*



▲ "The ear is faster than the eye. And the DSE is still the best editing system for radio."

*Gerd-Ilj Weber... Teamleiter  
Producer MDR1ge, Leipzig, Germany*



▲ "Anyone can learn to do anything on the DSE in an hour. And UNDO it in a second."

*Debby DeLuca...  
Commercial Production Director  
HOT 97, WJHT-FM, New York*



▲ "Three stations, 36 commercials a day. Who has time to fool with a waveform editor?"

*Peter Belt... Chief Engineer  
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World Radio History



# DEREGULATION

THE INDUSTRY SPEAKS OUT

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## Jay Albright, General Manager BP Consulting Group Seattle, WA

I'm one of those people who at one time harbored a dream of being a small-market owner and got into entrepreneurship a different way by starting a consulting company, and I still believe very strongly in the small businesses being the back door to America's strength. My initial fear when I first heard



about all of this was let's put some limits on it. Initially about two months ago I was thinking maybe 100, 100 and 100 would be a reasonable cap compared to where we are today. Thinking let's not take everything off. Let's just

put some controls to make sure that we don't have five owners owning every Radio station in the U.S. in three to four years. I'm in favor of deregulation, but I worry we're opening Pandora's box. Let's make sure what's in there before we open the lid all the way. After speaking with many friends and clients I now realize that we're not really doing anything but delaying the inevitable. What's the difference between a cap of 100 and saying let's just deregulate and do it. So I feel it's a great thing. My fears were based on what I thought would never happen in this industry. The paradigm has shifted and the winds of change sometimes blow a little chilly and scare us a little bit, but I'm with it now.

At BP we were actually prepared even though we weren't preparing. On the syndication side, about five years ago, our goal was to convert reel-to-reel stations to digital. Our goal was to get a big market share in the reel-to-reel tapes syndication business and then move those people to digital, which is where we knew they would be in the future. And that plan has been going great. We do have a couple hundred small-market operators who are going to run reel-to-reel tapes as long as they possibly can, and we certainly will provide those tapes to them as long as they need them. But our move to digital really started before duopoly started to occur.

There was a time in the consulting business when you would never think of working for two stations in the same market and the idea

that now a client of yours calls and says, "Jay, I want you to go to work for these guys across the street and here's what I hope we can achieve" ... obviously the owner still has to control the programming so we work with the owner directly, but there is an additional line of communication that opens up that really puts the consultant in an interesting position to control a lot more than maybe he would have even before the days of duopoly. So I think what's happening to us is what is happening in Radio. We are working with just as many stations if not more than we ever have, but the number of clients for whom we work is getting smaller and will probably get smaller in the future. That's the nature of business. Duopoly now with the caps off — maybe we should call it megaopoly — provides an opportunity for those of us in the syndication and consulting business as well. It is an economy of easy replication. The trick is to control not the copies, but the relationship with the customer.

## Jim Duncan, President Duncan's American Radio Inc. Indianapolis, IN

I've been a strong supporter of deregulation. It's my feeling that the Radio industry has been overregulated for probably 20 to 25 years and deregulation is helping us to catch up with the rest of the world. This is an industry that badly needs consolidation, and that consolidation has moved forward in the last three years in an orderly process and I think that even if we are allowed total deregulation as far as the number of stations we can



own in a market and nationally, that we will have an orderly consolidation in the future. There have just been too many Radio stations, with too many different owners and that is the number one

reason that Radio has only been a marginally profitable business. Even in the best of times a third of the stations lost money because of the intense kind of competition in the industry. Also deregulation will allow some companies to reach the critical mass that will allow them to attract attention from Wall Street and those responsible for allocating capitol. I still believe, in our industry, that there will be room for the small broadcaster, the small entrepreneur, but to come into the industry this new entrepreneur may have to go to smaller markets than he would have 10 years ago and

buy up a duopoly instead of a single station ... but there still will be room for the small operator in the Radio business. There is a cliché in our industry that Infinity is not going to buy Radio stations in Duluth. Instead we'll have small- to medium-size operators who will buy those stations in Duluth. So I feel very positive about deregulation and very happy with the results so far, and I anticipate fine results in the future.

I think you'll see a lot of leapfrogging among the larger groups, let's say the top 30 or top 40 groups, in the next two years as consolidation proceeds. Then I think it will settle down. We think some sort of equilibrium will be reached in about two to five years, and sales and mergers will slow down greatly by the end of this decade.

## Todd Doren, President Diary Experts Haddon Heights, NJ

Deregulation means fewer players and



that means more consolidation and a better bottom line for the players that remain. That's just the way things are. I think it's fine. I think this is the one way Radio can remain competitive with other industries. I am for deregulation because I've always believed that

the marketplace is where decisions should be made; not some government bureaucrat deciding for you. Let the marketplace decide. It's going to mean fewer research companies out there since an owner of 300 stations is going to cut a deal with one company to handle the research for all of his stations. For stations who hire me for a diary review for three stations in the market that they own, for example, I am not charging three times as much. I am willing to come down in price and help them and that's what deregulation is all about ... economies of scale.

## John Crigler, Partner Haley, Bader & Potts Washington, D.C.

Everybody till now has been holding their breath to see what becomes of the legislation. Everyone is anticipating that there will be a surge of transactions, and it certainly makes more complex transactions possible ... it will now be possible without waivers, and



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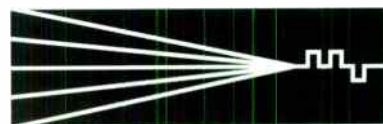
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# DEREGULATION

THE INDUSTRY SPEAKS OUT

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some of the other complications, to sell groups of stations as well as individual stations in single markets. I expect we will see more complex deals being put together. This will still be driven by buyers and sellers rather than by law firms.

What we have been trying to do is put together a package of services that will assist people in evaluating properties. It's one thing if you are buying a single station to go out and kick the tires and look it over; it's another to buy several stations and have some assurance that the stations are in good operating condition, that you have all the FCC authorizations, that all the real estate interests are in place, and to do all of the due diligence work on the complex transaction. We have been trying to gear ourselves up to do that for our clients and for lending institutions. I think everyone is very hopeful that there will be a sure value to Radio and television properties and that the trading barriers will be lowered and much more creative deals will be possible.

**Kim Roberts, Assistant National Executive Director American Federation of Television and Radio Artists New York, NY**

We view deregulation to be potentially negative. AFTRA has been looking at this question for some period of time, both in the television and Radio field. I know you are focusing on Radio, but we think the issues are very common in television and Radio broadcasting. Our concern is that the sweeping deregulation that has just gone through the House, and I know it still has a few steps to go,

We believe there will probably be less diversity of opinion, of expression, of programming, particularly in the field of music and public affairs. We of course



are concerned that part and parcel of that will also be a reduction in employment opportunities for people in the broadcast industry, at least on the Radio and television side, where I am making my comments now. We view the deregulation that's just gone through the House to be a negative and are very concerned about it. We have been looking at it ever since the FCC, back in 1991 and 1992, issued a proposed notice of rulemaking both in the Radio and television field. One of our biggest concerns is that for many people in this country, over the air broadcasting, whether that be Radio or television, is where people get their news and public affairs information. I think we've all seen the statistical study about how many people rely on Radio and television to get their news as opposed to reading the newspapers or other sources that they may look to. We feel it is very important that the free, over-the-air media be as diverse as possible particularly in the area of news and public affairs. One of our concerns about consolidation and concentration in the industry, particularly in the local market, is that news and public affairs programming is going to be consolidated for economy of scale. And that's going to obviously not only affect employment badly but it's also going to be a disservice to the local communities.

**Gary Stevens, Managing Director Gary Stevens & Co. New Canaan, CT**

There is an old school of thought that there will always be a relatively fluid market where things trade. They will just trade differently. They may trade in groups of two or three as opposed to single ones. It's hard to say. I don't think any one broker, even the biggest ones, have controlled a very large percentage of the overall dollar volume. If anything, the individual broker like myself has to be a little more sensitive to the fact that as the field gets larger in dollar volume it attracts the Wall Street investment bank types who really don't have interests in 10-20-30 million dollar deals but are very interested in 200-300 million dollar deals. As more of these companies become public they need the advice of people who understand all of the ramifications of business being done by public companies. Basically the brokerage business died in 1990 and what revived it was duopoly. The brokerage industry has been lurching from one phenomenon to another. By phenomenon I mean the result of things that have been at the regulatory level. It is very difficult to get a deal done without a creative intermediary who



knows and understands not only the business that he is trying to sell, or that the individual's trying to sell, but the principles of negotiation as well. If the stock is trading at a premium, it's cheap money. Some of these companies trade below private values so they can't use it as currency because they'd be giving away their company too cheaply. If you're fairly valued, it's fine. If you're valued at a premium, it's terrific. If you trade at less than fair value it really is debilitating because you can't use the stock. You make one offering, you take some money in, and you can never do it again.

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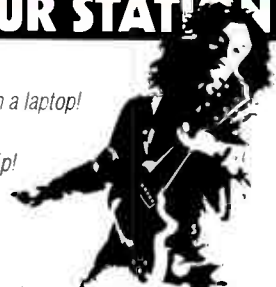
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Nobody is quite sure how this is going to shake out and it is just like at the beginning of duopoly. The notion was everybody doubles up. Well there has been a terrific amount of doubling up, but most of it has been concentrated in the very largest markets. What we are seeing now in the shadow of the forthcoming legislation are transactions being done in anticipation of it. What it has done has caused things to take place that couldn't have been done even under duopoly.

**Bruce Spector, General Partner  
Benchmark Communications  
Baltimore, MD**

The bill has greatly enhanced the value of our Radio stations, but it has forever changed the industry and I think in a negative way. The idea of entrepreneurs entering the Radio industry is a concept from the past and will no longer be available. I think there will be fewer voices; the media is going to be dominated by local monopolies and then in the long run the public is the loser. Radio is predominantly a local medium. Most stations still get the majority of their revenue from local advertisers. The concern is really the local limit, not the national limit. I don't see a reason for national limits. But when you've got one group owning half or 75 percent of the Radio stations in the market, that's a concern. Fortunately we have



duopolies in every one of our markets, so we are in a position to be those local monopolies. Economically it's going to have a great impact for all of us. But long-term, I'm afraid it has a negative impact for the industry. I used to own

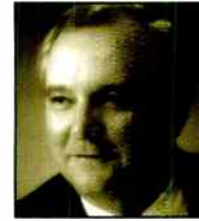
a pretty significant cable company, and when cable was a monopoly I dealt with all the negative feelings our customers had toward our operation as a result of that monopoly. When I sold out those interests and invested instead in Radio, it was so wonderful to enjoy the goodwill that Radio has generated over

decades. I'm afraid that Radio is going to go the same way as cable, and in the long run destroy its most valuable assets.

**Bob Harper, President  
Bob Harper's Company  
San Diego, CA**

I'm not sure that we understand how fundamentally everything is going to change. I'm not saying it is a bad thing, but I'm not sure it's a good thing either. Those of us who have been in this business for any length of time can think back to when we had federal intervention in the Office of Telecommunications in the Nixon White House and would say I don't know that all that is a real good idea. I just think it's

so fundamentally different, the question of how attached owners will be to their markets.



With increased pressures of duopoly, corporate folks are more comfortable saying to the manager: "Hey you're there every day. We're putting you on the line for these really tough decisions, tougher than they have ever been before, with more at stake than we had before. We think you ought to make that decision, so here is all of our help, all of our

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# DEREGULATION

## THE INDUSTRY SPEAKS OUT

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guidance. Call us if you want.”

I think it is a very bad idea to bring all research in-house because you lose the perspective of somebody who's working in a lot of different situations, not just yours. Corporate culture starts to build its own little rules and its own chalk lines that it's comfortable staying within. Unless you have somebody from the outside challenging it every now and again, I don't think you're catching everything. What we've tried to do is be the most effective company we could be at the local level, working with the local management team to solve their problems in their city at that particular time we are doing the study.

A lot of the things that people believed about the effects of duopolies didn't turn out to be so. There was the assumption that companies were going to be the Rock company in the market or the Country company, whatever, and that turned out not to be true. And more often than not they split these stations. The more effective duopolies would really split the stations so that one might be targeted 18-34 and the other one 25-49. The other side to be heard from is the buying community, the agency side. How they are going to react to this. Because like it or not they play a tremendous role in everything that happens on our end. How are they going to feel about having to deal with only three people in the market? Is that something they think is a worthy idea? The strong opinion that I have is if we do this, let's make sure we all look at each other across the table and have an understanding that we have fundamentally changed the business that we are in. Because you are really tied to your community. Is that going to change under this deregulation rule? If yes, we're saying Radio stations are really different entities in the '90s, they really ought to be traded more like condos. I'm not hearing that discussion and that's why it's tough for me to make up my mind. I'd like to see the discussion revolve more around how we are changing the fundamental business that we're in and is that OK with everyone. If it is, let's go ahead.

**Rob Balon, President  
The Benchmark Company  
Austin, TX**

I'm against deregulation. You have broadcasting spectrum, a limited commodity. Total deregulation is a misnomer. What the govern-

ment is, in fact, saying is that you can own as many of these as you want, but we're not going to make any more of them. A lot of legislators don't understand that. As a broadcaster myself, not just as a vendor to the broadcasting

industry, but as a Radio station operator, I don't like the idea of all the stations in the country being owned by 20 companies. It is eminently favorable to the guys already in; I don't see in any way, shape or form, stimulating competi-



tion. I can understand why the big broadcasting companies are all for it. Who of them wouldn't be? The passion most broadcasters have had for the industry today is a ledger and a balance sheet.

Somebody's got to realize that Radio is about entertainment. It is not about buying up properties to look good on Wall Street. I have never been one of those who is an advocate of the mindless, nameless DJ, who regurgitates liner cards throughout the day. Listeners want to hear music they like, they want to enjoy the DJ, they want to feel connected. I'm really afraid that with the consolidation of hundreds of Radio stations, the kind of micromanagement that a good Radio station really needs to nurture it, grow it, to be creative, to be spontaneous, will disappear. It will be management by proxy. I think the thing that scares any vendor is that theoretically instead of having 10-15 or 20 clients to appeal to in the marketplace, you may only have two. Of course on the other side, if somebody winds up owning 1000 Radio stations they're not going to work with just one research company anyway. They couldn't. This goes beyond vendors; this goes to Arbitron as well. What need do you have for Arbitron when you take a market, say a 40th market when only two broadcasters own stations.

Radio is a totally different business. We don't sell sets. That's the biggest thing that most of these people out there don't understand. The local Radio station, as I see it, is the strength of our business. The absolute thing that separates Radio from everything else is our localism and our ability to give voice to the community that is connected to the average person. That's our trump card against satellites, against all the encroachments that broadcasters will see in the next couple of years. It is not as one legislator suggested — “Well it's kind of like having a Denny's franchise, isn't it?” No, God help us, no. All the broadcast stocks have gone up 20-30 percent in the last couple of

months because of this bill; for no other reason. Not because they're doing a great job, not because they're great broadcasters, but because it is the spectrum marketing again. The whole business is a little scary right now.

**Ed Shane, CEO  
Shane Media Services  
Houston, TX**

Deregulation has kept me so uneasy. I see the merits of the coalition that is trying to put a limit on ownership, and I see the merit of no limits whatsoever, and I have been trying to decide where to fall on this thing. Because the telecommunication bill is clearly aimed at telephone companies, long-distance services, cable and how to get a wire into the home, Radio is an afterthought. That's what I think makes me so uneasy is that Radio is almost nonexistent in this. It strikes me that absolute lack of limits is going to create such consolidation that it's



going to be ultimately bad for the public. On the other hand I don't want to seem like someone who is against any kind of technological advance. I really like the idea of having a limit, and if you ask me where that should be... I would

put it very high. There are about 11,000 Radio stations. I like the idea of a percentage cap which has been on for a while now and they seem to be willing to raise the percentage cap, but that just means the fat guys get a little fatter. I hate the thought of squeezing out the unusual, quirky local broadcaster. There is one thing Radio has always had — that's big business guys and the guy on the fringe, who is not a nut, but is eccentric enough to try something new to serve his audience. That is what has kept this business alive and fun. The more we legislate the fun out of the business, on purpose or by accident, the more we lose our soul. I don't want Radio to lose its soul.

I think deregulation would be good for the consulting firms. All of them? Probably not. Some of them will have to go by the wayside because they are not big enough to deal with the large companies. We have had several internal meetings here trying to see where to go and what we can do to help ourselves in this, what products we can add on that are needed, and those things we have been doing fairly routinely over a couple of years, not the last few months, as this telecommunication bill becomes real. As a stockholder in several companies I certainly want to see them grow; as a stockholder in my own company I want to see it grow.

