

RADIO INK®

THE VOICE OF RADIO REVOLUTION™

New Money From A Web Partnership!

BROADCAST.COM/YAHOO

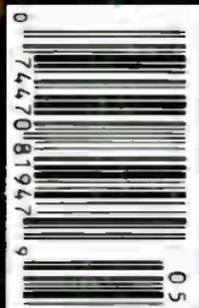
**YOU'VE BEEN FIBER!
NOW WHAT?**

Harvey Mackay ... p.16

**The Secret To Selling
Wal-Mart p.56**

**5 Ways To
Make Your
PD Great p.60**

U.S.A. \$9.95
CANADA \$10.95



WARNING: Sexual Harassment!

FREE Y2K Station Checklist

**WHAT THEY DIDN'T TELL YOU
About Consolidation**

by Arthur Anderson's Max Locke



You've faced some battles in this
changing radio marketplace and

there are more challenges on the horizon.

How do you get the most from your **leaner**
staff? What efficiencies can be made to

meet the ambitious  **profit** goals
set before you? How can you

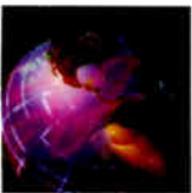
compete with the duopoly across town? It

is a given that virtual radio must be part of

your arsenal if you are to compete. How

 do you choose which **digital**
automation system to depend

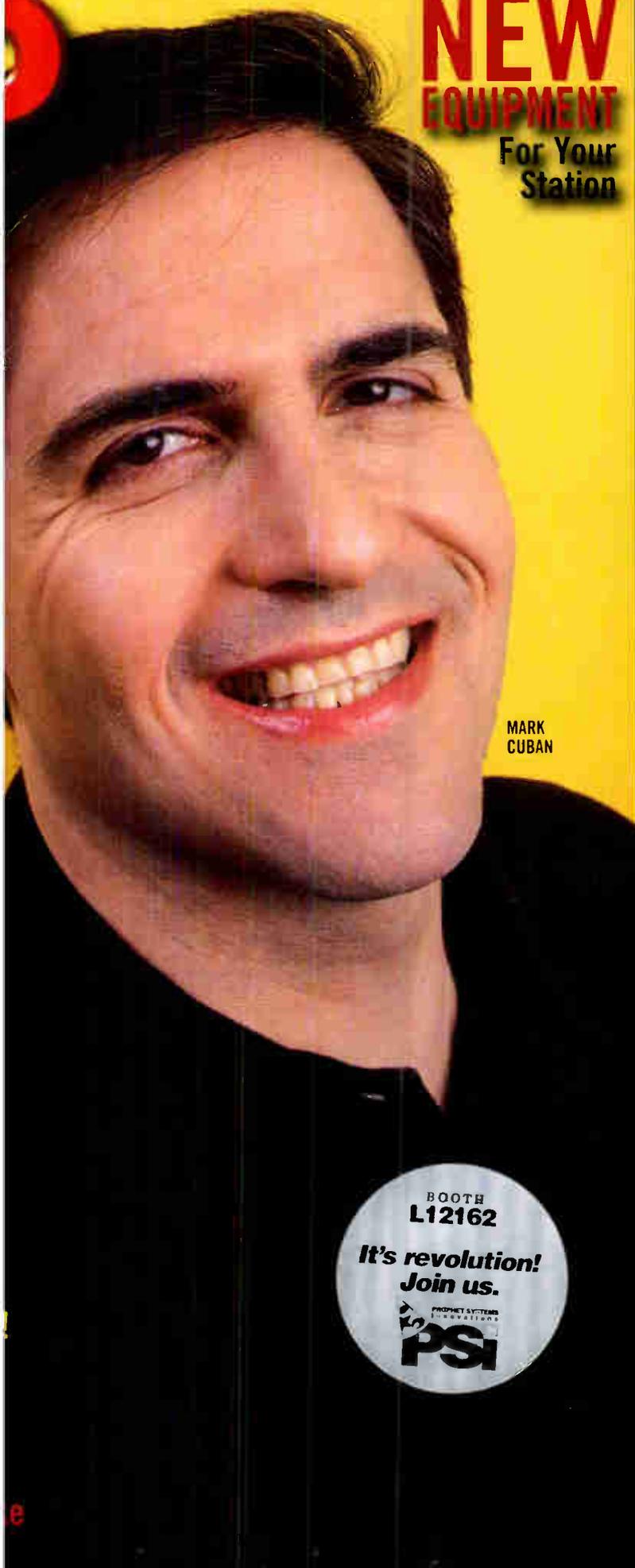
upon? What if we assure you of no off-air

time?  Let us give you a system

that can accommodate

growth from one or two workstations to

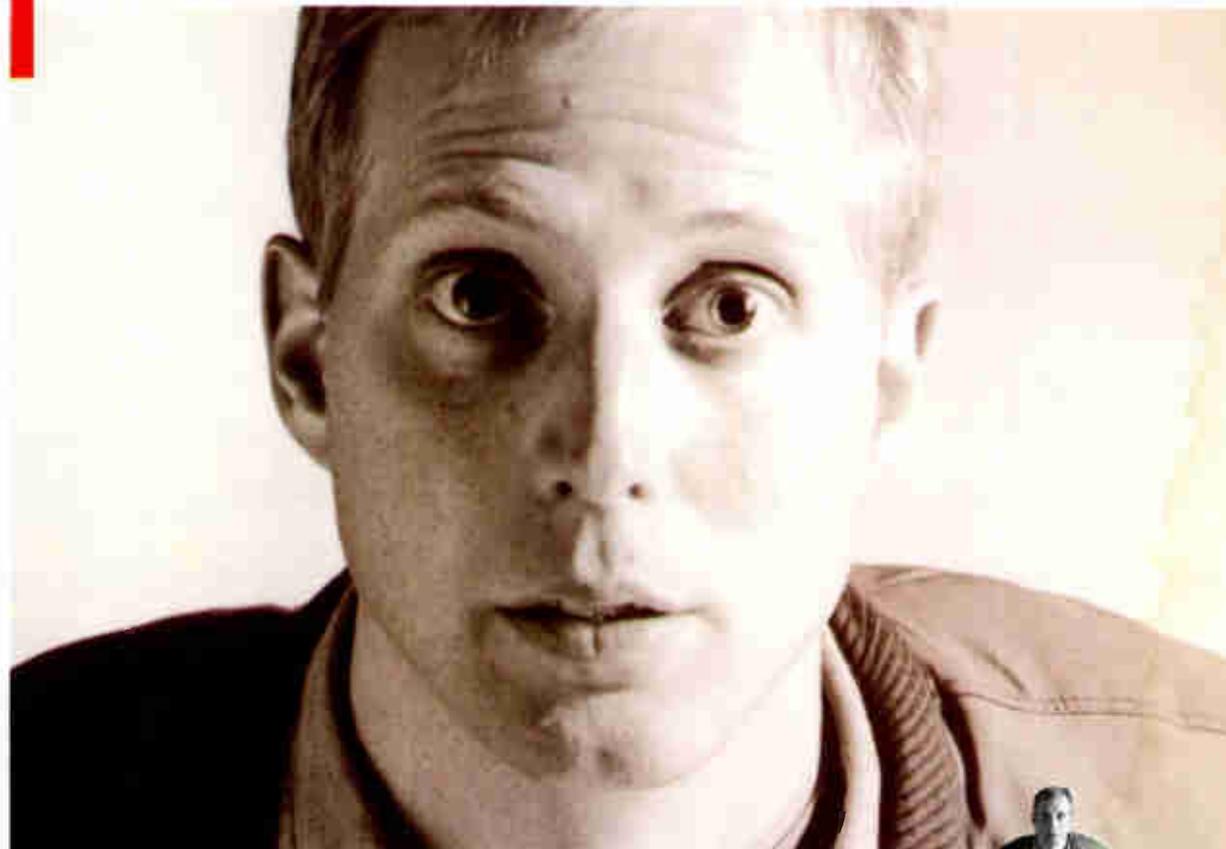
**NEW
EQUIPMENT**
For Your
Station



MARK
CUBAN

BOOTH
L12162
**It's revolution!
Join us.**
PROPHET SYSTEMS
COMMUNICATIONS
PSI

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



**Intraplex
STL PLUS**

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

The Intraplex STL PLUS T1 multiplexer transmits program audio for STLs, TSLs and intercity links, data for remote control, automation, and LANs and voice for off-premise extensions and intercom. Consolidate program audio, data and phones over one high quality digital line, with STL and TSL at any distance over any terrain. Even better, you'll be ready to handle the next station. And the next.



next level solutions

WIRELESS
BROADCAST
COMMUNICATIONS
PRODUCTS

HARRIS
Communications

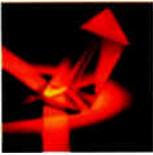
Harris NAB Booths:
TV Hall - L16719
Radio Hall - L12853
Outdoor - OD350

1-877-468-7275 ■ www.harris.com/communications

It's a radio revolution. ...want to win?

hundreds. Is ease of reassigning
workstations or adding  hardware
important to your  station

group? This is real user-friendly GUI
interface. We have something so **scalable**

 that big groups, small groups and
single stations will find us

affordable. And it is **flexible** enough to meet
your most specific demands. What is it?

We have taken our AudioWizard—the
current industry leader—to the next

generation. **NexGen**
See NexGen **DIGITAL**

Digital at NAB99, booth # L12162 or visit
us on the web at www.prophetsys.com.

Together, let's make great radio.

'nuff
said!!



*I demanded that NexGen™ be designed to surpass
your current needs so you can stay a step ahead
of this changing market. You make the rules with
this amazingly flexible digital audio product.*

— Kevin Lockhart
President
Prophet Systems Innovations
kevinlockhart@prophetsys.com



Come Hear The **Truth** About Radio and the Internet.

B. Eric Rhoads presents



October 12-15, 1999
Silicon Valley, Calif.
Santa Clara Convention Center

WHO SHOULD ATTEND?

- GMs
- SMs
- PDs
- Webmasters
- NTR Directors
- Advertisers
- Internet Radio
- Streaming Media

Radio's First Internet Conference

- Is it possible to make significant income from your station Website?
- Will E-commerce pay off for Radio?
- Can your Website become a stand-alone profit center?
- Is "the Web" Radio's next NTR push?
- Will the Internet crush Radio listening?
- How will the Net affect your advertisers?
- How does Internet-Only Radio plan to steal your listeners?
- Will the Internet steal Time Spent Listening? Can you prevent it?
- Can you use the Internet to your advantage in sales?
- Will your advertisers buy online, eliminating sales people?

Find the **revealing truth** from **top Internet experts** at the Radio Ink Internet Conference.

Not Your Father's Radio Conference:

- Fresh Ideas • Fresh People • Fresh Format • Top Internet Stars •
 - Where We're Going • Fresh Opportunities
 - Mind-Expansion Without Drugs! •



Online registration:
www.Radiolnk.com/conference

800-610-5771

or 561-655-8778

Fax: 561-655-6930

E-mail: Internet@Radiolnk.com

This may be the most important conference in Radio's future.

Register early!
Attendance is limited to 607 persons.

RADIO INK

CONTENTS

RADIO'S PREMIER MANAGEMENT & MARKETING MAGAZINE™

VOL XIV • NUMBER 8 • April 12, 1999

Radio's Premier Management & Marketing Magazine

RADIO INK

PUBLISHER/EDITOR-IN-CHIEF
B. Eric Rhoads, CRMC/CRSM
ericrhoads@radioink.com

VP/GENERAL MANAGER
Chet Tart chettart@radioink.com

EDITOR
Edward J. Ryan, CRMC, MRM
edryan@radioink.com

ASSISTANT TO THE EDITOR
Mary Crawley marycrawley@radioink.com

EDITORIAL ASSISTANT
Julie Ross julieross@radioink.com

ART DIRECTOR
Jim Nicholas jimnicholas@radioink.com

GRAPHIC DESIGNER
Kerry McCulley studio@radioink.com

PRODUCTION MANAGER
Tom Elmo tomelmo@radioink.com

VP/NATIONAL SALES
Chuck Renwick chuckrenwick@radioink.com

SALES MANAGER
Jeff Strahl, CRMC jeffstrahl@radioink.com

MARKETING MANAGERS
Lois Ann Chooljian lois@radioink.com
Theron Hayse theron@radioink.com

MARKETING MANAGER/NASHVILLE OFFICE
Nina Rossman Ph: 615-595-0470
Fax: 615-595-0472

CUSTOMER SERVICE
Gwen Leve gwenleve@radioink.com
Renaé Avallone renae@radioink.com

ACCOUNTING/CREDIT
Lisa Gill lisagill@radioink.com

CLASSIFIED ADS
Sue Allen sueallen@radioink.com

YELLOW INK DIRECTORY
Antoinette Ellis Phone: 215-508-3225

TRANSCRIBER
Sandra L. Vincent

STAFF PHOTOGRAPHER
Bruce "Flash" Cooley

SALES AND PRODUCTION ASSISTANT
Denise Briouin denisebriouin@radioink.com

ADMINISTRATIVE ASSISTANT
Veronica Cooper veronicacooper@radioink.com

NEW MEDIA SERVICES DIRECTOR
Kristen Gordon kgordon@radioink.com

CONTRIBUTING WRITERS
Lee Abrams, Sylvia Allen, Lee Bailey, Harry Beckwith, Rhody Bosley, Julie Lomax Brauff, Bill Burton, Maureen Bulley, Holland Cooke, Lindsay Wood Davis, Scott Frothingham, Allison Glander, Bill Haley, Don W. Hallett, Philip J. LeNoble, Ph.D., Pam Lontos, Sean Luce, Harvey Mackay, Big Mike McDaniel, Chuck Mefford, Rick Ott, Bob Ottaway, Jack Rattigan, Al Ries, Walter Sabo, Ed Shane, Kim Stiles, Jim Tazsarek, Tom Tradup, Jack Trout, Bill Troy, Debbie Whitaker-Platt

WASHINGTON, D.C. COUNSEL
Michael H. Bader
Haley, Bader & Potts

STREAMLINE PUBLISHING, INC.