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**Rhody Bosley, Partner  
Research Director Inc.  
Baltimore, MD**

If you take a historical perspective of deregulation, Radio started off in this country with virtually no regulation whatsoever. At which point there was chaos. The Radio broadcasters begged their congressmen to produce a bill that would give them some protection, that would eventually provide some regulation that would give control and prevent signal interference. The second stage was basically the Radio Act of 1927 and the Communications Act of 1934 which essentially provided a structure for the industry. At that time there were very few signals available in the marketplace and one of the great concerns was having multiple voices of communication ... many newspapers, many Radio stations, this way Congress figured there wouldn't be undue concentration of power in any one entity that could control communication.



As we deregulate the industry we are finding that we are consolidating under fewer operators. Therefore we are getting once again, concentration of ownership. I heard a definition of competition which I think is very humorous — competition is a group of businessmen trying to form a monopoly. If indeed that's happening here, there will be a few operators that will control the majority of the business. The business is already highly concentrated into 20 percent of those people who are getting most of the revenue. The question is how much concentration do you want? Really it is an economic game that's being played here. In 1968 they said you couldn't have a newspaper, Radio and TV in the same market. We have seen the demise of the daily newspaper; it gets smaller every year. Frankly I don't think that's too healthy. The concern I have is that Radio's strength is its localness. It has been the thing that has driven Radio's success, at least in the last 50 years and probably longer than that. It is a local medium; it is not network television, not syndicated programming out of Hollywood. Even if it does come from there, they make it sound local. Well-run, well-managed Radio stations have this very local flavor to them, and that's what makes them successful. Certainly vertical integration of companies is the reason the Disney/ABC deal looks so attractive. They can do an awful lot of things in-house.

There is a big difference between being a Radio broadcaster and being a researcher. You are going to want somebody to be independent of the emotion of the station to evaluate

the research. Emotional involvement is perfect for operating a Radio station. But when it comes time to evaluate the station that emotional involvement is a detriment. We will find that Radio broadcasters will outsource even more than they are doing now than try to do it in-house. Because they can't establish the economy of scale in-house.

**Jim Leven, President/CEO  
Pilot Communications Inc.  
Syracuse, NY**

My view is the president will veto the bill and I hope we have enough votes to sustain a veto. Having said that, if it doesn't happen, I think this is detrimental to the continued

growth of the business. First of all, if you can own five stations in a market you can consolidate so many positions; a lot of guys will lose their jobs. From GMs to sales managers, to program directors. And that's bad. The other thing that you will do is consolidate news operations ... if you believe that is something you even need to do at that point. Maybe three out of your five stations won't do any news at all. And that is already becoming popular with the



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THE INDUSTRY SPEAKS OUT

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consolidation growing out of duopoly. And those stations that do broadcast news, will broadcast news that has its tilt in favor of what you believe are really the important stories. And if they are controlling all of the Radio stations in the market, guess what? ... the audience isn't going to hear different points of view. That's what we're talking about when we talk about broadcast diversity.

I have been in Radio since I was 13 years old. I've doing this for 26 years now, and the last thing I want to do is make a lot of money and go home and vacation for the rest of my life. That's not me, and that's not a lot of people who really love the industry. We'll stick it out as best we can, and I think we'll be able to grow with everybody else. It is either grow exponentially and quickly, or sell out and get out.

I'm nervous about the entire spirit of this bill for a number of reasons. You know there is a reason that the people who constructed the Communication Act in 1934 constructed the language that said public interest, convenience, and necessity. As a requirement to be a licensee you were supposed to serve those things. If those people in our industry who have been very much in favor of this legislation would look at the airline industry, they'd see what it's done for them. There have been some survivors. The vast majority are now dead. The prices to the consumer have gone up, the quality of service has gone down and I'm not sure we as broadcasters, if we care about the industry and are not just out to make a buck, should be looking for that to happen in our business. The Radio is a living, breathing, enriching animal that we can touch and see as well as hear. And that really did improve each of our lives in a very unique way. Once Radio really becomes corporate it's hard to see that any of us will have the time or ability to care about those things anymore. We'll all be seeing what our operating margins can be as opposed to being of service to the public and I think that's an awful shame.

**Joel Raab, President  
Joel Raab Associates  
Langhorne, PA**

I think that no matter how large companies get, and they are getting larger, that there will be a need for outside objectivity. As a consultant who deals with a limited client base, my only concern as companies get larger

outside objectivity no matter how large a company is. Let's say you have a market with two big companies consulting. I don't think there are going to be too many markets with one company owning the whole market. I'm



not sure that's going to be allowed. It is still going to be competitive and you're still going to need help in terms of maximizing the property that you have. Sometimes stations make big splashes and can't hold it. They can get people to try it, but they can't get them to hold it. I think there is going to be consolidation of consultants, but I also think there is going to be the need for people who specialize. Duopoly was great for my business. Those who don't embrace the change will be left behind.

**Alan Box, President/CEO  
EZ Communications  
Fairfax, VA**

I think deregulation will be favorable for the industry. Anytime we are allowed to have consolidation it's good for values. There's absolutely nothing that requires anybody to buy or sell, but it gives them a healthy environment to do that in. The other is that it



will provide a lot of new capital and interest in the industry. I think we'll see buyers come in who have not been in the Radio business before, and that's good for all of us. Plus it will attract a lot of capital, because the

values are going to get better. Clearly we have seen that on Wall Street just in anticipation of the move. I think everybody is going to have a better value base. I don't know that it benefits public companies more than private ones. Clearly the public companies are going to be in a position to acquire stations and grow. But they won't be the only ones. Others will be able to do it too.

We have expected deregulation for some time and we obviously have looked at markets we're in and said how would we move deeper into this market, what would be the best

acquisition. We see us becoming more than a Radio company, a marketing company really, being able to operate rather deeply in markets with four, five or six AMs and FMs and package with that Internet services and databases and magazines. I think that is a very exciting business. I expect that in the vendor business we do, the ties will be much stronger and far more important, but it will also cause us to look in-house for some services that we pay for. It will cause us to wonder if owning our own research company would make sense or not. I also think from a programming standpoint that when you have multiple stations in a city, the management, the GM, PD, the business people and so forth, become more like group heads. They run that group within that market, which I think attracts real good people.

From the talent end of it I think opportunity is still there. It will probably be tougher, however for the guys who started and then wanted to buy their first station and build up. I think there will be market levels where those opportunities will exist. It is just going to be much harder for people to buy that first station in medium and large markets and get started.

I don't see what purpose caps would serve. Companies will not grow that quickly overnight. It seems like a useless step. There are protections in the bill if companies get so aggressive that someone thinks they have oversaturated themselves in the market, there are ways to attempt to prevent them.

**Steve Berger, President  
Nationwide Communications  
Columbus, OH**

First of all we are certainly not opposed to deregulation. It will divide the Radio industry into two kinds of operators. There will be the investors and the operators. The investors are looking for a return. They will say, I can own



five, six, seven, eight Radio stations in the market and there'll be all kinds of funny money available. However, like anything else, if you don't produce a good product you run into some problems. Sometime along the line the investors will wonder how their investment is

doing. I think that we need to look at the operating side of how this will work. There will always be a demand for operators and essentially that will be the business. You will have operators and investors and in four or five years it will all sort out and the spoils will belong to the operators.

Regarding the '80s buying frenzy the industry didn't learn its lesson, because people

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# DEREGULATION

## THE INDUSTRY SPEAKS OUT

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are looking to mezzanine money now for their source of income, more so than to the banks and to IPOs. In other words, the guys and gals who approved those loans in the '80s have either been fired or promoted. So we have a new crop of bankers and new media divisions in banks opening up. However, those who went through the bad times and the violation of the bank covenants all those years ago have now said I don't want to do that again, so I'll get private money. So its either IPO or high interest mezzanine money. The public companies are poised to take advantage of deregulation because of the cost of the money and the public who buys stocks when dereg passes ... it will be big news. We sold the television division last year for \$122 million in cash. We are not going to pay up and we're not going to pay stupid amounts of money for anything.

There's a fundamental change that will occur in the industry. There is no fundamental change that will occur among the listeners. And we all think this is a big deal? All of that goes through cycles.

### Mike Henry, Vice President Paragon Research Denver, CO

I think having owners in more and more Radio stations in a market will impact a lot of the things that they do and I think research will be one of those things. Owners will have a greater emphasis on how all the Radio stations in their umbrella in a given market work together. Research will play a big part in positioning all of the stations under the umbrella so that they are making as much as they can in a given market. Having said that, I think there will still be the need for ongoing programming/marketing research for all the individual stations. I think the smart broadcasters will not even try to cut back in that area; some will try, and they will learn the same things that broadcasters have learned the hard way under duopoly. When you start to cut back on the competitiveness of Radio stations in the ownership umbrella, then you've really limited your potential. I think



they have to continue all the same perceptual and music research they have always done to make sure that station supervenes their target audience and maximizes the ratings of each individual station and the overall positioning of all the stations. It was the same thing moving into duopoly; we just have to be prepared to handle the new rules of the game. And the rules haven't been written yet, so it's hard to prepare for that. Obviously there will be fewer people making decisions in this business, so it's up to us or any good company to move with that to make sure we are in contact with those people who will be making decisions for more and more stations.

### Joseph Goulde, Director of Media Analysis Accuracy in Media Washington, D.C.

I believe in free-market economics, therefore in general, I am all for deregulation. However on this particular issue I have one qualm. If we do go to chain ownership of Radio stations, does this mean that the public will have less access to independent voices? If a station is bought out by a national chain, will they substitute their nationally syndicated talk-show host for the local person, who might be doing a good local job.



I don't want anything to happen to Radio that narrows the range of voices available to the American public. We'll have to wait and see what the stations decide to do on this. Also I have feelings on local ownership. Locally owned stations are more responsive to the community it serves, which is why I think the FCC of years ago, and Congress, did decree ownership rules. I hope that the chains that do buy up Radio stations have the sense to empower the local manager, who is attuned to the local mores, the local market, and the local sensitivities of what should be covered and how. When I travel now I judge a newspaper on whether it will get me through breakfast at the hotel dining shop. And seldom does this happen. Especially when you see a Gannett newspaper. These things are journalistic mush. I just hope this same thing doesn't happen to

Radio. That we just have one homogenized bowl of glop served up to the American public. The people you really gotta consider here are the people who listen to Radio and want to use it for news and information. Talk Radio has become so vital in getting information out now that I hate to see the concept tampered with.

### David Pearlman, Co-COO American Radio Systems Boston, MA

The Radio industry is clearly at a crossroads in its ownership evolution. You either have to get bigger or get out. Deregulation which will soon be upon us will just help push some companies over the edge, in either direction. I think every company has to look hard inside their own makeup both from a capitalization, and personnel and talent capabilities standpoint, to see which direction they want to go in. When we say to get big or get out, you can become a very large entity within the marketplace you are currently in, but it doesn't necessarily mean adding new markets to your portfolio.

In each instance where we have either duopolized or are in the processing of building a duopoly, the format and the personnel losses were minimal. Each station has its own identity in our company. Each company has its own sales force. Each station has its own programming department and its own structure. There are economies of scale that happen when you co-locate Radio stations, which we like to do, but each one has its own identity. Given that, we haven't provided any less service to the communities that we serve. Our recent ads reminded some folks that we were already talking to that we're still around. It also brought some interesting inquiries that we never thought of.

The reality of the Radio business is that you will have three to four operators in a market which is no worse than owning one of four television stations or controlling a major newspaper, which has far more power in the advertising community, and as a community voice, than any combination of Radio stations could ever have. The deregulation process is a positive one for the industry and the marketplace, and the competitive nature of it will lead the industry into the next generation in a very upbeat manner.



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# DEREGULATION

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### Randall Jeffery, Managing Director Media Venture Partners McLean, VA

Media brokers will be very busy. I think there was an inaccurate conception of what was going to happen when we got duopoly. Some people rushed to judgment and said there would be 1000 duopolies created within the first three months. That, of course, did not happen. It has taken longer for consolidation to take place. There are a number of markets, Orlando is a good example, that are not particularly consolidated, so although we could expect to see a flurry of activity in the first six to 12 months, post-deregulation, I don't think we will see the entire country double, triple, quadruple in the first 12 months. It is a process that will take three to five years to finally evolve.

What we're talking about here is nothing different than was done 30 years ago when the shopping center concept came into being. It is nothing different than what was done 15 years ago when all of a sudden Detroit realized that it was OK to sell several GM products from under the same roof. I think the successful operators in the automobile industry, as will be the case in the Radio industry, will view each product as a separate profit center. To do so you have to have research, program consultants, support products and personnel to make it work.

I think like other brokerage firms in our industry we have identified the likely people who we believe have kept their cash dry and who will be able to take advantage of deregulation almost instantly. I think we are also aware of other groups that may take six to 12 months to arrange the credit facilities that they will need to expand. The very curious question



to me deals with mergers. You may have two companies that have tremendous energies that should merge, but who survives the merger? I predict we are going to see some significant mergers, as we are beginning to see already. Frankly, for a mid- to large-size company it is much easier to go out and acquire another mid- to large-size company than to acquire, piecemeal, various small companies or individual entities. If we get deregulation, I

don't think that in the majority of the cases that broadcasters will be able to stand still. I think they've got to make a move, depending upon their market. The best duopoly deals, and this is a generalized statement, were done in the first six to nine months after duopoly was law. I think the best consolidation deals under deregulation will also be the deals that are done in the first six to nine months after we get deregulation.

### John Rook, President Rook Broadcasting Inc. Coeur d'Alene, ID

Deregulation opens up a monopoly for any one person or one company in any one market, or many markets. It really just freezes out totally the small businessman or the small broadcaster who only has one or two facilities. The duopoly ruling of two years ago literally opened the door. For example, in Spokane, we have 12 Radio stations in the hands of three companies, and are about to have an additional AM/FM/TV pick up the No. 1 rated station in town, KAZO, on the failed station rule. That means I would basically be the only



standalone FM left in Spokane owned by one party that could compete in the two-county metro. A few years back the FCC and the government made those who owned the monopolies in markets give them up and get rid of some of their holdings in the broadcasting or media business in various markets. Now it seems to be wide open for one person to own literally every single Radio station, 2 TVs, everything that is available in the market. Not to mention the cable company. I joined the coalition about two months ago and did virtually everything they asked, which was to be very vocal and be in every newspaper I could. And I have done that. I contacted all my elected officials and what I found from my congressmen is that a couple of them hadn't even read the bill, but they were basically voting for it because leadership told them to. Take a look at the fact that \$37 million over 10 years has been contributed to political candidates for office by the media PAC. It finally paid off for them.

### Ray Lockhart, Co-Owner/Sales Prophet Systems Ogallala, NE

I think Radio deregulation from an equipment vendors standpoint will probably mean

fewer customers, overall, however I think it will be positive because health will be restored to the Radio broadcast industry. We see it as a positive, as we are able to handle the multiple Radio stations running out of the same system. It's the newest generation which we call the XPS, which is a standalone pier that will be a Radio station in a box — very simple, very



inexpensive. So for the people who are in small markets who do not get bought up and want a very inexpensive way to go and be competitive, we have that. For the multiple owner situation, we started working on that several years ago when we felt the trend was going that way. Radio New Zealand is now running large multiples of stations out of one hub, that is 12, 14, 16 Radio stations, out of one hub system. Hard drive prices are coming down ... Jukebox manufacturers put a 90-day warranty on their product; hard drives have a five-year warranty. Somebody is telling somebody something.

### John Hayes, President/CEO Alliance Broadcasting Walnut Creek, CA

We are in favor of deregulation, and think it will be good. There is a lot of discussion within the industry, certainly fueled by those in the trades, many of whom are looking for something to write about with a doomsday scenario. Everybody is either a buyer or a seller. There is no middle ground. When you read the trades you get the feeling that three or four companies are going to own every last Radio station in America. I think there is a lot of overreacting going on right now. A few companies will sell, a lot will hold their current assets, and some



companies will be very aggressive buyers. Some will buy prudently, some will buy imprudently and have to pay the piper later. I think the fact that you will be able to buy an unlimited number of Radio stations is not a panacea for good management or anything else. It is just another change for the business. To exploit the change we need to always apply good management and innovate. So, on a timetable, I would say it would be five to 10 years for the changes in ownership to shake out once this legislation is enacted.