CHAIRMAN
B. Eric Rhoads, CRMC/CRSM

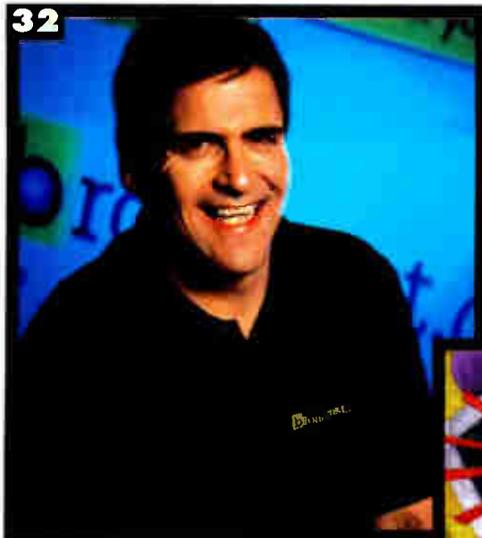
ASSISTANT TO THE CHAIRMAN
Pat Valdez pat@radioink.com

CHIEF FINANCIAL AND OPERATIONS OFFICER
John J. Montani johnmontani@radioink.com

EXECUTIVE EDITOR EMERITUS/LOS ANGELES
Dwight Case

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

For Subscription/Advertising Information, Call:
800-610-5771



INTERVIEW 32 MARK CUBAN

From streaming audio of a single Indiana Hoosiers basketball game to streaming audio for 385 Radio stations in less than five years, Mark Cuban has built broadcast.com into one of the most recognizable companies on the Internet. Broadcast.com recently set a record of two million users... in a single day. What is the secret to his success?

Cover and interview photographs courtesy of Charla Wood Photography, Austin, Texas.

SPECIAL REPORT 66 NEW FOR 1999

The National Association of Broadcasters is holding its annual convention in Las Vegas, and there are many companies unveiling new products for Radio. Turn to page 66 for a General Managers guide to new products in 1999.

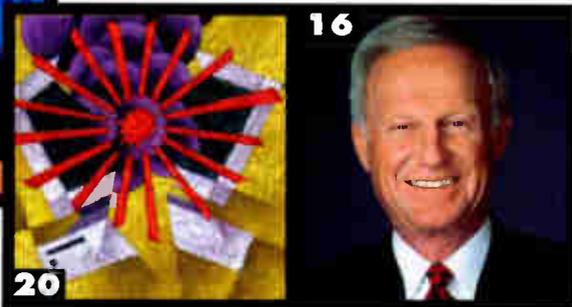
COMING NEXT ISSUE:
▲ Robert J. Strubel, USA Digital Radio
▲ Post-NAB Report

COLUMNS

Leadership 16
You're Fired. Now, What Do You Do?
by Harvey Mackay

The Wizard of Ads™ 18
You Gotta Hear It To Remember It
by Roy H. Williams

Internet 20
We Must Destroy Internet-Only Radio – This May Be Your Answer How
by Bill Troy



Giff on Sales 22
Reinventing The Wheel (Of Sales): No Want, No Sale
by Dave "Giff" Gifford

Marketing 24
Hey, Phony Baloney – Wipe That Silly Smile Off Your Face
by Tom Asaker

Management 26
Hey, Tough Guy – It's OK To Cry
by Chris Lytle

DEPARTMENTS

Publishers Notes	8
People in Ink™	10
Letters	12
Commentary	14
Top of the Hour	28
Management Ink™	43
Sales Ink™	50
Events Calendar	56
Program Ink™	59
Classifieds	80
Yellow Ink™	81
Blast from the Past™	84

Editorial Offices: 224 Datura Street • Suite 701 • West Palm Beach, FL 33401 • Phone 561-655-8778

• Main FAX 561-655-6164 • Editorial Dept. FAX 561-655-6134 • E-MAIL: comments@radioink.com

• Subscription Information/Advertising/Classifieds/Yellow Pages • Phone 561-655-8778 • Main FAX 561-655-6164

Copyright © 1999 by Streamline Publishing, Inc. and Radio Ink (ISSN 1044-5870) All rights reserved. Radio Ink is published biweekly. Twenty-six issues each year by Streamline Publishing, Inc., 224 Datura Street, Suite 701, West Palm Beach, FL 33401. ® Radio Ink is a registered trademark of Streamline Publishing, Inc. Radio Central™ and RadioCentral.com are registered trademarks of Streamline Publishing, Inc. All rights reserved. POSTMASTER: Send changes of address to Radio Ink, 224 Datura Street, Suite 701, West Palm Beach, FL 33401. Periodicals Postage paid at West Palm Beach, FL, and additional offices. Subscriptions: Mail subscription rate: One year \$179.00. Canadian and European subscribers \$229.00 for one year. All subscriptions, renewals and changes of address should include address label from most recent issue and be sent to the Circulation Department, Radio Ink, 224 Datura Street, Suite 701, West Palm Beach, FL 33401. Copying done for other than personal or internal reference without the express permission of Radio Ink is prohibited. Address requests for special permission to the Managing Editor. Reprints and back issues available upon request. Printed in the United States. Bulk Business Mail paid at West Palm Beach, FL • Third class enclosures paid in Columbus, WI. Permit #73.

IDEA TICKER

25,471

...the number of useable ideas in Radio Ink to date

To subscribe, call 1-800-610-5771

RADIO INK — APRIL 12, 1999

Webcast your station free.*



reach more listeners. increase market share. generate revenues.

www.webradio.com/nab

visit us at NAB, booth #S2616

contact: Marie O'Reilly, Affiliate Relations
888.643.6782, ext. 329 • marieo@emblaze.com

powered by



**Special Introductory Offer. Free Setup, Support, Hardware, and Software. Nominal fees for commercial stations, with first month free.*

The *Radio Ink* Internet Conference

AT VIRTUALLY EVERY RADIO CONFERENCE, I WATCH AS TIGHTLY KNOTTED CROWDS PACK THEMSELVES INTO ROOMS WHICH ARE FAR TOO SMALL. I SAY TO MYSELF, "THEY'RE ABOUT TO DISCUSS THE INTERNET." LATER, I STAND UNSEEN IN THE DOORWAY AND LISTEN AS RADIO'S "INTERNET EXPERTS" SPEW WEIRD AND DANGEROUS MISINFORMATION, SPECULATING WILDLY ABOUT THE FUTURE.

I can almost hear the audience thinking, "Is the Internet a threat to Radio, or is it an opportunity? Will Internet streaming of audio create infinitely customizable Radio formats in every home, or will it go away like CB Radio did? I know there's money to be made on the Internet, but how?" After listening for a while, I shake my head sadly and walk away.

Four cars arrive simultaneously at an intersection which has neither road signs nor traffic lights. They sit and look at each other for a brief moment, not quite sure what to do. We in Radio are at precisely this moment. The four cars are the Internet, advertisers, Radio stations and listeners. How will we interact?

Seated in the middle of the audience, I pivot in my chair and study all the faces in the room. I've never met or seen any of these people. There's not a single Radio face anywhere, but that stands to reason. I'm part of an Internet conference at Stanford University, attended only by the movers and shakers of the Internet. These are the real guys, the bad boys you read about, not a bunch of "Internet wannabes."

Within the first hour, I make up my mind: *Radio Ink* is going to host the first Internet conference for Radio, and I'm going to hire these same Internet geniuses to focus their attention on the unique opportunities and challenges facing Radio. It's time for Radio to move into the next millennium.

The *Radio Ink* Internet Conference will be held in Silicon Valley, October 12-15, 1999.

Attend this conference and interact directly with Internet trendsetters who will bring you up to

speed on the latest critical developments. The experts at The *Radio Ink* Internet Conference will explain in detail the convergence of the Internet with Radio, E-commerce, audio streaming and traditional advertising.

The primary focus of the conference will be income generation for Radio. Learn how Radio can best capture the opportunities the Net offers in sales, promotion and programming. This conference will be unlike any Radio conference there's ever been and will be strictly limited to 600 attendees. No tape recorders will be allowed.

I've spent most of the past 14 months attending Internet conferences, trying to grasp its meaning to Radio. The good news is that the Internet offers fabulous opportunities and a bright future for Radio people who are in step with it. The bad news is that the Internet seriously threatens Radio listening and advertising, as it threatens all traditional business models in every industry. I want you to come to the conference and learn the truth.

For Radio's GMs, it's next to impossible to stay abreast of the rapidly changing Internet while trying to operate Radio stations, so I've decided to be the machete that cuts through the clutter of hype and half-truths. I'm cutting a path for Radio.

For registration information, see the ad in this issue on page 29, or go to www.Radioink.com/conference 

Eric

B. Eric Rhoads, Publisher

PS: The Silicon Valley Visitors and Convention Bureau has informed us that hotel rooms are running at 95 percent occupancy. Why not book your attendance early and let Radio Ink hold a room for you?

The 1999 *Radio Ink* Internet Conference
October 12th through October 15th
Silicon Valley, California
Santa Clara Convention Center

For more information,
visit www.radioink.com/conference

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



Host Jack MacDonough
Chairman
Miller Brewing Company

of success!

The secret is out.

From the pages of
FORTUNE Magazine

SECRET OF SUCCESS

presented by
American Airlines



Host Nell Newman
(Yes, Paul's Daughter)
Founder
Newman's
Own Organics



Host Victor H. Doolan
President
BMW of North America, Inc.



Host Michael S. Rawlings
President & CCO
Pizza Hut

A 90-second Radio Feature
that will inspire and motivate your
listeners on the road to success.

- Hosted on-air by 25 to 30 of the most successful men and women in the business world
- Free business gift for all your listeners

Secret\$ of Success\$
will premiere nationwide July 1, 1999.

Call now and be the only station in your market to have it!

For a demo and further information, please contact Echo Radio Productions, Inc. at **800-385-4612**

Tel 970/925-2640 · Fax 970/925-9369 · 44895 Hwy 82 Aspen, CO 81611 · Box 599 Aspen, CO 81612 · email: kaylah@sni.net

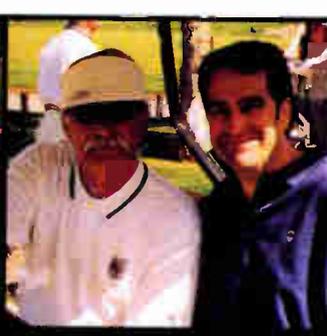
▼ The Radio Advertising Bureau recently held a board meeting in Indian Wells, California. The *Radio Ink* paparazzi crashed the outing and found there was just as much fun as there was work.



Where are those wells the Indians used, Rosemary? Cromwell Group President Bud Walters and his wife, Rosemary, discuss it.



"We'll play golf with you guys as long as you promise... NO RADIO TALK": (l-r) K-FROG GM Tom Hoyt, RAB's Mary Bennett, Claudia Pearlman and CBS Co-CEO David Pearlman.



According to ABC's Mark Steinmetz (r) Ron Ruth was overheard saying, "I'm taking my clubs and going home"—after shooting a 14 on the 7th hole.



No, that's not Gilligan. Judy Carlough sported the hot Hawaiian orange during a round of golf with Herb McCord (l) of Granum Communications and attorney Glenn Mahone.

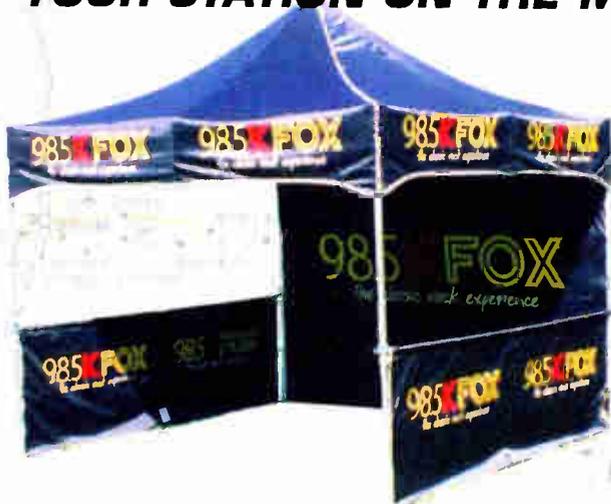


Rick, St. Patrick's Day was last month: (l-r) Joe Bilotta and Rick Buckley of Buckley Broadcasting.



(L-R) Gunther Meiss, of WVNO Mansfield, Ohio; RAB's George Hyde and Glenn Mahone share a giggle after 18 holes of golf. Was it their scores?