At some point every company is evaluating an acquisition, what kind of a return they will get on the investment, and depending on

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the rate of return desired, determining the fair price to pay. There have been two deals based on a 12 times multiple in the top 10 markets — the Pyramid deal and the Westinghouse deal for the Diamond Broadcasting station in Chicago. So suddenly everybody is saying the multiple you must pay is 12 times for a top 10 or top 15 market. I will tell you I am not alone in my opinion that a 12 times multiple, no matter how good you think the business is going to be, is a real big multiple. It makes it really difficult to make any kind of a decent return, that is 25 percent to 30 percent a year or better, unless you have some remarkable duopoly opportunities that will cause your operating expenses to go down at the same time your revenue is going up. I think there is a lot of reluctance to buy in a 12 times multiple and I don't think it's any different for any public company as it is for a private company.

There are a lot of guys dialing for dollars out there, brokers and investment bankers, and people who are just trying to get into deals in a sloppy market. I think it creates a lot of speculation which in turn creates instability unless everybody in your company understands what the game plan is. Our bank group has recently come to us and offered to virtually double the amount of senior debt that is available to us based on how well we're doing in terms of our cash flow. From an available money standpoint, Alliance is a good buyer. We can merge with somebody and create a bigger entity and launch an IPO at some point once we get through the critical mass in our cash flow in a number of stations. We are positioned financially to move forward.

**Robert Stone, President  
R.A. Stone & Associates  
Dallas, TX**

Clearly deregulation is going to create change. I can see several different scenarios working, but key is the management change. The critical factor in the Radio industry as well as other industries — television, cable and related businesses — is that the key elements of success no matter how big these companies become, is the individual people at the stations, group and corporate levels. What will change are the demands on individuals in each of the positions, and the kinds of organizational structures going forward will be different. I think what will happen with the personnel search business specifically is that the kinds of searches we may have been doing in the past may change in terms of the skill set and the knowledge and ability we may be looking for in candidates. There will be fewer companies on the street to work for in the future. The demand of those companies may become greater. If you do see a company

owning 50 or 100 Radio stations, through all sorts of different reasons, you're going to see turnover all the time. I can envision one scenario in which a search firm such as mine becomes the captive consultant to one or two of these very big companies. I think part of what has happened through consolidation by way of duopoly and LMAs is that the industry has become Darwinian in the sense that it is survival of the fittest. Skills and demands of positions are different than they have been in the past. We are constantly talking to people and trying to understand what it is they see coming in their organization and we react to that. Reacting is the very nature of our business. Today's employee candidates tell me they are looking for a solid, stable company. They want to work in organizations that will reward their individual performance and are not interested in the size of the market, but more the quality of life issues.

Given the environment, it is clear that deregulation is going to continue what we have seen with duopoly and LMAs and that is fewer jobs in the industry. In terms of advice, the most important thing you can do is look at what it is you do and what the situation is demanding. Then change the focus of your efforts, because the skills that worked for you before may not be the skills that are in demand today. The people who fail to shift with these changes are going to be left behind.

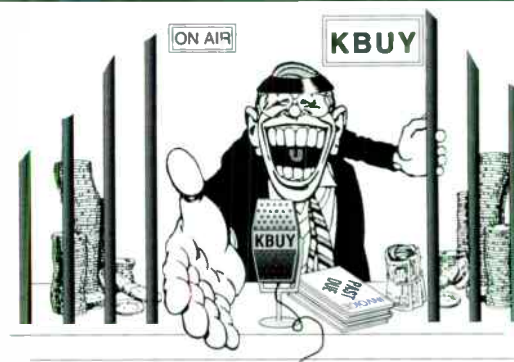
**Dan Vallie,  
Vallie/Gallup - Vallie • Richards  
Chantilly, VA**

Overall I feel deregulation is good for the industry in regards to creating opportunities for new formats and actually for creative thinking overall. Even on this road we traveled in the last three to four years, it's made a lot of people think differently, more creatively. It is exciting to plan strategies to win in the marketplace, by having the opportunity to attack the marketplace from more than one direction, and literally from more than one frequency, possibilities that didn't exist before.

I have a couple of concerns for the companies that adopt the philosophy that they don't have to win with one or both of the stations in a specific market, that they just have to do well enough with the combination to make money ... that is a dangerous philosophy that eventually catches up with its owner. The other concern is that we as an industry accept the responsibility that comes from deregulation and that is to operate with integrity and high ethics. I am sure some will abuse the freedom, which always happens, but I am



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# DEREGULATION

THE INDUSTRY SPEAKS OUT

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hopeful that the majority will think of the industry, the public good, the powerful influence we have on the public and not be obsessed with what's in it for me.

## **Raif D'Amico, Vice President/GM CBS Radio Representatives New York, NY**

I think you've seen the growing trend in all the rep firms and that is to do what CBS has been doing — have an in-house rep firm per se, with maybe either just stations that an owner has or maybe two owners getting together. I don't see how salespeople, the actual account executives, can handle much more in a day-to-day selling capacity. To be carrying 600 to 700 stations is just unmanageable.



Even though it gets down to regional selling you get repetitive, for maybe not all 700 stations, but you really wind up only selling about a quarter of that group, depending on the region. I think you will see more owners having their own representation as Mel Karmazin did, as Shamrock did, and as Evergreen did.

We are very selective in that we feel we would like to have separate representation in a key market and it is going to add to the overall coverage to be able to provide for an agency and also make sure we keep a national flavor with the markets that we do have. We really look for a broadcaster who is going to fit in with what we are all about. We want shared values, we want to be able to have the consistency of the types of selling we are doing, quality broadcaster/adult format. Broadcasting is always exciting and deregulation is something that makes us more important and a more valuable player and I am very glad to see us move that way.

## **Dr. Rodney Brady, President/CEO Bonneville International Corp. Salt Lake City, UT**

We have carefully analyzed the possible outcome of various scenarios of deregulation or changes in regulations and we have come down quite positively on the side of deregulation. Competition is good; it causes each of the competitors to step up a notch in terms of

quality and we feel we can succeed, as can our colleagues around the industry, in an atmosphere of deregulation. A 50-station limit might make some sense, I suppose, but Bonneville is far from reaching the 50-station limit and

I doubt that we will ever get to that 50-station limit so it would be strictly theoretical as far as our operation is concerned. During the past few years we have edged toward duopoly situations in several of our markets. We are continuing to evaluate possibilities for duopolies in each of the markets we're in and taking a careful look at other major markets where we don't have Radio stations now, but would like to acquire the right stations. We look for stations that are successful, that have good cash flow, that we can simply take over and run even more efficiently. On the other hand we are evaluating stations that are essentially selling at stick value and the possibility of building audience for those stations. Twelve times cash flow does not make a lot of sense over the long run, but if you have a station that you can acquire on historic 12 times cash flow but can increase that cash flow by 20 to 30 percent then you have a good deal as far as economics are concerned. Competition fosters creativity; not stifles it.

## **Bill Steding, Managing Director Star Media Group Dallas, TX**

The thing that is somewhat humorous about what is being discussed today in regards to deregulation is that in the long run consolidation of the industry is going to happen with or without deregulation. There are enough economic drivers and enough change in technology that will drive the industry to consolidate. Smart people will organize themselves around a bad law every time. The question of whether it is good or bad can be answered by



saying that it is inevitable that the industry will consolidate and there is enough of a taste in people's mouths that the efficiencies that can be achieved through consolidation, and there is enough concern over what happened long-term with DAB, that people will consolidate one way or another with or without Congress, with or without the FCC.

As far as impact on the brokerage industry, there are always new ideas, new motivators, new owners and new CEOs who have a different idea about their portfolio than they did six months or a year ago and they want to

trade again. I think there will be fewer brokerage firms ordered by the industry.

There are people who bought in 1990, 1991, who probably bought an average of eight times cash flow. They now have a valuation on the table of 12 times, a 50 percent return on their money within three years and that, assumes no growth in the markets with the assets of stations, themselves, which is never the case. Add the market growth on top of that, and the cash flow growth on top of that. Many of these investment houses who paid eight times in '90, '91, have an excess of 100 percent return, and they are by definition financial players who recognized the wisdom in the statement "pigs get fat, hogs get slaughtered." They tend to take the winnings within a three-to five-year period and go home. The financial players, the investment houses, may very well realize their gain; they will be additionally motivated to realize their gain if in fact Congress lowers the capitol gains rate.

## **Randy Michaels, President/Co-COO Jacor Broadcasting Corp. Cincinnati, OH**

We are in the middle of a real fundamental change and our business has a poor record of recognizing fundamental change and reacting to it intelligently ... look at television coming in for instance. Many declared Radio dead, and of course, Radio just found its real strength in being able to specifically target and be more intimate and personal. When FM came along I think a lot of AM operators reacted rather poorly. Many turned off or gave away their FMs,



but what's going on in Radio is only an acceleration of what's going on in marketing in general. "Category killers" (the Wal-Marts and K-Marts etc.) and boutiques are taking over. The corner store that has a little bit of everything is long since gone. The mom-and-pop drugstore has been taken over, the neighborhood hardware store is gone ... It is clear that because better service can be brought to the public at a lower price, that's what happening. The real power and the real benefit to the consumers comes with the rationalization of the local market. It is a little counterintuitive, but just like a lot of government programs proved a law of unintended consequences, I think there were a lot of people who say that if local ownership gets deregulated the public will lose a lot of choice. I think as we are seeing markets consolidate it is just the opposite. Just like in the real world, the unregulated world, markets rationalize themselves. And what I mean by that

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# DEREGULATION

THE INDUSTRY SPEAKS OUT

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is that when you can only own one or two stations in a market and you are a broadcaster of substance, with access to capitol and access to programming talent, then you want to be in a mainstream format. And that's how most markets have ended up with several ACs and two or three Country stations and four or five News/Talks banging at each other. If you look at what's happened in a lot of markets, where more stations are in the hands of fewer people, they can afford and find it desirable to support niche programming. So you are getting a greater diversity of programing choices in a rationalized market. It is all so much more efficient for advertisers. By allowing the efficient rationalization of local markets, there will be a real and significant run up in station values and I think that makes Radio in particular an exciting place to be.

At Jacor, we passed on some deals and we closed on some deals that represent infinite multiples. I see a requirement that groups get bigger to survive. The only way that's going to occur for a lot of people, and the way to solve the multiple hysteria, is to do a merger. Because if you merge and each side is taking seven times or 12 times or 20 times really doesn't matter. I will tell you the social issues, that is the people issues, are the ones that have to be solved. Who's going to drive, who's going to do what. Everyone's done well for a couple of years. We all think we are geniuses, we all want to drive, we all want to get bigger and nobody wants to take on a partner and share the steering wheel.

**Paul Fiddick, President/Radio Group  
Heritage Media Corporation  
Dallas, TX**

I am, and our company is, totally for the principal of deregulation ... unequivocally. However, what we are looking at here is a huge paradigm shift between the way we've always looked at our industry and thought of our world and what the world is becoming. One of the things you have to think about from a public policy standpoint is that deregulation in this case, in the historic way of thinking, is not pro-competitive. Deregulation in this case leads to more consolidation and therefore less competition in the industry, in local markets. Deregulation has typically been a synonym in public policy for pro-competition, in other words, instead of the marketplace regulating,

let the marketplace regulate it through the free marketplace in competition. Deregulation as it comes down in the telco bill is going to lead to consolidation. In the old paradigm competition was defined as ourselves, other

Radio broadcasters in the market. In the new paradigm that's going to be RBDS or satellite Radio, an unlimited amount of audio service that's fed via fiber into the home. It may very well be a Radio surrogate that's fed on television channels in the data capacity that television has. The legislation of the public policy is predicated on the fact that when we redefine competition to level the playing field with Radio we will need consolidation so that Radio can



stand almost as one within the market to compete against these other Radio surrogates who have never had to face it before. One thing is certain, once you allow consolidation it will be very difficult to unconsolidate the industry.

Heritage is practically totally doubled up. We came to a decision fairly early when the same debate was going on about duopoly. If you liked Radio and you thought Radio was strategic and was something you should do to create value in your company, then you couldn't be for Radio and not also be for duopoly. Provided you had the same discipline in making duopoly purchases that you did in making standalone purchases.

We favor deregulation. We are on record as favoring deregulation in the industry. But that doesn't mean that you don't have questions about the public policy implications of the legislation and its affect on the industry and that's totally different from the strategy that we've got. If the legislation didn't pass, if the president were to veto it and the veto were to be sustained, or there were to be a deal cut in the conference committee that affected Radio deregulation, I think that horse is out of the barn and that the FCC would relax regulation anyway because it is the climate of the industry in Washington.

**Michael Hedges, Managing Director  
Media Consulting Group  
Dallas, TX**

Deregulation probably means most programming consultants in America will have to find a real job. As the big companies become huge companies, they are going to look around at their needs for the services that I think most consultants traditionally performed and be-

lieve it's really more cost effective to have that guy talk about music in-house, or that person oversee formatics in-house. If a company owns 100 stations, which I understand is likely, and is used to spending \$1000 a month on programming consulting of one sort or another, I think there is going to be a great deal of interest in moving into large scale corporate programming offices. I do believe that in many



of those operations where companies own 35, 55 or 85 stations, it's the program directors who are going to feel their position changing. And to a great extent you'll see a lot of them replaced with a less expensive kind of superprogramming assistant who gets the memos from the corporate guys and is simply there to execute. On the other hand I have always felt that good advice is always in demand. There is always going to be, on the corporate side, a need for some consulting from people who have some specific experience or expertise largely in the field of managing large groups or dealing with large broadcast trends and marketing issues. A lot of the consulting that we have now, a lot of that stereotypical broadcast consulting as it has existed for the last 20 years, is going to go away ... and frankly, it is a good thing. Once you get, however, to strategy, marketing plans, management structures and organizational discussions, then I think it's going to be of necessity that corporations retain and use a different kind of consultant.

With respect to audience research, if you own 100 Radio stations or 50 Radio stations, you're going to pull all of that inside. It is a utility, it's like paying the light bill. I think on that once a year snapshot of "the marketplace kind of research," the perceptual kind of research where that independent view is necessary, there will still be the independent supplier. Some of these companies, as they get huge, will snap up some of the biggest names in programming and consulting and want them on their payroll.

**James Quello, Commissioner  
FCC  
Washington, D.C.**



If they pass the legislation where you can own as many Radio stations as you want, I'm all for that type of deregulation, however, there has to be some kind of protection

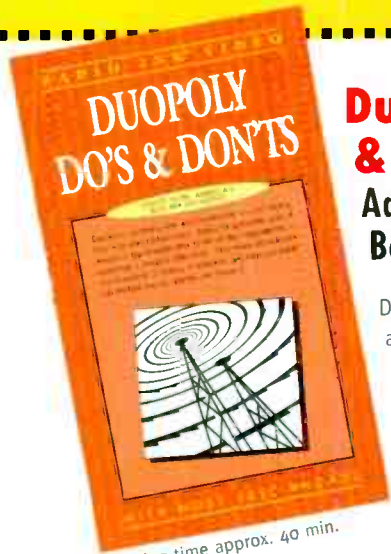
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# DEREGULATION

## THE INDUSTRY SPEAKS OUT

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against local dominance of any medium. I'm for either having local caps, or if they pass legislation, and this may be likely, that the legislation will say we will leave it up to the Commission to protect against anticompetitive combinations or market domination. I'm for deregulation nationally; I think the real problem is locally and being fair to all competitors. I'm very much concerned about small operators and for what's it worth, I've told this to people on the Hill. I don't know how much influence I have at the FCC, I'm only one vote. There is a valid concern that we can't have market domination by a handful of people, even those who have good public service records. As long as you have some kind of local cap, whether it's the FCC deciding it, or Congress puts it in. I have a certain empathy with NAB's problems with a constituency that is divided.

**Stu Olds, President  
Katz Radio Group  
New York, NY**

I am solidly for deregulation. I believe that putting more stations in the hands of better broadcasters results in improved on-air product, increased Radio marketing efforts, and a greater sense of industry. I think to address important issues, like posting from a unified long-term perspective, that is really focusing on the health and welfare for the business of Radio. All that's positive. From our standpoint, LMAs, duopolies, JOVs, all the things that have come out of deregulation result in an increasingly complex Radio sell. From a rep standpoint, complex sales take time, knowledge, and relationships to be properly understood and positioned and sold. That has resulted in the need for increased staffing, better training, and improved systems to be as effective as we all need



so that you can get that story told. Our staffing today in just traditional spot sales and sales management vs. the start of the year is up about

to be. I truly believe that great performance for stations, or groups, over an extended period of time, doesn't happen by accident. It takes financial investment and people investments, to stop the process, especially in a complex sell

ing, network, research, farm and the reason we made that investment is to give our traditional on-the-street sellers more time to focus on the complexity of today's sale.