PUT YOUR STATION ON THE MAP WITH A KD KANOPY



1-800-432-4435

<http://www.kdkanopy.com>

- ▲ Lightweight ALUMINUM Frame
- ▲ Set Up in 30 Seconds
- ▲ No Loose Parts or Ropes
- ▲ Custom Silk Screened Graphics
- ▲ Variety of Colors & Accessories
- ▲ Water Resistant & Fire Retardant Fabric
- ▲ FREE Heavy Duty Carry Bags & Stakes
- ▲ 8' x 8', 10' x 10' & 10' x 20'

Here are three ways Eventide can help:

Consolidation brings market efficiencies, but also big headaches and challenges. It's essential for management to keep track of multiple stations. And keeping a legal record of what was said and when commercials aired is also more important than ever. Several groups have standardized on **Eventide Digital Audio Loggers**. Our economical VR204 records up to 550 hours on a tiny palm-sized cassette. VR204 records up to 4 channels simultaneously so you can keep tabs on the competition's spot loads, play lists and talent while you record your own stations. New!! Now Eventide loggers let you record/play in Hi-Fi for full "broadcast quality." Ideal for show replays, time zone delays, etc.

Eventide's **BD500 Broadcast Delay** makes talk shows run smoother and sound better, for less. The BD500's multiple dump feature divides the delay time into several "slices" so you're still safely in delay even right after a "dump." It's the hassle-free talk solution... even when air talent is working without a producer. No other delay offers Eventide's high quality patented catch-up technology for clean audio combined with fast catch-up. And it's the only delay with optional digital inputs and outputs for new all-digital studios. Yet the BD500 costs thousands less than our previous delay unit.

Want to increase creativity without adding personnel? Add life to drive-time shows? Win new advertisers with better station-produced spots? An **Eventide Ultra-Harmonizer** brand effects processor really does all that. Designed specifically for radio and production, the new DSP4000B Ultra-Harmonizer features radio effects designed by production whiz Jay Rose. Hundreds of comic voices, sound effects, reverbs, pitch changers and more are instantly accessible at the touch of a button. Plus, the DSP4000B has superb Timesqueeze® time compression/expansion capability. The DSP4000B has optional digital I/O to interface easily with digital editors and consoles. It's the radio effects box designed to bring stations more business and more listeners. *The bottom line:* Eventide broadcast products are potent tools for today's radio. To learn more, talk to your broadcast distributor, call Eventide direct at 201-641-1200, or see our website, www.eventide.com.

BOTTOM



LINE



BROADCASTING



Better managed, better sounding radio yields better results.

Eventide the next step

One Alsan Way, Little Ferry, NJ 07643

Tel: 201-641-1200 Fax: 201-641-1640

Email: broadcast@eventide.com Web: www.eventide.com



Talk About Your Revolution

Congratulations on another successful presentation of the *Radio Ink* Radio Wayne Awards. It was an exciting event, and I was proud to be a participant.

It certainly was a prestigious moment in my life, and I want to thank you for the recognition. The Radio Revolution rocks.

Brad Dubow, VP/GM (Radio Wayne Finalist)

KLAQ, KROD, KSII, New Wave Broadcasting, El Paso, Texas

Your presentation in Atlanta was entertaining and fun. Your commitment to help increase Radio's share of the advertising pie is inspiring. However ... gold-skin bodysuits?

Seriously, thanks for caring and for your willingness to step out and try to make something happen.

Mike DeMarco, VP/GM

KVOO-AM/FM, KCKI-FM, Tulsa, Okla.

The Problem with Country

Ienjoyed your recent edition (*Radio Ink*, Mar. 1, 1999) featuring the changing face of Country music and the interview with Capitol's Pat Quigley. The articles were interesting as they suggested that Country was suffering due to a lack of great new music. The music is as good as ever, and there is plenty of it. If Country enthusiasm has declined, the problem is due to a lack of exciting cultural events, not music.

Remember the often-discussed surge in Country ex-



citement during the *Urban Cowboy* era? *Urban Cowboy* was an "event" which electrified the format.

Remember when Garth Brooks drew a million people to Central Park? Was his music really better at that point?

Shania Twain and The Dixie Chicks sing great songs, but is it really their music that gets them on the covers of *Rolling Stone* and *USA Today*? Or, have they broken out of the mold by making themselves an event?

As a non-Radio marketer and a student of history, Pat Quigley seems to understand

this. I applaud Pat and the many other record-label leaders who are calling us with exciting ideas that transcend music.

Dave Ervin, VP/GM
KZLA Radio, Los Angeles

The Wizard's Gospel

I have always read *Radio Ink* sporadically, but now that I know you have a regular column by Roy Williams, I am subscribing immediately.

Our staff at KIIS-FM had an unbelievable experience with Roy and his "wizardry" at communicating the power of sound, words and, ultimately, Radio. I hope that you expand his ability to share insights into the lost art of copywriting.

It would help everyone in Radio if Roy were able to speak with the biggest "influencers" of marketing dollars in the country, as he is probably preaching the best-kept secrets in the Radio business

Roy Laughlin, President/GM
XTRA Sports/KIIS-FM, Burbank, Calif.

Expert Advice

I love your publication and usually agree with the "experts," however, the *You Ask The Question, We Get You The Answer* segment (*Radio Ink*, Jan. 18, 1999) didn't measure up. The Radio guys out there need solid answers on the who, what, where, why and how if we're ever going to get the revenue ship sailing for the Radio industry.

Most national food accounts do not have any local budgets. In other words, someone at the store isn't walking around with marketing dollars to do spot advertising.

However, there is a substantial budget that is pooled by each store and called a cash co-op. Each store has to give a percentage of its monthly dollars to the advertising co-op, then the dollars are spent. Unfortunately, these dollars often go to the

metro markets (larger areas only).

Here's the way to capture them. Find out if the store is franchise- or corporate-owned. If the store is franchise-owned, you have an easy task. Franchise stores are owned by someone. Find the owner (who usually owns several stores). Tell the owner that you know he/she contributes to the advertising co-op, no dollars are spent locally by the co-op, and your stations can deliver local results.

You need to convince the local franchise owner that your stations can contribute and that you'll work hard delivering local promotions etc. Then, the franchise owner can demand that some dollars get spent your way. This generally works.

If the store is corporate-owned, your task is a bit tougher. You will need to generate promotions that will deliver results. You will need to contact a headquarters for the operation and make a case for local community promotions. Be prepared to work your rear off, but again, you can make this work if you are willing to do lots of leg work.

Mike E. Knar, MRM, DOS
WLKG, WKPO, Madison, Wis.

Reality Check Here

The advocates for low-power FM need a reality check. If their real concern is serving the great unwashed, downtrodden audiences that corporate Radio fails to serve, they need to be calling Real Networks and not the FCC. If serving that audience is their real concern, the Internet will provide them with the distribution to be relevant to their audience. If that's their real concern, there will be no interference, no lawyer bills, less capital expended and audiences much better served — if that's their real concern.

Jackson Dell Weaver, Director
inTown Media, Seattle
jdweaver@foxinternet.net

Y2K?
If not win 2K!