**Mike McVay, President  
McVay Media  
Cleveland, OH**

I think deregulation will be real good because of several things ... the economy of scale, where people are able to operate more efficiently, the Federal Trade Commission that will step in if you have anybody that has an intense monopoly and can control all programming. If you look back to the original deregulation going back to where we dropped the commercial load, I worked at Radio stations that played 18 minutes an hour. When the commercial load was dropped we all sat around and said here we go, we'll be doing 25 minutes an hour. In fact the reverse happened because of competition. People ended up going the other way and playing eight minutes of commercials, then nine, 10 minutes an hour. Other than, perhaps, an AM News/Talk Radio station you don't find anybody playing near the commercial load they did before deregulation and competition increased.



Now you could argue there will be fewer owners, so there won't be the competition, but it's still an inventory control question.

Is it going to put a lot of people out of work? Yes. And that is probably the worst thing. As far as improving the quality of the product I think that the deregulation we are going to experience is going to improve overall operation — there will be more money for marketing, there will be all the reason in the world to still drive the advertising.

Prior to the first step of deregulation a couple of years ago, I was giving serious consideration to jettisoning some of our formats. Instead of that, with that first wave of deregulation, I've decided that the benefit is for us to be Radio people. Our specialty is Radio programming and we do a lot of different formats. With this next step in deregulation we are going to continue to be positioned that way.

10, 15 percent. We've increased our investment to stay in front of the deregulation curve, because it all takes time. We've seen this coming obviously. If you go to all the areas of our company, we have added people in sports, market-

**Steve Kenagy, VP, Sales & Marketing  
CBSI  
ReedSport, OR**

I think it's going to create some challenges and real opportunities for vendors. It's really important that we as a vendor be willing to move and meet the needs of the industry. I know that's creating some real fears for some vendors, because their products have



been geared towards a single station, or at best an AM/FM. We know one thing for sure; there is going to be change and rapid change, and we already have three years invested in developing an entirely new traffic and billing system that would handle multiple Radio stations from a single location to meet the needs of deregulation.

**Ralph Guild, Chairman  
The Interep Radio Store  
New York, NY**

As with any government action you have to look at the implications beyond what appears to be immediate benefits. Since I have



rarely seen any bill that's come out where the stated purpose has really clearly articulated what it ultimately led to. The implications from our point of view would start with how would it affect programming on Radio stations.

Gradually the small entrepreneur would cease to exist in any major city. The small entrepreneurs are the ones who have, historically anyway, taken the risks to come out with new formats, new ways of programming Radio stations. The flip side of that is since the larger group broadcasters have gotten into multiple ownership in the bigger cities, the programming is more stable, there are fewer format changes, stations are more consistently well-programmed, so I think the trade-off is going to be giving up some degree of innovation and new formats. They are both important, but probably long-term stability is what the industry needs if it's going to continue to establish itself as a primary advertising medium.

We are offering more diversified rep companies, rather than trying to squeeze all the Radio stations into a handful of rep companies. We have expanded in the last couple of years in trying to provide more customized service to the stations we represent. A large group of broadcasters tried to run rep companies 25

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# DEREGULATION

## THE INDUSTRY SPEAKS OUT

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years ago, and they were terribly unsuccessful. Running a Radio station, which is basically a small manufacturing company, and running a service business are two different worlds. Every single major group owner in America had its own rep company, up to about 15, 20 years ago, and one by one they disappeared. They were such an enormous financial drain. The only company that really still has one is CBS and that's been such a tradition there, since the early '30s, that they were not able to imagine a company without their rep company. We are in an era of management as compared to entrepreneurialism and managers look at the bottom line ... you can't get the rate of return on a rep company that you can on a Radio station. So any group owner who decides to invest in his own rep company probably will be rewarded with a drop in his earnings per share. My guess is that most of the big operators are going to take a look at what's happened when other people have done it.

### Jack Taddeo, President Jack Taddeo Communication Corp. Park Ridge, IL

From the programming perspective, total deregulation, should it happen that way, would certainly consolidate programming minds and consultants and research companies in terms of the business that they do with Radio stations. I don't know that it will greatly reduce the amount of competitive formats within the market. For every situation where you've got two ACs that are co-owned — because of deregulation where one company can buy another station, or buy the competitor — for every situation where you have one of those you may have 10 others where companies just go out and buy another format across the street. I don't know in all cases that it's going to reduce the competition with the formats. For instance there could be an owner in a market that has an AC and an Oldies station that could go out and buy an AOR. I don't know that that will change what the public gets in terms of service.

What I'm finding as I look down the pike is that there will still be plenty of business out there. Consolidation, in terms of ownership, is not going to greatly change what owners feelings are about different consultants or different research companies. The way to approach deregulation as a consultant is to be fair with rates with clients, to obviously take into consideration that

if you have two stations you are working with in the same market there is an economy of scale for both the client and the consultant. Also the people in the building are talking in shorthand, we all know each other, they know me, I know them, it's all the

same people. There is much less thought process that has to go on. There's a positive to the consultant so therefore there has to be a positive side of it to the owner. You have to take into consideration that you're traveling less, you're communicating with about half as many people as you would otherwise to serve these two stations had they been owned by different companies in different markets. Everybody is talking about consolidation of vendors and subcontractors and all that stuff and I understand that but that's what it's going to come down to, what it always comes down to, is if somebody's getting killed in a market it isn't going to matter who they have an association with.

### David Tate, President Rantel Research Laurel, MD

Consolidation of the industry is going to have an impact on the research suppliers, probably all suppliers to Radio, because as customers consolidate, the number of suppliers they deal with will become fewer as well. Therefore there are going to be fewer opportunities for research companies to gain new clients. However, from the broadcaster's point of view, duopoly research can be a tremendous benefit. Particularly in scenarios where a broadcaster has several stations with nonoverlapping demographic targets. Let's say we have a station duopoly with three FMs, a CHR, a Soft AC and a News/Talk station. When we are doing research for the properties we can do interviewing for all three of those stations simultaneously. In other words, if there are no demographic overlaps, then the incidence of individuals in a household who would qualify for any particular survey goes up dramatically. That is a tremendous cost-of-data-collection benefit to broadcasters. Duopolies maximize and reduce the data collection line item in a perceptual study. There are competitive factors that are limiting all re-



search companies from increasing prices, even though their cost of doing business is getting higher. When we started in 1979 I remember counting a total of eight research companies

in one of the trade magazine's directories. The last time I checked there were 92. Some of those companies won't be here two years from now as Radio further consolidates.

### Scott Ginsberg, Chairman/CEO Evergreen Media Corp. Dallas, TX

There is a conference that will take place between the House and the Senate and in that conference it is totally permissible for the conference committee to agree to something that was never agreed to on either the House floor or the Senate floor, for them to modify the legislative language in a way that would meet a compromise between the White House, the Administration, the FCC, and both the House and the Senate. So within the gambit of legislative process, it is still possible that we will see some sort of local limit. Our judgment at Evergreen Media is that the local limits are unnecessary. We look at Radio markets and say to ourselves, for years the TV stations — first the V's and then the U's (UHF TV) — many of the ABC, NBC or CBS affiliates would have such significant strength, depending on the era you're talking about, that any one station could have 40, 50 percent of the marketplace, both in terms



of audience share and in terms of revenues. We don't think it's actually possible for any one Radio operator to take that type of advantage of a marketplace, the type of advantage that TV stations have had for years. More practically

we think it ought to be left to the Federal Trade Commission and the antitrust laws by looking at the total media in the community and seeing whether or not any given operator is taking a disproportionate or unfair economic advantage.

Evergreen has done a number of individual station acquisitions, We've done one of the largest group acquisitions, when we acquired Broadcasting Partners and most recently acquired the Pyramid Group of Radio stations. When you start looking at groups you are going to have to look at where are they now to help predict where they will be in the future. The Radio operators who are now in mid-size markets will have a very difficult time moving up to major markets. If you look at the top 20 companies my guess is we would own in total well under 1000 of those properties.

### Herb McCord, President/CEO Granum Communications Inc. New York, NY

I don't think there is any question that deregulation will be the most important thing

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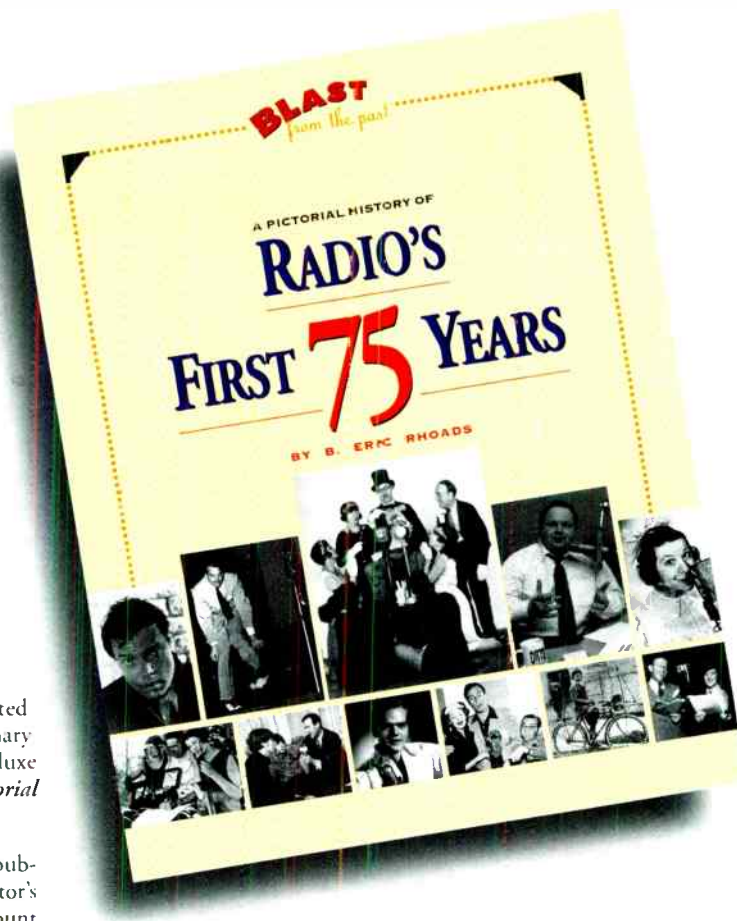
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# DEREGULATION

THE INDUSTRY SPEAKS OUT

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that's happened in our industry, certainly in my life time. It will let the industry finally get to a point where we can compete effectively with other media. The issue isn't Radio in its own little box, and how many Radio stations are competing against how many other Radio stations. The issue is, and always should have been, how do we get Radio companies and groups of Radio stations enough critical mass to effectively compete with television stations and newspapers? This will finally let us compete on an even footing and I think it's a move long overdue. We believe in survival of the fittest and the better operators will succeed. I think you've already seen, in a lot of the markets that we operate in where there are



significant duopolies, that the overall performance of the Radio industry is significantly better. What you used to have five years ago were three or four stations at the bottom of the food chain that were losing money doing

whatever they could to get on the buys, ruining the cost per points in the market and making it difficult for everybody to compete. What has happened so far is those weaker stations have tended to be bought by the stronger stations. That has firmed up the pricing in the market and that lets everybody compete better and run a more profitable and effective business.

It will be very difficult to do what Granum or Alliance or several other companies did in terms of buying turnarounds in major markets. Almost by definition turnarounds are now going to get sold to in-market buyers, because economy of scale permits that to happen. That doesn't mean that a good operator isn't going to be able to start up a company. They will be able to start groups, but they are probably not going to be able to do it in the top 10-20 markets where the Infinitys and the Evergreens and some of the large publicly traded companies are going to be spending very aggressively to add to the properties they already own in those markets. And I think you are going to see a whole flock of mergers over the next six months. For anybody who is in the public market right now and has a cash flow of less than \$50 million there is value in trying to get to a size that is

over \$50 million. You may see some of those companies merging. A year from now you will still see independent companies that have no desire to merge with anybody else continuing to run a very good business. The business is

growing at a dramatic rate so everybody is getting bigger just by standing still.

## Jeff Smulyan, Chairman/CEO Emmis Broadcasting Indianapolis, IN

I'm excited about deregulation because it's going to be a boon to the industry. It will help professionalize the industry, and will allow Radio to take a more pre-eminent role in the media community. Everybody has to decide whether they are a buyer or seller. Most of



the Radio-only entrepreneurial companies will be more likely to be buyers but that really depends on their capitol structure. We have our capitol structure in order and I think whatever happens we should be able to do some

things. Because our capitol structure is really controlled by management, we are probably more likely to be buyers than sellers.

## Gary Fries, President RAB New York, NY

What we'll have is the ability for an owner to develop a whole new strategy, where hopefully no longer will one Radio station operator in the community be looking at the other Radio stations as being their competitor but will look at



the total marketing entities within that community as being competition. We will stop focusing on trying to devour each other and will have enough strength and magnitude that we will be looking at the other media that have had a

larger playing field to play on as our major competition. The second factor is that as we have larger entities that control more demographics in a community with multiple broadcast stations, we are going to see the resources available to train and direct and staff our sales areas so that we can truly become marketers in the community and become a marketing entity equal to the newspapers or the television players and develop the resources so that our partnerships with

advertisers can be more than they were in the past, where we were just focusing on selling spots on a cost-per-point basis.

I think there are always downsides because whenever you change the infrastructure of a relationship, and that is what is going to take place here, that will develop some areas that are not obvious to us right now, that are going to need some articulate management. It is just like duopoly. It took a while for us to understand how to build the correct type of sales forces to meet the needs of the duopoly situation. This is not a case of just having two Radio stations. It's a case of changing the entire infrastructure of the management and more important the marketing opportunities that are going to exist.

I think it is going to be a tremendous benefit to the American consumer because it's going to allow stations to be programmed to more articulate, finite, targeted groups. An operator is going to look at using all their station assets, which will be broader than in the past, and trying to fulfill a piece of the spectrum and it is going to allow us to target some programming that probably hasn't existed in the past.

## Ed Christian, President/CEO Saga Communications Grosse Pointe Farms, MI

The idealist in me still wonders about the ability for one person to really control the market and making Radio in cities kind of like cable, where there is one provider. I'm not so sure that's good. The other problem is that in certain markets if one person owns say five FMs and another person owns two FMs, how does that affect its economic livelihood and viability? I think a lot of people were afraid of the unknown and the devil we know is better than the devil we don't know. Nevertheless it is a very exciting time.

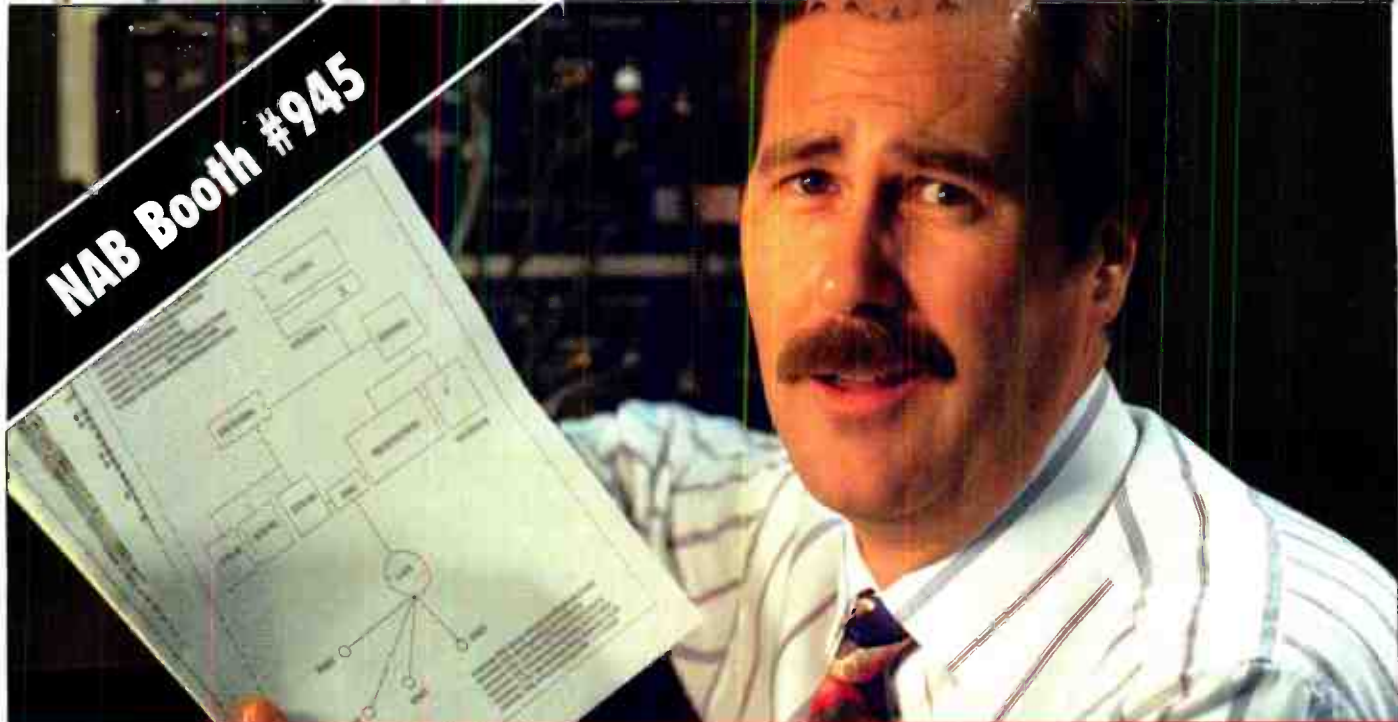
Part of what you have to do is figure what markets you want to be in and what markets you don't want to be in. To get into new markets is going to be exceedingly difficult because the in-market players are more incentivized to pay up or buy a property that comes on the market. You have to decide what markets are your most passionate markets and then pour your resources and decide that you are going to just own those markets and own them in perpetuity.



What happens when you get to a level of certain cash flow in a marketplace is it almost becomes prohibitive for somebody else to buy it because you have already made all the economies of scale and

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# DEREGULATION

## THE INDUSTRY SPEAKS OUT

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all that's left is market growth if you control the entire market itself.

It is very difficult now for somebody trying to start up a company, unless you are willing to overpay for something. We are in deregulation and at the same time we're in an overheated industry. There is no question that if you scratch the surface and talk to people they will tell you the pricing has gotten a little out of control and suddenly it is 1989 again ... And we have very short memories. Only this time it's done with equity rather than debt. You now see the smart money with a lot of the venture companies getting out of broadcasting, taking the run up, getting a high internal rate of return. This is where the jury is still out.

**James Goodman, Marketing Manager  
Otari Corp.  
Foster City, CA**

Assuming there will be a loosening of regulations, there will be some consolidation

as people gobble up market shares to the extent they can. That's usually the way it works. I don't want to see diversity minimized, because I think it's important for democracy to have different voices to have access. I also think

there is some room for some strengthening in the markets. If we've got stronger companies, that's going to benefit us because they're refurbishing stations, modernizing, updating ... that means purchasing equipment and that's going to help us.

It raises some interesting challenges for a manufacturer in terms of how we are going to market our products. Whenever you have consolidation you have change. So when you have change that means there are new people, new entities are forming, and you have to be able to address those people in the ways they want to be addressed, in a way that's going to be useful to them. Our challenge is going to be able to analyze that. Who are the people we need to talk to, what are their concerns, what are the technologies? We have to be able to look at the changes in technology, the changes in people that are coming as a result of this and assess it properly and adjust our marketing and product strategies accordingly. That's an

ongoing process and we are doing that now. We still supply tape recorders and they are still a significant part of our business, but we also make mini discs and recorders and players, as well as a digital work stations.

**Mark Leavitt, Marketing Director  
Oppenheimer & Co. Inc.  
New York, NY**

You are going to see a continuation of this consolidation trend, both within markets and among groups. I think the same sort of pairings when duopolies came along, from people trying to secure positions and markets, is going to continue on a market-specific basis. You will see bigger consolidation of groups out there, as well as new entrants into the business. What you're seeing, and will see, is a continuation of, a movement on the part of, a lot of the financial investor-backed groups to take advantage of the current price and environment, and sell. The groups that raised money from financial backers will look to sell right now and you see part of that with Pyramid. I think you'll see consolidation among Radio and TV groups, which has already started. There will be a continuation of companies looking to tap the public markets because right now the gap between the private and public market values is very narrow ... Which means the public equity market will be attractive to people.

**Eddie Fritts, President/CEO  
NAB  
Washington, D.C.**

We received literally dozens and dozens of congratulations from both large and particularly small broadcasters on getting the telecom bill this far. At this hour and this date, I have not received a single complaint from any small-market broadcaster regarding Radio deregulation. Most of them sense that it's a terrific idea. Many of them haven't really thought about it seriously, but as we go forward we are anticipating we will have some degree of relaxation. The biggest complaint we have received at the FCC, following the duopoly ownership changes, was that it didn't go far enough for small markets. Consequently the proposals in the telecom bill clearly address that problem and we feel very comfortable that we have taken the appropriate action. Beyond that, the majority of our board of directors represent small-market broadcasters. There were only two votes out of 34 votes for, and two votes against, from our board, and one of those was not a small-market

broadcaster. There is an overwhelming majority, indeed a consensus, supporting this at the policy level. We are very pleased to have been effective thus far in this campaign.



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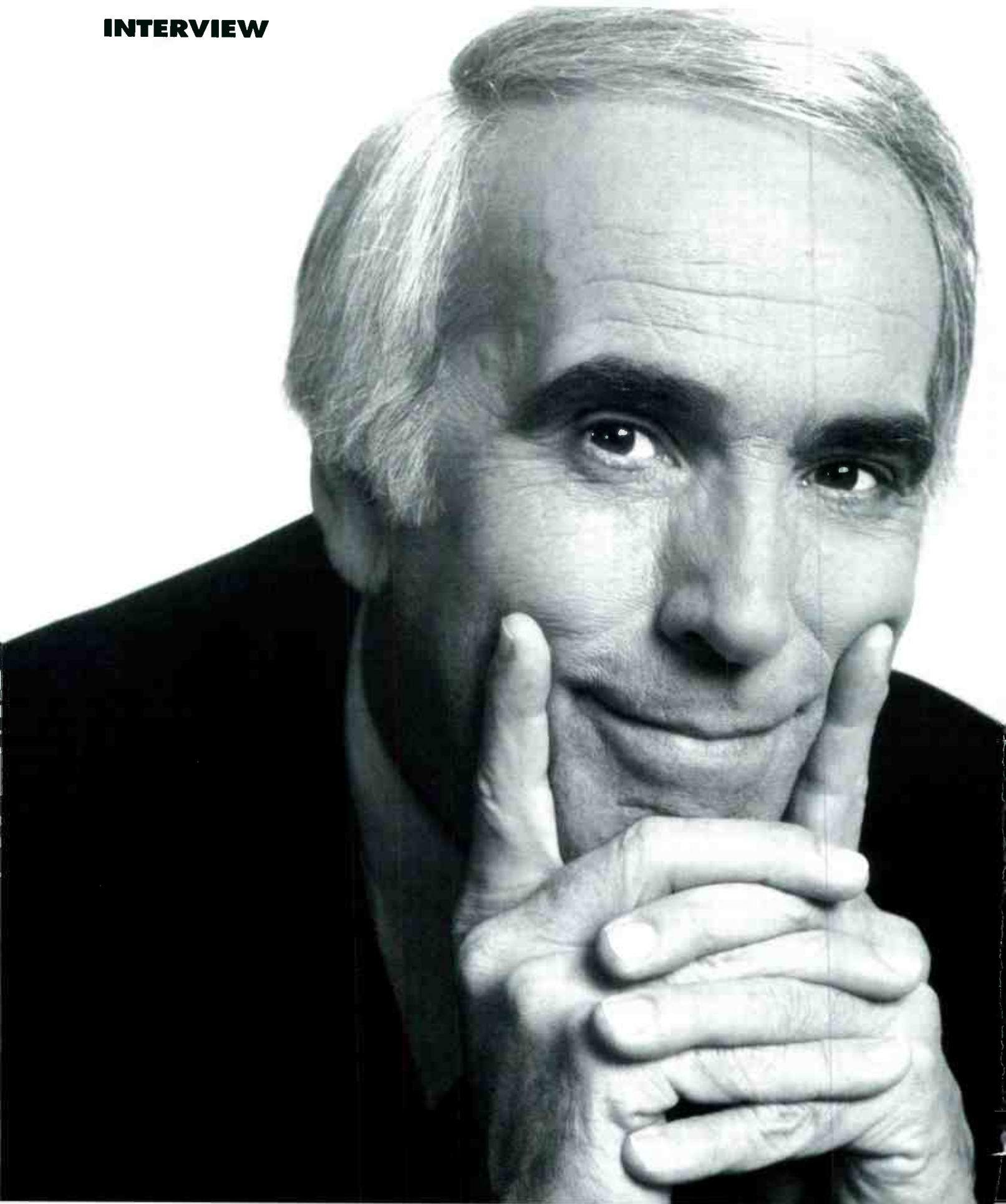
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**INTERVIEW**



# TOM SNYDER

**E** mmy-award winning television and Radio personality Tom Snyder is one of America's true broadcasters, bringing his unique style that he pioneered more than 20 years ago when he brought intimate and intelligent conversation to late night television, to Radio and television simultaneously. His "The Late Late Show with Tom Snyder" on the CBS television network is simulcast by CBS Radio on "The Late Late Radio Show with Tom Snyder and Elliott Forrest." Snyder, broadcasting from Los Angeles on television, and Forrest broadcasting from New York on Radio, interview celebrities and newsmakers, and take listener calls, live on the air for an hour five nights a week. "The Late Late Radio Show" starts each night at 11 p.m. EST, with Forrest interviewing guests and discussing entertainment news until 12:37 a.m. EST. From 12:37 a.m. EST to 1:37 a.m. EST the Radio show simulcasts the audio from Snyder's television show. At 1:35 a.m. EST Forrest returns with another guest until 2 a.m. EST. A Radio booth next to Snyder's television studio allows Snyder to also join Elliott before the TV show, after, or both.

Snyder joined CBS with more than 40 years of expertise in broadcasting — including Radio, network, cable and local news and entertainment. His popular CNBC program, "Tom Snyder" premiered in January 1993 and received widespread critical praise throughout its nearly two-year run.

Snyder gained national prominence when he premiered his pioneering late night talk show "Tomorrow" on October 15, 1973, on NBC in Los Angeles. As network television's first post-11:30 p.m. Talk show, "Tomorrow" received critical acclaim throughout its nine-year run, earning several awards, including an Emmy for Outstanding Program and Individual Achievements in 1973-74.

Snyder was born in Milwaukee, Wisconsin. After attending Marquette University as a pre-med student, he began his Radio career as a news correspondent at WRIT (now WDCS) in Milwaukee in 1955. From 1957 until the premiere of "Tomorrow," he held various television and Radio news and entertainment positions in such cities as Savannah, GA, Atlanta, Kalamazoo, MI, Philadelphia and Los Angeles.

In 1974, "Tomorrow" moved to New York, where he pioneered "NBC News Update," anchored the Sunday edition of "NBC Nightly News" and anchored WNBC-TV's "News Center 4." Additionally, in 1979, he launched "Primetime Sunday," an NBC News magazine.

After "Tomorrow's" last broadcast in January 1982, Snyder began a two-year role as news anchor for WABC-TV's "Eyewitness News" in New York. In 1987, he launched a successful network call-in program for ABC Radio Network, which ran for five years until the premiere of CNBC's "Tom Snyder."

And now on his Radio-TV "Late Late Show" simulcast, Radio listeners can "settle back, fire up a simultini and watch the pictures fly through the air."

## INTERVIEW

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**INK: Tell us about the simulcast.**

**SNYDER:** Well, what we do is basically Talk Radio on television. We have the phone line up and running at CBS and we simulcast on Radio and television. When I went to CBS when all this started a year and a half ago, I was just intrigued with the idea of doing a late night live television program that could also be carried on Radio. We had talked about simulcast at NBC in the '70s, but for reasons that I never fully understood, it was not possible at that time.

**INK: Is it working?**

**SNYDER:** It's working fine. We started with nine Radio stations and are up to 55 including some very good Radio stations. The people at CBS Radio are very pleased with it. It is a companion piece to the Gil Gross Show, which they run from 8-11 p.m. EST. So far, it has shown a steady pattern of growth. We're very pleased with it.

**INK: And is it true that when this television opportunity presented itself, you were the one who insisted that Radio be brought along with it?**

**SNYDER:** Absolutely! I have an ulterior motive in this. I am pleased to have a

relationship with the people at CBS Radio and, when the time comes for the television program to wind down, and that time will come, because nothing lasts forever, it is my hope that I can have a continuing relationship with CBS Radio, not on a five-day-a-week basis, but maybe make some contribution to CBS Radio to wind down my career. So my ulterior motive is that I need to have a relationship with Radio broadcasting. It is something that I want to be part of my professional life.

### THE PASSION

**INK: Why the passion?**

**SNYDER:** I can't put this into words for you. I truly look forward most nights to going downstairs at CBS after we finish television and doing 20 minutes of Radio with Elliott and taking phone calls from people who watched or listened to the simulcast. I can't put this feeling that I have of intimacy and connection with the audience that comes only from Radio into words, but there is just something very special to me about being on the Radio late at night.

**INK: It is interesting as I've watched you on TV, when Radio comes up, you light up. Your eyes brighten and you can tell that you have a passion and love for Radio.**

**SNYDER:** It's a funny thing. I went to the CBS Radio affiliates meeting in Santa Barbara recently to make a little after-dinner speech. I said, the funny thing about AM Radio, or just Radio in general, since television started in the 1940s and '50s, they've been trying to kill it. They haven't found a way yet. It keeps coming back in different forms. It used to be Top 40 and now it is News, Talk and information. Radio keeps reinventing itself and people listen to it.

**INK: Why do you think the strength of Radio has moved to Talk and News right now?**

**SNYDER:** Well, the strength of AM Radio in Talk and News is obvious. FM Radio reproduces stereo far better than AM Radio does and so people who want to listen to music of any kind will tune in FM stations. So, AM went a different way.

**INK: Well, yes, but AM Radio has had Talk Radio around for a long time and people have had, for many years, an opportunity to listen to Talk and yet it didn't take off like it has in the last five years.**



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**SNYDER:** Talk used to be discussion programs. Back when I was a kid listening to the Radio, if there was anything with Talk on, it was a panel of people discussing the news, discussing community issues, or discussing religion. It wasn't user-friendly. With the introduction of Talk Radio and 800 telephone numbers, all of a sudden, it is like the Internet. It is a user-friendly interactive way of people becoming involved with their community, with each other, and with strong personality hosts such as Rush Limbaugh. It has just taken on a whole new identity in terms of the Talk, or compared to the Talk, that we would listen to in the '50s and '60s on Radio.

**THE BEGINNING**

**INK:** How did you get involved in Radio originally?

**SNYDER:** I was a student at Marquette and there was a professor there in Broadcasting 101 who was a weekend disc jockey. He came into class one day and announced that they were looking for a kid

to go out and cover the news during drive-time in the morning in the mobile news unit, which in the '50s was the beginning of traffic reporting. He said that they were auditioning people and, if any of you want to go out there and audition, here is the address. I went out there and auditioned and they hired me for \$2 an hour.

**INK:** You are on a much later time slot now than you were when you were on CNBC. What has the audience and ratings response been to the change? Have you noticed a difference?

**SNYDER:** Well, we have a problem. You know, we're Johnny-come-lately at CBS in late night, and many stations had already signed up inventory, in some cases the "Jon Stewart Show," which has now been canceled, "Highway Patrol," "Entertainment Tonight", "Inside Edition", and those kinds of programs, to run following David Letterman. Or they had programs that they were running on CBS stations at 11:30 that they moved back to 12:30 to accommodate David Letterman when he went on the air there two years ago. So now we come on in January and

stations are contractually committed to run this programming so they delay us, or they preempt us, and not carry us altogether. When we went on the air, for example, we were live in only 38 percent of the country on television, and that is tough. It is very, very difficult because you give away your audience to competition because you are not being carried. Now, we are up to about 50 percent. In September, a lot of these contracts run out and we are assured by a number of stations, I don't have an exact count, but that we will be upgraded to



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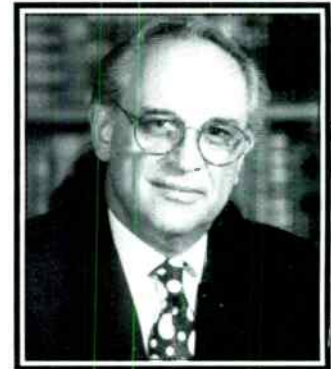
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## INTERVIEW

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live clearance at 12:35. As that happens, and as more stations carry the program, naturally our ratings will get better. We do very well in those markets where we compete head-to-head with the other networks. We are competitive, we're winners in many cases, and we do very, very well.

### THE DREAM THAT DIED

**INK:** A few years ago you made a speech at a going away party for Sally Jesse Raphael. You were still on ABC's Talk stations at the time and Deborah Norville was taking Sally's place. You stood up and made a speech about how important it was for them to continue the Talk network. Then, ultimately, it didn't happen. How did you feel about that?