**Booth
#L13697**

**You can win
\$2,000 at
the NAB99
Conference.**

MusicMaster will be there, showing off all the latest features of what some programmers already call the greatest radio software in the business.

Just stop by the MusicMaster booth and enter your name.

Start Y2K with an extra 2K in your pocket from MusicMaster.



A-Ware Software, Inc.:

United States 800-326-2609

International 414-717-2200

Web Site <http://www.a-ware.com>

E-mail info@a-ware.com

World Radio History



It's Time to Reform the FCC

by U.S. Rep. Billy Tauzin



When Congress passed the Telecommunications Act of 1996, we made a fundamental mistake. We failed to reform an outdated Federal Communications Commission. As a result, we have a horse-and-buggy agency trying to bridle super-sonic technology. It's simply not working.

The FCC has become "slow on the draw" when it comes to keeping up with rapidly developing new technologies. The agency must adapt to a changing world or find itself buried on a bureaucratic Boot Hill alongside the Interstate Commerce Commission and the Civil Aeronautics Board. Can an agency created in the 1930s oversee the deregulatory policies engineered by Congress for a modern-day marketplace? The answer is no. Today, it's more important for the FCC to "get out of the way" than it is to "lead the way."

We need to restructure the agency and develop a 21st century model that works in a high-tech, global economy. But, we must change the FCC's thinking.

Instead of concentrating its efforts in areas where it can play a useful role and make a difference to consumers, the FCC has delved into controversial areas, such as "free air time" for politicians, prohibiting liquor advertising on Radio and television, and "conditioning" telecommunications mergers.

Both the Department of Justice and the Federal Trade Commission possess statutory authority to review all mergers and acquisitions for anti-competitiveness. It's troubling that the FCC has "assumed authority" to condition mergers based on certain requirements, even when these mergers have already passed DOJ and FTC scrutiny.

Based on this troubling track record, the FCC may find the emerging Internet too tempting to resist. That's why it's important for Congress to reform the agency before it morphs into the Federal Computer Commission. Any FCC regulation of the Internet would have a paralyzing effect on the American economy.

I will work with Chairman Tom Bliley of the House Commerce Committee on a sweeping FCC reform bill. I expect to have legislation ready for his consideration by summer 1999. Among other things, we plan to look at:

- Forbearance. What FCC activities are simply unnecessary now, or will be unneeded, as communications markets become more competitive?
- Privatization. What FCC activities could (or should) be privatized?
- Duplication. What FCC programs duplicate those of other federal agencies and can be eliminated?
- Devolution. What FCC functions presently handled in Washington, D.C. would be handled better at the state level?
- Organization. What FCC structural changes can be made to streamline the agency and make it more "user friendly"?

There has been no comprehensive congressional review of the FCC and its operations since the 1970 Ash Council report. Times have changed. It's time to change the FCC. ☐

Rep. Billy Tauzin (R-La.) is chairman of the House Telecommunications Subcommittee. He can be reached at 202-225-4031.

TOP OF MIND AWARENESS = MARKET SHARE

Where do businesses rank in the minds of consumers in your market?

Want to know?

THEY DO!!

A TOMA Survey is the most powerful sales tool available to the broadcast industry. In fact...it's the first and only measurement of advertising effectiveness. The TOMA survey is a business report card. Sell new clients. Up-sell current clients.

"Have generated over \$300,000 in new sales in 8 weeks... definitely worth the investment."

Christian Miller, Sales Manager
West Virginia Radio Corp., Charleston, WV
(304) 342-8131

**Call TOMA Research Today:
800-597-9798**

Larry A. Messick VP Broadcast Division



HEAD ON, "THE BEST TRAFFIC SYSTEM IN THE BUSINESS."



Computer Concepts' V.T. (Visual Traffic) is the "best traffic system in radio." And for good reason. Its Windows® based visual interface is easy to learn and V.T. offers multi station capabilities from one location. Add to that pre-defined management reports, station split functions for billing, A/R, commissions and more ... you'll soon discover why V.T. makes it safe to play in traffic.



It's the most flexible, fully integrated traffic system available today.

STOP and take a moment to evaluate your current traffic system.

With V.T.'s management oriented approach, you'll keep pace with our rapidly changing industry whether you run one station or several groups of stations.

Windows is a registered trademark of Microsoft.

 **Computer Concepts Corporation**



8375 Melrose Drive • Lenexa, KS 66214 • Toll Free 1-800-255-6350 • Phone 913-541-0900 • Fax 913-541-0169 • www.ComputerConceptsCorp.com

"See the all new V.T. Corporate Module at NAB '99- Booth L-13666"

World Radio History

You're Fired. Now, What Do You Do?



BY HARVEY MACKAY

If you've just been fired from your job, get help, get stabilized, get busy. Whatever expert advice or help you need, get it. This is one you don't try to macho out on your own.

As soon as the axe falls, negotiate your departure. They say they didn't want to fire you? Okay, let's work that guilty conscience to the max. Whatever is being offered, make sure it's fair: more severance, reimbursement for unused vacation time and sick leave, outplacement services, office space, office supplies, secretarial help, tuition.

Are they getting tough? You get tough. Hire a lawyer. Government assistance for the unemployed? Why not? You've been paying for it all these years. This is why.

Friends, relatives, old schoolmates, customers, vendors, business associates, professional advisers — sad to say, they are not quite as interested in hearing about your troubles as you would like them to be. But, by helping you, these people are helping themselves. They're helping put you back in a position where you can do them some good. They're piling up points against the time they may need the same kind of help.

You need to take inventory: financial, professional and emotional. It's time to revise your budget. There are advisers who will tell you to cut down on everything. You can't cut down on your medical needs. If you can swing it, don't cut down on your kids' needs, even discretionary spending on their behalf. It hurts them too much. You'll be infected by guilt that you can't hide. That guilt will affect your self-confidence and ability to perform.

What about Mom and Dad? Can they help you in starting your own business or in going back to school? Or, take your rich Uncle Fudd out to lunch. It's harder for relatives to say no, just as it is harder for them to squeeze you. Now, you owe your relatives. They can handle it. So can you.

It's *why* you borrow that's going to make it easier on both of you. Americans are pretty



good about paying for the education of others. We believe in education as a kind of capital improvement in the structure of society. Don't be ashamed to borrow, particularly to replenish your professional inventory.

Take courses. Upgrade your skills. Enhance what you already know, and pick up new material: computers, language, public speaking, writing, continuing education. You cannot afford to rest on the skills you already learned. The workplace is filling up with people who graduated long after you did and who have acquired newer, more efficient skills. They are eager to show those skills to your employer, and they don't care if they move you on down the road.