**SNYDER:** Well, it was a sad day when that network went down. I really felt that it was an exciting time at ABC Radio, and for Radio in general. You had Larry King and myself competing. Larry was on Mutual at the time, Westwood One, and we were on ABC. I had the feeling that there was really something happen-

ing on the Radio at night in America on a lot of Radio stations, and with Deborah Norville as well. For whatever the reason, the people at ABC Radio chose to abandon that. I was told that there was no market or money to be made in late night Radio, which I found hard to believe because we had no trouble selling the spots. Sadly, it went away. It would have been fine with me had I continued to do that until my last day in broadcasting. It was a dream that died.

**INK:** You have a tendency to prefer late night Radio, right?

**SNYDER:** I like late night broadcasting, whether it be television or Radio. I had a wonderful job at CNBC. It was wonderful employment with wonderful people. The time period was very good and the NBC folks were good to us at CNBC, but this opportunity came along and had I not taken it, I would have spent the rest of my days saying, "What if you had." So, when the opportunity came, I did pursue it for a few reasons: the return to late night, a chance to simulcast it, and a relationship with David Letterman that is unique.

**INK:** What, if anything, would you like to say to the Radio folks out there, other than buy my show? Do you have any feelings

about where Radio is going, or some of the mistakes Radio has made? You've worked under a lot of networks, a lot of managers, over the years, what have you always wanted to say to them?

### WHERE'S RADIO GUIDE?

**SNYDER:** Well, I've pretty much said it to them. The funny thing about Radio is that there is no, and I know that you have a magazine called *Radio Ink*, but there is no national magazine for Radio that's like *TV Guide*, where you go in the grocery store and it is looking you in the face. You don't see an awful lot of ads in newspapers for Radio programs. I mean, they occur now and again. The listings in the *L.A. Times*, for example, for Radio are one-twelfth of a page, yet people by the millions listen to the Radio. It survives on word of mouth. It survives on curiosity. It survives on people scanning dials and finding things that they like. It just seems to me that the people who run Radio don't know how to promote it. For example, when we started the Radio show for ABC, early on Ted Koppel folded us into his show one night and we did a "Nightline" and he used our 800 number, and I was a guest with Jay Leno on the "Tonight Show," and with David Letterman on his show at NBC. Ted Koppel, at the end of his television program, said, "By the way, I want everybody to know that on the way home at night I listen to Tom on the Radio." These are very promotable things. I could just see an ad in *USA Today*: Koppel says, 'I listen to Tom.' Those things never happen because, I think, the people that run Radio don't understand that we do, or did, things on the Radio that are very promotable, and they didn't do it.

**INK:** Sometimes you get the impression that Radio kind of gave up after the

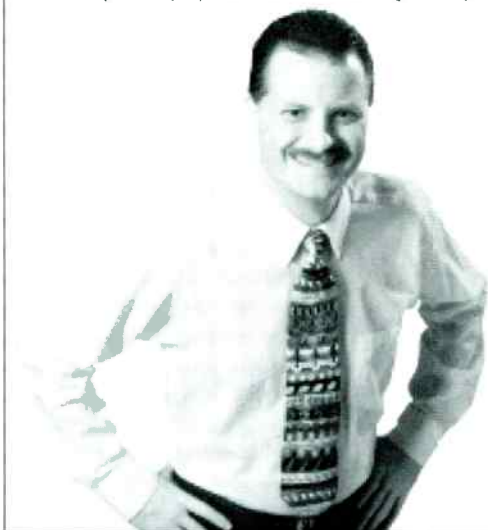


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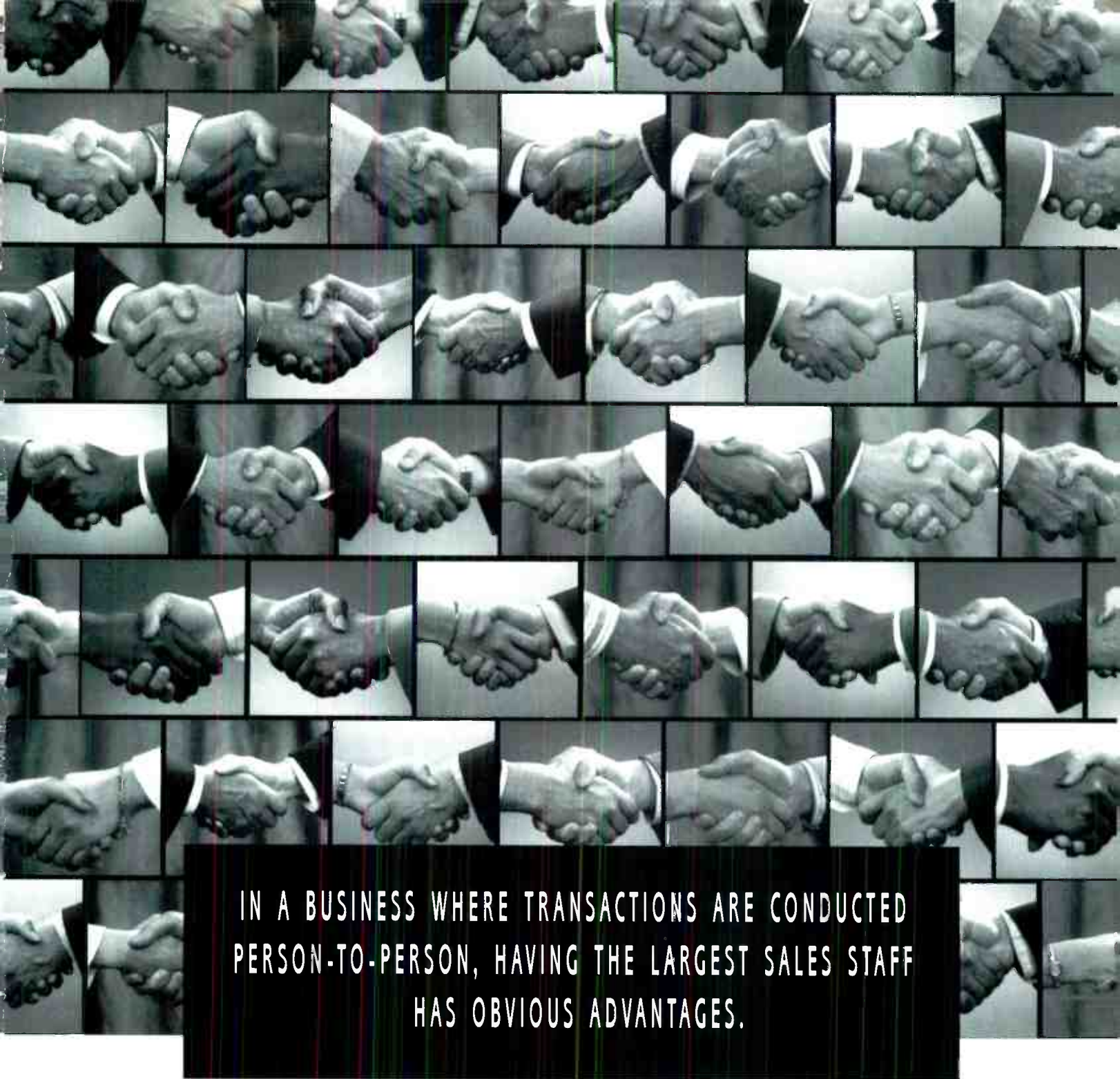
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## INTERVIEW

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"Golden Era" or ...

**SNYDER:** I worked for Gordon McLendon who promoted eight ways till Sunday at Radio stations in Milwaukee, and it worked. I look at WJNO, for example, in West Palm Beach, and how involved they are in that community, and how they promote that Radio station and fold it into that town. There are very few operators who do that. You know they just turn on the transmitter and let it go at that. I think if it were, and I'm not talking about stuff that costs a lot of money here, but there are ways to promote these Radio stations and these Radio programs. They say, "Well, local Radio does better than syndicated." Well you know when we did Radio for ABC, I spent hours doing custom work so that Radio stations could play that program and make it appear as though it were coming from that town. There is a way to do all of this. A lot of times, the promotion people and management just don't seem to understand what they've got. It is something that people want to listen to. People buy cars and they insist that the car be equipped with a Radio, so they must want to listen to it.

**WHO'S GOT THE POWER?**

**INK:** You have the advantage of the perspective of having been in Radio and in television. Obviously, we all have been sold on the power of theater of the mind, and we've all been sold on the power of pictures. Tell me about your perspective on that and how does one play over the other, or does it? Is one more powerful than the other?

**SNYDER:** Well, television is more powerful; there is just no question. The impact of television is enormous. The curious thing is, in my life for example, I don't watch morning television. I turn on KNX Radio in Los Angeles for half an hour. I get the news, the weather, the stocks, the baseball scores, the agenda for the day in about 25 minutes and it is over. At 8:30 in the morning, I'm not interested in how to make pizza with fish. I'm not interested in how to rebuild the battery on my car. I'm not interested in how to re-tile my pool. I have zero interest in that at 8:30 in the morning. I want to know what has happened since I went to bed last night, what

is coming up for the day in Los Angeles and the world. The immediacy of Radio news ... Television has to get pictures and cameras. The Radio guy picks up the phone and you are there. In terms of the kind of programs that I do, I've found that people will tell you things on Radio that they will never tell you on television, because you are in a studio and there are people watching you. In a Radio studio, you are alone. There is something about being alone in a darkened Radio studio at

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# ELLIOTT FORREST

Thirty-seven-year-old Elliott Forrest is a Peabody Award-winning Radio and television host who can be seen twice weekly on the A&E Television Network as host and entertainment reporter for the prime time performing arts showcase "Stage" and "Breakfast with the Arts."

But in what he says is "a high point of my career," Forrest is also the host of CBS Radio's "The Late Late Radio Show with Tom Snyder and Elliott Forrest."

Forrest talks about what it's like working with one of the great broadcast legends.

**INK: What is it like working with Tom Snyder?**

**FORREST:** It's only been seven to eight months at this point. But I am already reflecting on the fact that I have the distinct privilege of spending up to two hours a week talking over the ideas of the day with one of this country's great broadcast legends. It's a high point of my career. And it's not even over yet. He has treated me as a colleague from the get-go. And he has been very supportive. He's great too because, I know full well that when he and I get on the Radio and especially when he is giving out the phone number on television, the majority of the people want to talk to him. So they'll call up and ask him a question or want his opinion, and he'll draw me in ... what do you think Elliott? He doesn't have to do that.

**INK: So you have good on-air rapport.**

**FORREST:** Yeah. You know it took a while because we were on the air together for months before we ever met face to face. The first time I spoke to him was in mid-December. We went on the air Jan. 9 and I didn't see him until February. But we have developed a certain rhythm. Simple little things, like when people would call and say, Hi Tom, Hi Elliott, initially we would both say Hi. Now I let him say Hi first, and I'll follow. And I have gotten to know certain things about him, like he is an enormously private person. He doesn't like people making a big deal out of his birthday, or stuff like that. So it's been interesting and fun to get to know him. When I first started I wasn't sure what he was going to be like. We've all seen the "Tomorrow" show and the Dan Aykroyd impressions of him. He seemed larger than life. And he is. He's an incredibly tall person.

**INK: Do you think the Talk format will last in Radio and television?**

**FORREST:** Oh absolutely. I just see it increasing in different forms of technology, with the Internet and different computer on-line services. Our show will have a Web site [up and coming for CBS Radio]. I think with CNN and the instant news that we have that people not only get information quickly, but they want to talk about it. We literally are flies on the wall behind the jurors' heads in the O.J. Simpson case. Being able to see everything that goes on there obviously captures the imagination of a lot of folks who have opinions and want to express them. People have opinions and want to share ideas on lots of issues. That's not going to change.

**INK: Do you think there is going to be more Radio and TV simulcasting?**

**FORREST:** I think it is a good combination. Look at it from the television perspective first. Tom is sitting in L.A. at 9 o'clock, live 9:36 and it comes here at 12:36 so he is live in New York. We're watching him as it actually happens. But in Los Angeles he is tape delayed. Without Radio he would never be able to take a phone call from the West Coast. So Radio serves the television show by giving him West Coast callers. From Radio's perspective we have one of this country's great broadcasters talking about our Radio show on national network television. It's incredible. I think it's a great win-win situation.

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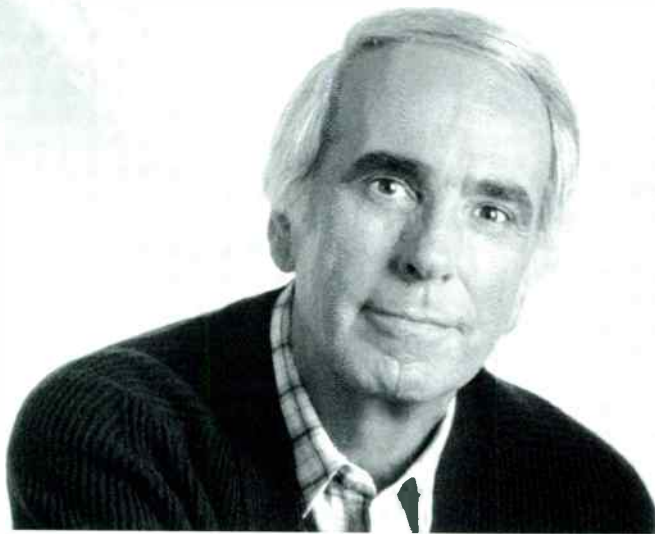
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night that puts people very much at ease and they are more giving. They tell better stories, because there is nobody watching. People will have a conversation in a room by themselves that they will never have in an auditorium with 4,000 people looking on.

**INK:** Most of us in the Radio industry have not had the opportunity of being in the national spotlight and, certainly not in the national TV spotlight as well.

**SNYDER:** Well, the other wonderful thing about Radio is that most television is on videotape or film. Radio is live and there is something about live broadcasting. I'll tell you a little story here. They asked me when we started this program last December, before we went on the air, they said, "Now, where would you like the reference copy of the tape sent? To your office and when?" I said, "What is the reference copy?" "Well, that is the copy of the show that we will tape while you're on the air and you might want to go back to the office and take a look at it to see how it went." I said, "You know, when I finish at 10:35, I'm in the car leaving the parking lot. There is no sense in me looking at it after it is done because it is on the way to Mars. There is absolutely nothing I can do about it. I can't fix it. I can't fuss with it. I can't change it. It's gone. That is the kind of broadcasting I like. I don't like doing stuff on tape and then they take it down to a room, edit it, fix it, refine it, define it, and they change what I've done. I don't like that. To me, after television, when I went to Talk Radio, the fact that it was live was wonderful. The other neat thing is if you are the talent on the Radio, you are also the director, the lighting man, the stage manager, and when you say, "we'll be right back after this message," you turn off the microphone and they play the commercial. On television, there is a floor manager who gives you your cue, you throw it to a commercial, they play some music, they roll some ... there is a lot that has to go on to make all that happen. Whereas on Radio, when I turn the mic off, we're done until it is time to turn the mic back on. You're the bandmaster, the ring-leader when you run a Radio Talk show and it is fun. 

in the last 12 months...

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- Benchmark
- Buckley
- Chancellor
- Citicasters
- Clear Channel
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- Compass Media
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New Orleans, Louisiana

# EVENTS CALENDAR

## 1995

Sept. 6-9—Associated Press Broadcasters Fall Board Meeting, New Orleans, LA. 202-736-1100  
 Sept. 6-9—SBE Engineering Conference, New Orleans, LA. 317-253-1640  
 Sept. 6-9—NAB Radio Show & World Media Expo, sponsored by NAB, New Orleans. 202-429-5335  
 Sept. 6-9—RTNDA 50th Internat'l Conference & Exhibition, New Orleans, LA. 202-659-6510  
 Sept. 12-15—Expo Central '95 Conference & Product Equipment Exposition, Columbus, OH. 614-895-1355  
 Sept. 14-18—International Broadcasting Convention Annual Meeting, Location TBA. 44-71-240-3839 in U.K.  
 Sept. 15-17—Maine Association of Broadcasters' 1995 Annual Convention, Sugarloaf/USA, Carrabassett Valley, ME  
 Sept. 18-19—ANA Interactive Marketing, Managing Brands for Success, Nashville. 212-697-5950  
 Sept. 20-22—NAB Libel Defense Conference, Tysons Corner, VA. 202-775-3527  
 Sept. 27-29—ANA Creative Advertising, Promotion Strategy, Media Strategy, Rye Brook, NY. 212-697-5950  
 Sept. 29—SBE Chapter 22 Central New York's 23rd Annual Regional Convention, Liverpool, NY. 315-477-9670  
 Oct. 5-7—Oregon Association of Broadcasters Fall Conference, Bend, OR. 503-257-3041  
 Oct. 5-8—Audio Engineering Society Convention, New York, NY. 212-661-8528  
 Oct. 7-10—Assoc. of Nat'l Advertisers 86th Annual Meeting & Business Conference, Boca Raton, FL. 212-697-5950  
 Oct. 14-17—RAB Board of Directors, Boca Raton, FL. 212-387-2100  
 Oct. 15-19—EIA/CES Fall Conference, Scottsdale, AZ. 202-457-8700  
 Oct. 18-22—National Broadcast Association for Community Affairs Conference, Seattle, WA. 602-325-0940  
 Oct. 19—Internat'l Radio & Television Society Foundation Newsmaker Luncheon, New York, NY. 212-867-6650  
 Oct. 19-20—Ohio Association of Broadcasters' Fall Convention, Columbus, OH. 614-228-4052  
 Oct. 19-23—International Broadcasting & Telecommunications Show, Milan. 39-2/48-155-41 in Italy  
 Oct. 20-21—CRS Southeast, Charlotte, NC. 615-327-4487  
 Oct. 20-22—AWRT Western Area Meeting, San Francisco. 703-506-3290  
 Oct. 23-Nov. 3—The Museum of Television & Radio's First Annual Radio Festival,

New York. 212-621-6735  
 Oct. 25—Tenth Annual Bayliss Media Roast honoring CBS News anchor Charles Osgood, New York. 408-624-1536  
 Oct. 25-28—SBE Broadcast Cable & Satellite India '95 Exhibition, Paragati Maidan, New Delhi. 317-253-1640  
 Oct. 28-29—Radio Hall of Fame Weekend, celebrating Radio's 75th anniversary and inductions into the Radio Hall of Fame, Chicago. 312-629-6026  
 Nov. 5-7—NAB European Radio Operations Seminars, Barcelona. 33-1-46-92-12-79  
 Nov. 8-12—National Association of Farm Broadcasters Annual Convention, Kansas City, MI. 612-224-0508  
 Nov. 6-10—Managing Brands for Success, Media Strategy, Interactive Marketing, Creative Advertising, Promotion Strategy, Rye Brook, NY. 212-697-5950  
 Nov. 12—NAB Small/Market Mgrs. Roundtable, Washington, D.C. 202-429-5402  
 Nov. 16-19—National Association of College Broadcasters 8th Annual National Conference, Providence, RI. 401-863-2225  
 Nov. 21—International Radio & Television Society Foundation (IRTSF) Newsmaker Luncheon, New York. 212-867-6650  
 Dec. 13—IRTSF Christmas Benefit, New York. 212-867-6650

## 1996

Jan. 5-8—EIA/CES Internat'l Winter Consumer Electronics Show, Las Vegas, NV. 202-457-8700  
 Jan. 13-17—NAB Board of Directors Meeting, Palm Springs, CA. 202-775-3527  
 Feb. 3-6—53rd Annual NRB Convention & Exposition, Indianapolis. 703-330-7000  
 Feb. 15-17—Oklahoma Association of Broadcasters Winter Convention, Oklahoma City. 405-848-0771  
 March 2-4—NAB State Leadership Conference, Washington, D.C. 202-429-5402  
 April 15-18—NAB Annual Convention 1996, Las Vegas, NV. 202-429-5402  
 May 4-7—RAB Board of Directors, Boston, MA. 212-387-2100

## 1995 Arbitron Survey Dates

- Summer June 22-Sept. 13
- Fall Sept. 21-Dec. 13

## 1996 Arbitron Survey Date

- Winter Jan. 4-March 27
- Spring March 28-June 19
- Summer June 27-Sept. 18
- Fall Sept. 19-Dec. 11

### FAX YOUR ORGANIZATION'S

Events To: Events Calendar, c/o Shawn Deena 407-655-6134.



# RADIO INK

Radio's Premier Management & Marketing Magazine

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

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Below are six different Radio spot copy ideas which have been used on the air successfully in various markets. Just copy this page, cut out the cards, put them in a filing box and use them as a reference for tried-and-true copy

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## RESTAURANT

:60 SPEAKEASY RESTAURANT

(sfx: car chase/sirens) Rocky: Lousy coppers ... I can't shake these blue boys kid ... Kid: I don't wanna go to the big house Rocky ... step on it ... Rocky: Easy kid ... we just need some place to hide out, where we can get a square meal and something to drink, see ... Kid: What about the Speakeasy, Rocky? Rocky: The Speakeasy ... that's brilliant kid ... Genesee County's best kept secret ... Those dirty coppers will never find us at the Speakeasy ... 23 skidoo! Anncr: Take it on the lam to the Speakeasy Restaurant and experience for yourself the delightful atmosphere, the personal and professional service and the outstanding food you'll select from the area's most diverse and interesting menu. Speakeasy owner John Bonardelli's commitment and pride in chefing the Speakeasy means new features on the menu all the time ... and Mary Anna Bonardelli's pride in the service at the Speakeasy means you'll enjoy every visit ... Genesee County's best kept secret is out, the Speakeasy Restaurant!

Jim Anderson, WFNT-AM/WCRZ-FM/WKMF-FM  
Flint, MI

**RADIO  
INK**

## CARPET

:60 CLIO FLOOR COVERING

Carl: Hey Hank, whatcha doin'? Hank: Putting in special mats made of Turkish goat grass ... Stella's gonna love it ... Anncr: Some people will do anything to avoid buying new carpet ... Carl: Why do they call it Turkish goat grass? Hank: Dunno, a guy was sellin' it on the corner of Dort & Davison. Anncr: The folks at Clio Floor Covering understand ... new carpeting for your home is a big investment and, after it's installed, what if you don't like it? Carl: You're sure Stella's gonna like this? Hank: Sure ... this stuff's got color, it's got texture, it's got ... Carl: Aroma ... Hank: Yeah ... what is that? Carl: Turkish goats, I think ... Anncr: That's why the folks at Clio Floor Covering offer a very special guarantee ... If you change your mind, they change the carpet! See Clio Floor Coverings fantastic selection of thick, rich, colorful Wear-Dated II Carpet. Select the color and style that's right for your home, then if you change your mind within 30 days of installation, Clio Floor Covering will change the carpet! Buy from a store that won't make you live with your mistakes ...

Jim Anderson, WFNT-AM/WCRZ-FM/WKMF-FM  
Flint, MI

**RADIO  
INK**

## TATTOO STUDIO

:60 TATTOOING BY ERIC VON DAR

(sfx: office environment) Female No. 1: Have a seat, Mr. Cameron ... the president of the company will be with you shortly. Female No. 2: Hi, you must be here to look over the plans. Female No. 2: But before I show you the plans, there's something else I'd like you to see ... this! Male: (gasp!) Good heavens! Female No. 1: Mrs. Michaels, put your shirt back on! You'll have to excuse her ... ever since she got her new tattoo by Eric Von Dar, she just feels as if the whole world should see it. Male: And why shouldn't she? ... I know exactly how she feels ... see! Female No. 1: Oh my! Female No. 2: Oh, I see you've been to Eric Von Dar's Tattoo Studio also, Mr. Cameron. Male: I just couldn't resist. At first I was hesitant, but after my wife got one — Female No. 1: Your wife?! Male: Yes, Shirley just loves her new tattoo by Eric Von Dar. And the studio is state of the art! Everything is clean and sterile. Female No. 1: And there are thousands of designs to choose from! Female No. 2: Doris, how do you know? ...

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

**RADIO  
INK**

## PIZZA PROMOTION

:60 RED BARON PREMIUM FROZEN PIZZA

(sfx: wrestling crowd noise) Lawyer: (somber/serious) Greetings my name is Jonathan Briefs the third from the law firm of Dewy, Cheetham and Howe! Recently, our client, Red Baron Premium Frozen Pizza, was asked by the 109th District Court to air a disclaimer. It seems their slogan, "Bring the Baron Home Tonight" caused distress to famed wrestler "Baron Von Pain." Gladys Weems, a 68-year-old wrestling fan from Mukwonago, heard the announcement and erroneously thought it referred to the famed wrestler. She then, in an effort to "Bring the Baron Home," dropped kicked him, caught him in a flying wedge, and finally subdued him with a sleeper hold. Causing him untold psychological trauma. So remember, when you hear the phrase "Bring the Baron home tonight," we're referring to delicious Red Baron Premium Frozen Pizza made from 100 percent real meats and cheeses, not any sort of member of the wrestling community. Thank you. Anncr: Tag.

Jim Mulvaney, WOKY-AM/WMLL-FM  
Milwaukee, WI

**RADIO  
INK**

## JEWELRY

:60 MUNN'S JEWELRY

(sfx: seasonal music) I know what your mom told you — but it's OK to peek in the windows at Munn's Jewelry in Crookston. And, it's hard to resist taking a peek at the lovely collection of St. Patrick's Day and Easter gift items on display. Stop by Munn's Jewelry and take a peek for yourself. One of Munn's display windows is overflowing with the luck and charm of the Irish. You'll see how enjoyable it can be to celebrate St. Patrick's Day with a delightful collection of gnomes and Irish dolls. Plus, there's the sparkle of diamonds and emeralds that can't be resisted. Take a peek in the other window at Munn's Jewelry and get in the spirit of the Easter season. Munn's have collected an enchanting display of Precious Moments and Hummel Easter figurines, plates and dolls. There's bunnies and ducks galore by Kieser, Swarovski and Department 56. So it's OK — stop by and take a peek in the windows at Munn's Jewelry in Crookston today. Truly, they won't mind.

Jo Gast, KROX-AM Crookston, MN

**RADIO  
INK**

## FURNITURE

:30 PHIL'S HOME FURNISHING

(sfx: music hokey & dynamic) Wondering if you will ever need a sofa bed ... If you buy it they will come ... (echo) (fade up hokey music) Marge: Hi sis, we're here ... Where did you want us to sleep? Judy: Oh-ah ... ah (fade up dynamic music) Phil's Home Furnishings present the Sklar-Peppler seating spectacular! Right now sofa beds start as low as \$649! And at Phil's you may actually pick the sofa design and the fabric of your choice to make your Sklar-Peppler sofa as individual as your home. (sfx) You'll rest easy with no payments till '95 and your company will rest easy on your new Sklar-Peppler sofa bed from Phil's Home Furnishings — Commercial Street New Minas.

Nicolle Bellefontaine, CKWM-FM Kentville, Nova Scotia

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## MOVERS & SHAKERS

★**Joe Lentz** has been named president and CEO of Palmer Communications Incorporated. Lentz was formerly senior VP of broadcasting. 515-242-3500

★**Marco Camacho** has been appointed VP/GM of the El Dorado Communication stations in Houston. He was previously GSM of the CBS Radio Representative office in San Francisco. 310-911-8300

★**James R. Carpenter** has been promoted from director of Radio frequency engineering to VP of engineering for Broadcast Electronics. 217-224-9600



Marco Camacho



Carol Riffert



Bill Saurer

★**Michelle Stevens** has been promoted from PD to VP/programming for WPST-FM Princeton, NJ. 609-924-3600

★**Ken Nelson and Carol Riffert** have new positions at FirstCom Broadcast Services. Nelson has been promoted to senior VP and executive producer and Riffert has been named VP/GM. 800-858-8880

★**Bill Saurer** has been named GSM of WGRF-FM/WEDG-FM Buffalo, NY. Saurer had been the LSM. 716-881-4555

★**Sean Bowers** has been named GSM of MUSICAM® USA Audio Products. He had been a digital product specialist for BSW and also developed and marketed products for Computer Concepts Corp and 360 Systems. 206-937-9700

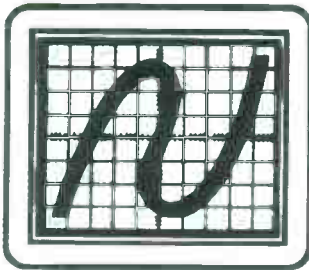
★**Katz Radio Group** has appointed several new AEs. In New York, for Eastman Radio, Steven Slater, and for Katz Radio, Anthony Renda Jr., In Chicago, for Katz Radio, Chris Wheat Jr., and in Detroit for Banner Radio, Mitchell Melum. 212-424-6484

★**Bob Steinberg** has been named director of sales for Westwood One Entertainment, western region. Steinberg was previously director of Media, Radio division for Gateway Education Products, creators of Hooked On Phonics. 212-641-2177

★**Jim Bligh, Luana Graves Sellars and Paula Rozier** have new affiliate relations positions at SIS Entertainment. Bligh has been promoted to managing director of affiliates. And Sellars and Rozier have been hired as affiliate relations representatives. 310-358-8688

★**Jim Edwards** has been named news director of WJNO-AM West Palm Beach, FL. Edwards has been in the Florida news market for more than 20 years with stints in Miami, Ft. Lauderdale and Jacksonville. 407-838-4300

★**Rita Sands** has been named news director and afternoon anchor of WQEW-AM/WQXR-FM New York. Sands has worked as a network correspondent in Radio and television with ABC and CBS. 212-633-7637



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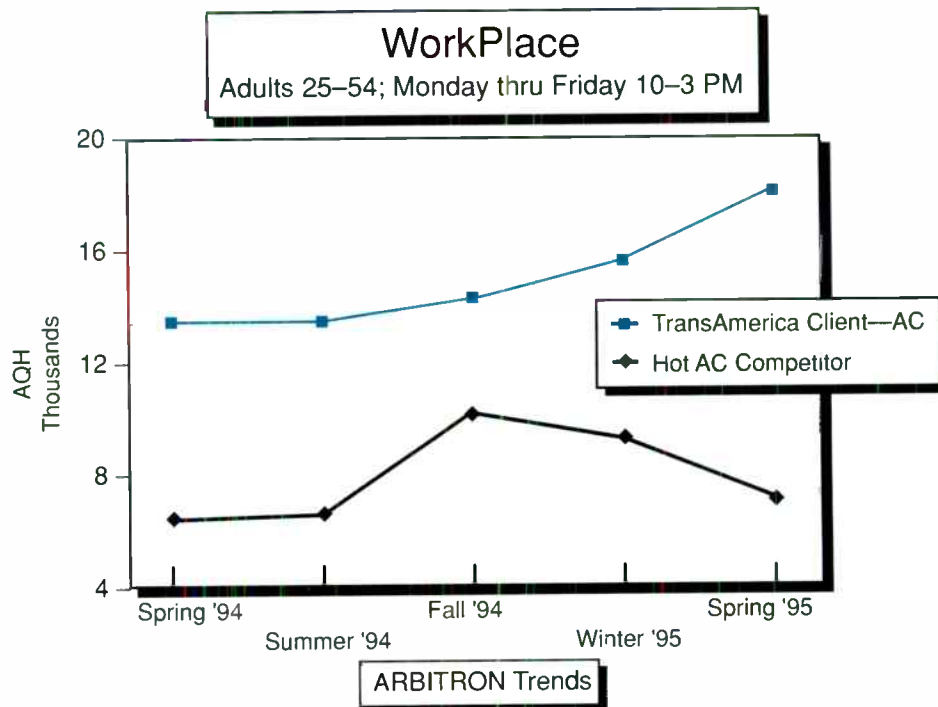
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Source: ARBITRON Spring 1995; supplied by Client. Top 20 Market

# SALES PROMOTION PLANNER

ideas you should start planning now

## DECEMBER

Toys  
Jewelry  
Grocery & Bakeries

**TARGET PRODUCTS**  
Christmas Sales  
Appliances  
Electronics  
Home Fitness Equipment

Credit Cards  
Office Supplies  
Card Shops

3 Sandwich Day  
25 Christmas Day

**DATES TO REMEMBER:**

9-16 Hanukkah  
21 1st Day of Winter  
31 New Year's Eve

**CHRISTMAS: NOT JUST FOR RETAILERS**

The Christmas holidays are the most exciting and busiest time of the year for customers and retailers. In 1994 there were 30 shopping days, and in 1995 there are 31. Retailers can use this extra day to build profits. Other than gifts, customers also purchase services, such as: hairstyling, makeovers, massages, and gift certificates. Gift wrapping, cards, decorations and party goods are all sold at a peak in December. Office & family Christmas parties need food, hotels, bands, beverages, and many more items sometimes forgotten as a target for advertising. So start to think outside the norm and get a jump on "nontraditional" holiday advertisers.

**CHRISTMAS FUN**

- "Santa Calls." Parents can register at a retailer

to have their children receive calls from Santa.

- "Light Up the Night." Listeners send in photos of their homes decorated with lights; station call letters must be shown to win a prize.
- "Radio Wrapping Paper." Work with a card shop & print wrapping paper with the station logo or popular air personalities, with proceeds going to charity.
- "Santa's Helper." A department store opens early, and staff members and charity workers help children shop for their parents. They will wrap & make cards. The store should offer specials on certain gift items.
- "Christmas Card Contest." Have a retailer or fast food client promote a contest where children design the best Christmas card to win a bicycle. Have winners in all age groups. A fast food retailer can put the card outline & rules on the tray liners.