If you were fired, it's a great way to prove to yourself and others that you're capable of bouncing back after a setback. It's a real confidence-builder. None of us has time to sit around feeling sorry for ourselves. There are worse things than not working. Just don't remind me again of what they are. 

If you were fired, it's a great way to prove to yourself and others that you're capable of bouncing back after a setback.



▲ As soon as the axe falls, negotiate your departure.

▲ You need to take inventory: financial, professional and emotional.

▲ Don't be ashamed to borrow, particularly to replenish your professional inventory.

▲ Take courses. Upgrade your skills. Enhance what you already know and pick up new material.

Harvey Mackay, CEO of Mackay Envelope Corporation, may be reached by E-mail at harvey@mackay.com.

This article is excerpted from his book *Sharkproof*

Worry-Free Delivery.

It's no secret why the biggest radio syndicators in the country use ABC Satellite Services for distributing their talk shows, sporting events, PSAs and live concerts.

Serious broadcasters know the value of a partnership with ABC -- the best, most experienced satellite distribution provider in the radio industry:

- Access to 6,000 stations**
- Largest client base in the business**
- Special rates available NOW***

Rely on the industry leader for delivering your programs to millions of listeners. Flawlessly.

Great Rates.

*Discount rates apply to new, short-term (1-2 month) contracts.



Delivering affordable quality 24 hours a day.

For more information, call: **212-456-5801**



**PLEASE VISIT US AT OUR WEBSITE:
www.abcsatelliteservices.com**

You Gotta Hear It To Remember It



ROY H. WILLIAMS

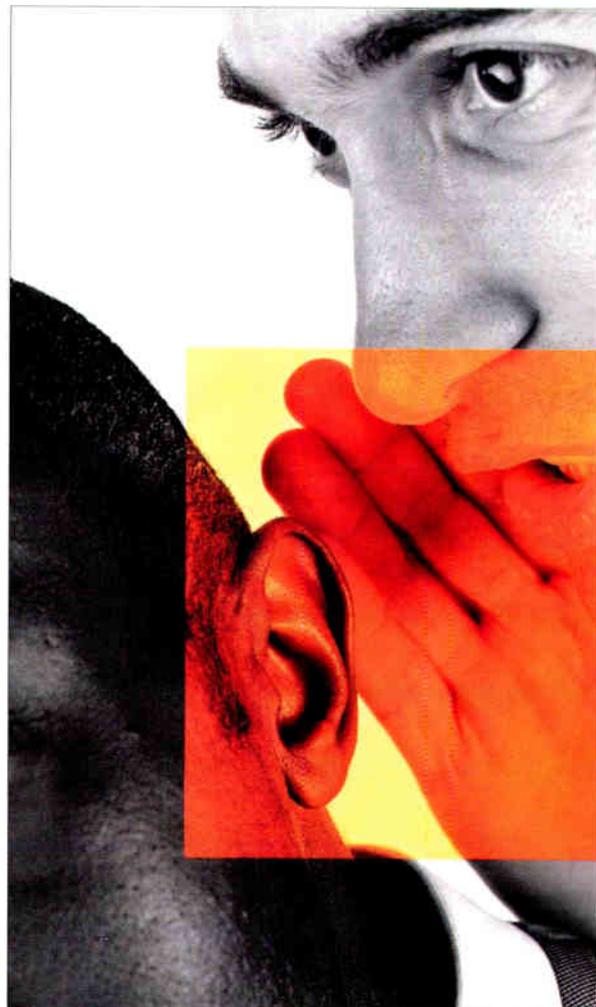
Have you ever stopped to consider why Congress voted in 1970 to outlaw the use of *sound* to sell tobacco?* No one in America has *heard* a Radio or television ad for tobacco since January 1, 1971. Yet, most adults born prior to 1960 can still sing, "Winston tastes good, like a ...," though not a single one of us ever intended to learn that melody.

Interestingly, the government has never placed any restrictions on the *visual* advertising of tobacco. Tens of thousands of full-color magazine ads and full-page newspaper ads have appeared, and hundreds of thousands of billboards have been planted from coast to coast. Colorful signage has been installed at sporting events, and every convenience store in America is plastered with posters and expensive point-of-purchase displays advertising tobacco.

But all of these things combined have not been enough to overcome the silence. Though visual advertising receives billions of tobacco dollars each year, they've never been able to compensate for tobacco's loss of the semi-hypnotic effects of sound. The tobacco companies have learned painfully that it's difficult to win our hearts when they have been denied access to our ears. (The government is smarter than you realized, right?)

You hear even when you aren't listening. That's why you could always repeat what the teacher had just said every time she stopped and asked, "Are you listening?" (Even though you hadn't been). You hear even when you're fast asleep. How else would you know when there's a prowler in the house? Sound is intrusive, and the memory of sound is awesome.

Neurologists tell us that what comes through our ears will remain in our minds for nearly five full seconds before it begins to fade. Conversely, information that enters the eyes is gone in less than a second. This is



why eyewitnesses can always agree on precisely what they *heard*, but none can recall with clarity quite what it was they *saw*. By the time an eyewitness realizes the importance of what they've seen, the critical one second has passed, and any clear memory of what was seen is gone.

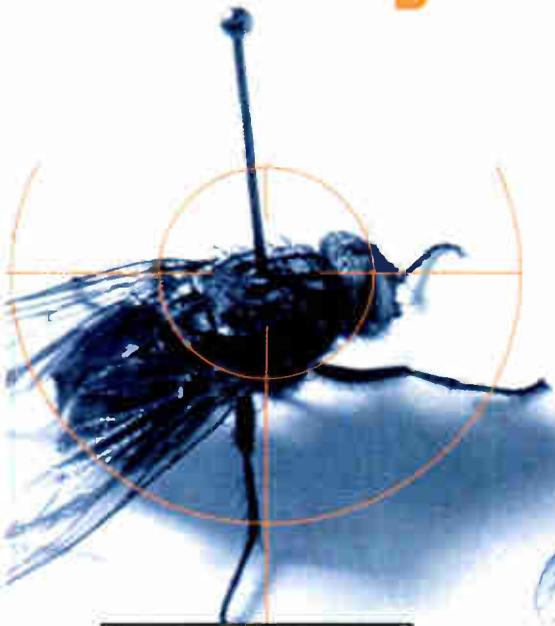
The greatest liar who ever lived was the one who first said, "One picture is worth a thousand words." Don't you ever believe it.