**OCTOBER QUICK FIX™**

- "Falloween." Decorate a retailer with different color leaves representing discounts on items.
- "Halloween on Wheels." Have a children's party at a skating rink. Tie-in many different candy vendors.
- "Team Pizza Parties." Have little-league teams register to win free parties.

**DATES TO REMEMBER**

9 Columbus Day  
14 Dessert Day  
16 Boss' Week  
21 Sweetest Day  
22 Mother-in-Law Day  
31 Halloween

**NATIONAL:**

Adopt a Shelter Dog, Country Music, AIDS Awareness, Pizza, Popcorn and Car Care Month, Baseball World Series

**NOVEMBER QUICK FIX™**

- "Dog Walk." The station sponsors, and a charity will host a dog 5K walk for listeners & their pets.
- "Funniest Home Video Remote." Have listeners bring home videos to show to win a prize.
- "Thankful Line." The station will have a phone line for people to call and say what they are "Thankful For," and they will be played back with a sponsor.

**DATES TO REMEMBER**

3 Sandwich Day  
4 Sadie Hawkins Day  
7 Election Day  
11 Veteran's Day  
16 Great American Smokeout  
23 Thanksgiving  
24 Busiest Shopping Day

**NATIONAL:**

Diabetes Month

**JANUARY**

**TARGET PRODUCTS:**

Ski Equipment & Resorts; Clearance Sales; Weight Loss Centers & Products; Fitness Centers & Products; Office Supplies; Tire Dealers; Cold & Flu Season

**DATES TO REMEMBER**

1 New Year's Day  
4 Trivia Day  
8 Elvis Presley's Birthday  
15 Martin L. King Jr. Day  
28 Super Bowl Sunday

**NATIONAL**

Pizza Week, Soup and Eye Care Month

**FEBRUARY**

**TARGET PRODUCTS:**

Ski Equipment & Resorts; Clearance Sales; Weight Loss Centers & Products; Fitness Centers & Products; Office Supplies; Tire Dealers; Cold & Flu Season

**DATES TO REMEMBER**

2 Ground Hog Day  
14 Valentine's Day  
19 President's Day  
20 Mardi Gras  
28 Grammy Awards  
28-30 Country Radio Seminar

**NATIONAL**

Black History, Snack Food and Condom Month

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

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

Circle Reader Service #152

# Special Pre-Publishing Book Offer From Bob Doll,

Founder of The Small Market Radio Newsletter

# "SPARKS OUT OF THE PLOWED GROUND"

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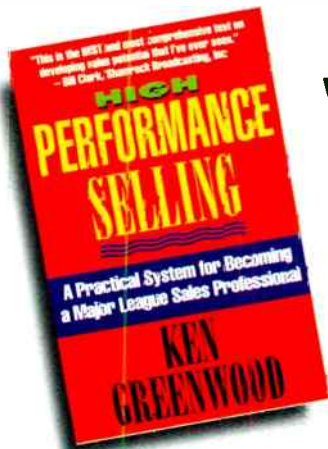
From the '20s to present-day radio, Bob Doll has captured the priceless stories and lost history of radio's small-town broadcasters and their impact on radio history. This 300-page book will entertain and educate. If you have lived as a part of radio history, you'll want this book on your shelf!



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Title \_\_\_\_\_ Company \_\_\_\_\_

Address \_\_\_\_\_

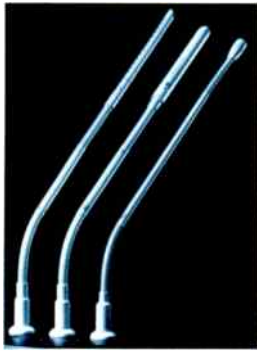
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Business Phone \_\_\_\_\_ Fax \_\_\_\_\_

Payment Enclosed  Charge My (circle one): Card # \_\_\_\_\_

Exp. Date \_\_\_\_\_ Signature \_\_\_\_\_

# PRODUCT NEWS



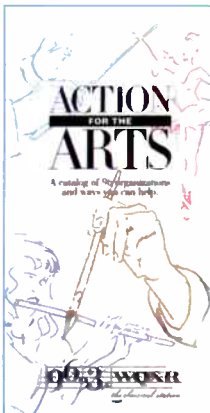
**Introducing the C647 (center) from AKG Acoustics.** Its 0.4-inch diameter "allows better eye contact during lovely discussions." Its high sensitivity and hypercardioid pattern provides quality sound

from up to four feet depending on ambient conditions. Its switchable roll-off filter controls rumble and there are many other features as well. All that in this teeny little thing. 818-894-8850

•**Coming straight into the homes** of conservative Christian listeners is a freshly debuted network called ChristianNet. The 24-hour network is jam-packed with Talk Radio from some of the big names in the conservative Christian format like Dr. James Dobson's "Focus on the Family," Chuck Swindoll's "Insight for Living," and "In Touch" with Charles Stanley. The network is distributed on DirectCom Networks, a direct-to-home satellite communications company owned by the United Video Satellite Group. Hallelujah. 800-831-4641.

case included free. So it's really an eight-pack but six-pack is much catchier. 616-695-5948

**Want a bright idea for your next promotion?** Well from the parties and promotional people, M&N International, comes the newly updated free catalog, *Fall & Holiday '95*, chock full of ideas for all the big events this year. Check it out. 708-680-4700



**In an attempt to help preserve art and culture in their community WQXR-FM** New York has published a small handbook letting their listeners know who needs support and how they can help. Included are descriptions about the organizations and their immediate needs. Very nice. 212-633-7600

**Talk about having it all together, the new Audio Technica Studio Six-Pack**

is a collection of versatile microphones including two ATM10a, two ATM31a and two ATM33a condenser microphones for studio or stage. Each mic can accommodate any external 9V to 52V DC phantom power source or operate independently on a 1.5V AA battery. All this plus an ATM25 dynamic instrument mic and a protective eight-mic carrying



•**Producers** ... Conservative WAVA-FM Washington D.C. talk show host Janet Parshall has gone national with "Janet Parshall's America" ... Energetic Music has added Travel and Leisure #2 to their music library ... and International Datacasting System will provide the Missisipi Broadcasting Corporation (MBC) of Canada with a FlexRoute Satellite Digital Audio System.

SEND PHOTOS OF YOUR NEW PRODUCTS, SERVICES AND PROGRAMS TO:

Product News c/o Shawn Deena, 224 Datura Street • Suite 701 • West Palm Beach, FL 33401.



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the audio console that answers the needs of contemporary radio broadcasters.

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Circle Reader Service #154



#JS 727

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**All four ties for \$220**  
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Superlists™ are made up of actives in your ZIP-SCFs who have purchased a CD or cassette within the last six months — in your format!



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PRINT PEOPLE WHO KNOW RADIO

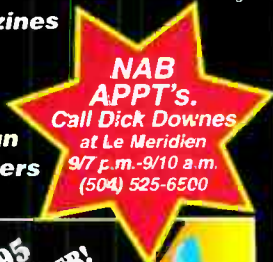
## CD SAMPLER MAILERS!

Way cooler and less expensive than cassettes. Up to 75 minutes. Custom designed for your station.

In Homes for \$1<sup>25</sup> - \$2<sup>50</sup> each  
Includes Postage

ALSO:

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- Direct Mail
- Databases
- SuperLists™
- Graphic Design
- Cassette Mailers



Circle Reader Service #155

# PINT-SIZED RADIOS DELIVER GIANT SOUND!

**SPECIAL**  
 \$21 each or  
 all six for \$116  
 — Save \$10.

Add \$7.95 for shipping & handling plus  
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**1-800-226-7857**



Our vintage models replicate color and shapes from the best "turn of the century" designs. Perfect detail and finishing with chrome and marbled effects. AM/FM battery operated. Approx. 5" x 2" x 3-1/2". Limited Supply.

Shipping out of U.S. will be billed if higher than standard S&H.

# GRAPEVINE

► **Dig this**, WHCU-AM & WYXL-FM Ithaca, NY, have become the first broadcast operators in the state to issue their own credit card. The no annual fee "Sound Money" MasterCard allows listeners to get exclusive discounts at participating businesses when they receive their monthly statements. Based on the estimates of their audience's buying power they figured, why not.



◀ It's been three years now since Interep Radio began its in-house sales training program for young professionals called the Radio Apprenticeship Program (RAP). Congratulations on a successful and positive program. L-r: top row — Marc Guild, president, marketing division; and Rappers Ed Bruno, Vinny DiMarco, Marlo Kearney, Marcus Skinner, George Fritzinger and Henry DiVito; and bottom row — Julie Seba, PD Andy Lipset and Deborah Sackman.

► "You know I have flown a spaceship." William "Captain Kirk" Shatner and Westwood One Creative Services Director Renee Casis discuss space missions during Shatner's recent visit to the Westwood One studios as a guest of *The David Brenner Show*.



► Who better to speak about the advantages of Radio to some Chicago advertising agency executives than CBS Radio Networks' Charles Osgood. L-r: Bob Garrison, VP/media marketing/Bender Browning Dolby Sanderson; Linda Bocage, media supervisor/BBDO Chicago; Osgood; Michael Hedge, senior VP director media services/BBDO Chicago; Ken Walker, AE/CBS Radio Networks.



◀ How's this for luck? KYCW-FM Seattle's "Easiest Contest Ever" concluded when afternoon hosts Scotty Brink and Sherry Brown called Bremerton resident Laura Marsh and her answering machine picked up proclaiming: "I



listen to Young Country." For that, she won — \$96,500. L-r: KYCW PD Eric Logan; husband Fred Marsh; winner Laura Marsh; and KYCW VP/GM Gary Taylor.

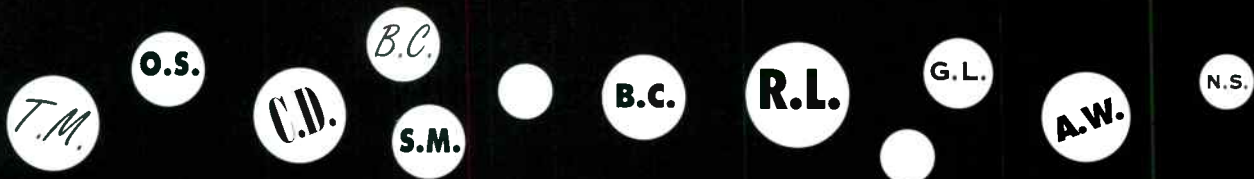
► WBLI-FM Medford, NY, listeners get local business discounts along with the opportunity to win cash every day, \$500 or \$1,000 depending on the day, plus a bonus vacation, with this colorful "calendar." All they have to do is listen to the station.



◀ Jeff Carson, new artist on the MCG/Curb label, shared some Country love with Kay Feeney-Caito (l), WFMS-FM/WGRL-FM Indianapolis director of publicity and community relations, and J.D. Cannon, the closed-eye MD/afternoon drive personality. Carson was promoting his new album, "I just dress like this." (kidding).

## I.N.I.T.I.A.L. Response Radio

How do you get your listeners to respond?



It's not what you know, but who! Curry Games, Inc. 1-800-766-9880

Circle Reader Service #156





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## They Are Trained.

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A 15 session VIDEO series by Pam Lontos

- ▼ Get your newly hired salespeople selling professionally and making more sales in just one week.
- ▼ Improve the productivity of your "pros."
- ▼ Having the course permanently allows for space repetition learning for dramatic results.
- ▼ Cut down your turnover.

"Strategic Broadcast Selling takes Pam's experiences from the past and brings them into 1990 selling."

— Terrell L. Methany,  
Jr., KMVI, Wailukku, HI

"Pam's video is best for teaching new and veteran salespeople how to really sell Radio."

— Catherine Moreau,  
KGMX/KHJJ, Lancaster, CA

Pam Lontos is a top broadcast sales trainer. Former vice president of Shamrock, she raised sales 500% in one year after a decline in ratings.

### Here's what you get!

- ▼ Manager's manual
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will sell more.  
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**SUPPORT SPECIALIST**

Energetic individual needed with strong interpersonal and troubleshooting skills to provide phone and on-site technical support. Extensive customer contact and travel. PC, Windows, LAN, rel. database exp. req. Send resume/letter to Blind Box 844B c/o Radio Ink.

**HELP WANTED GENERAL SALES MANAGER**

Looking for an experienced, energetic person to lead well-positioned leading heritage combo on the Central Coast of California. Must be "on the street" manager with excellent communication and people skills. Great opportunity for the right "hungry" person ... no limit financially when performance is there. EOE. Send resume to A. Bayliss, KSMA/KSNI, P.O. Box 1240, Santa Maria, CA 93456. (805) 925-2582.

**HELP WANTED MANAGEMENT**

Incredible opportunity for sales manager in Corpus Christi, Texas to join top-ranked CHR, News/Talk AM and start-up FM duopoly. Must enjoy cool beaches, fired-up sales staff and hot market potential. Resume/references to: GM, P.O. Box 9757, Corpus Christi, TX 78469 (512) 883-3516 EOE.

KBIQ-FM, a 24-hour Contemporary Christian music station, has immediate opening for Sales Manager. Three years media sales; CRMC preferred. Send resume to KBIQ, 1465 Kelly Johnson Blvd., #340, Colorado Springs, CO 80920. EOE.

**HELP WANTED PRODUCTION DIRECTOR**

WCBW-FM, a St. Louis Christian music station has an opening for a Production Director. Minimum three years on-air experience preferred. Relatability to AC audience a must. T & R's to Greg Cassidy, WCBW-FM, 4121 Union Road, Ste. 201, St. Louis, MO. 63129. No Calls. WCBW is an Equal Opportunity Employer.

**HELP WANTED SALES**

Account Manager — WZGC-FM/Atlanta. Do you make a difference for your customers? Do you have a passion for convincing people? Are you the best there is? If so, then Infinity Broadcasting's Z93 WZGC wants to talk to you. We have got Classic Rock, the Atlanta Falcons and opportunities for star performers. Radio sales experience a plus. Send resume or a letter with credentials to: WZGC-FM, Perimeter 400 Center, Suite 593, 1100 Johnson Ferry Road, NE, Atlanta, Georgia 30342 Attn: Matthew Ross, General Sales Manager

Seeking an experienced account executive who knows how to sell; who is not afraid to make cold calls, and who has the ability to become top biller. Must be adept in developing promotional and marketing proposals and be knowledgeable in market and industry research. Seeking a professional with a degree in communications, marketing or related field and good oral and written skills. Strong leadership abilities a must. Submit resume to WROU, Local Sales Manager, 211 S. Main St., Suite 400, Dayton, Ohio E.O.E.

We're looking for sales professionals for positions in our production library, morning show services and programming divisions. If you are an experienced, self starter please fax/send your resume and references to: Rick Lemmo, Vice President Sales & Marketing, TM Century, Inc., 2002 Academy, Dallas, TX 75234. Fax: (214) 406-6890. (No calls, please).

You don't have to be a heavy hitter ... yet. Just have the desire! Great opportunity for an experienced Account Executive with the exclusive OLDIES (Great Hits of the '60s & '70s) Station in the market. Send resume to: GSM, 2610 Horizon SE, Suite F, Grand Rapids, MI 49546. EOE.

**HELP WANTED SALES MANAGER**

Maine's largest market needs a sales manager for 50,000 watt well-established FM station. Expanding group with great growth potential. Must have retail as well as agency skills. Must be a killer of the first order. John Bell, P.O. Box 9739-1080, Portland, ME 04104 EOE.

**SITUATION WANTED MANAGEMENT**

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**SITUATION WANTED PROGRAMMING AND PRODUCTION**

Programming, Production, On-Air, Sports since 1985. Degree, computer literate. 205-758-6172.

**SITUATION WANTED SALES MANAGER**

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Call (407) 655-8778 or fax to (407) 655-6164. Classified listing: \$1.50 per word. Classified display: \$130 per inch. Blind box: \$15 per issue. All ads must be prepaid and if not paid by deadline may be subject to cancellation. Checks®, Mastercard®, Visa® and American Express® accepted.

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  - HELP WANTED
  - HELP WANTED MANAGEMENT
  - HELP WANTED SALES
  - HELP WANTED ON-AIR
  - HELP WANTED TECHNICAL
  - HELP WANTED NEWS
  - HELP WANTED PROGRAMMING AND PRODUCTION
  - MISCELLANEOUS RELATED INDUSTRIES
  - HELP WANTED BROADCAST SCHOOLS AND SEMINARS
  - EMPLOYMENT SERVICES
  - WANTED TO BUY EQUIPMENT
  - FOR SALE EQUIPMENT
  - STATIONS FOR SALE

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224 Datura Street • Suite 701  
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*productions*  
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	65	100
BOX AD RATES		
AD SIZES	13 ISSUES	25 ISSUES
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1 1/2"	1,433	2,572
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