**Recently, Skoal/Copenhagen withdrew its sponsorship of professional rodeo when rodeo announcers were informed that they could no longer mention tobacco sponsors over the loudspeakers. ☹*

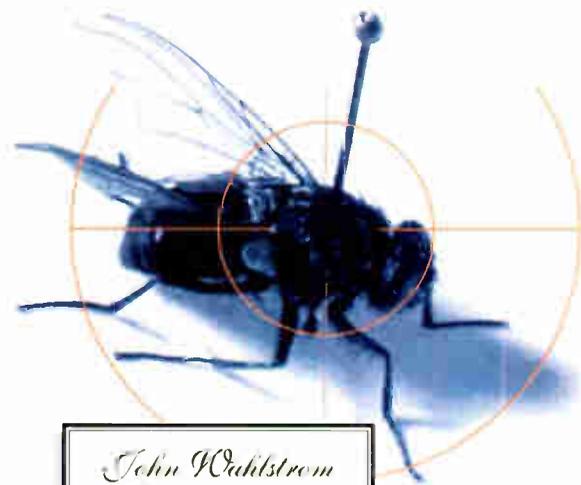
The greatest liar who ever lived was the one who first said, "One picture is worth a thousand words."

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

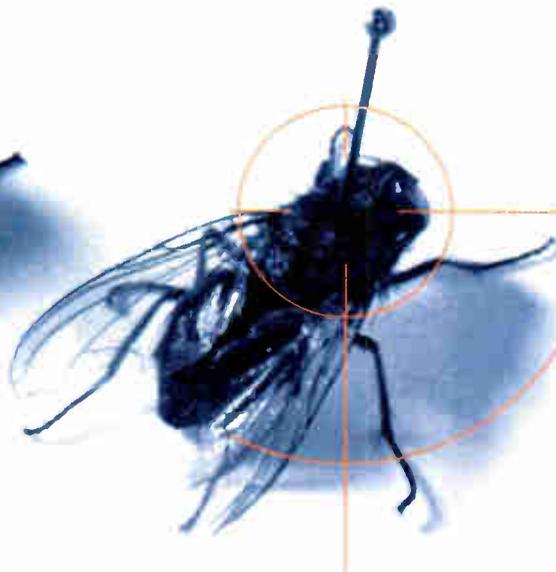
Their biggest regret was not talking with Dalet...



Bruce Waddler
General Manager 1998-99



John Wahlstrom
Engineer 1996-97



Steve McAllister
Program Director 1997-98

Don't make the same mistake they made: you need to consider Dalet

Move your stations to the next level with Dalet

Dalet is the World Standard in Digital Audio, Automation and Group Solutions. Dalet systems are reliable, affordable and proven.

The performance challenge has never been greater

Maximize revenue and make the most of your group's portfolio. Generate cost saving and improve productivity without sacrificing quality.

Choose Dalet to get the job done

Dalet offers integrated tools for managing clusters and groups - every aspect of your business, from on-air and production to sales, traffic, financial reporting and more.

Partnership with long-term leaders in the computer industry helps us remain at the forefront of technological innovation.



World Radio History

The World Standard in Digital Audio

Live Assist and Walk Away Automation
Voice Tracking
Sales Tools for 2000
Group Connectivity
Newsroom Solutions
Web Publishing

Major broadcasters worldwide choose Dalet more than any other system. Among our references: Emmis, Journal, ABC, Radio Unica, Sinclair, Crawford, CNN, Radio, BBC (UK), CBC (Canada) etc.



Call (212) 825-3322
or visit www.dalet.com



We Must Destroy Internet-Only Radio

This May Be Your Answer How



BILL TROY

Until now, the broadcast of Radio programming over the Internet has fallen into two categories: 1) existing broadcast properties simulcasting their on-air programming over the Web, and 2) Internet-only broadcasters operating as upstart competitors to traditional Radio stations. There is a new hybrid approach, however, being tried by at least one station.

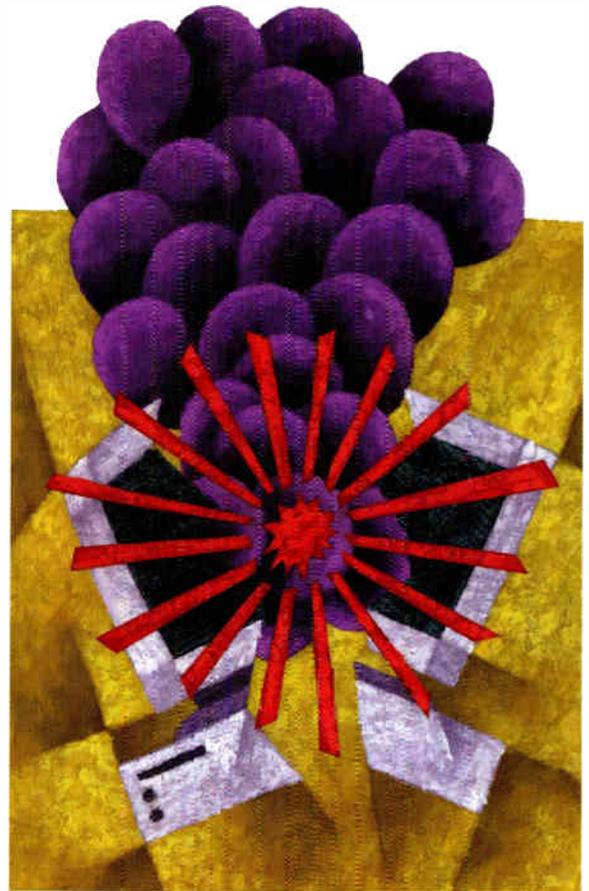
San Diego's KFMB-FM (Star 100.7) is pioneering the way with a completely separate '80s-only station, broadcast through its Website (<http://www.histar.com>) right alongside a Webcast of its regular on-air programming. Web visitors can listen to the Webcast of either the original or the '80s-only variation of the station (both of which are called Star 100.7).

At first, it might seem like a bad idea to compete with your own Radio station's programming by adding yet another competitor to the market via the Internet. But, the benefits of extending your station's brand name may outweigh the risks.

Radio has actually seen this trend before. When the first TV signals became available decades ago, many were named after dominant AM sister Radio stations. The pattern was repeated with FM stations later, extending the original AM station's call letters to three different media.

We still have many WXXX AM/FM/TV brands today. And, far from cannibalizing each other as competitors, the jointly named media properties often came to dominate the markets they served. So, is it time for WXXX-WEB with its own separate programming?

Star 100.7's VP/GM Tracy Johnson thinks so. His on-air station already had the image of playing '80s music due to its special '80s weekday shows at noon and 8:00 p.m.



He sees the '80s-only Internet station as a way to extend Star 100.7's '80s music image without changing his on-air programming. If a listener logs his listening to the Internet-only version of the station in a diary, Star 100.7 would still get credit.

Predictably, reaction from Web listeners has been very enthusiastic, as it would be from the fans of any previously unavailable music format in a market. But, the nicest surprise might be the early response from advertisers. While the station is selling only 10-second liners at this early stage, Johnson says that they have at least three national advertisers who have been on the Internet-only station since March 1, 1999.

In the final analysis, then, is it a good idea to set up your own Internet-only stations? Time will tell, but a glimpse into the future might be provided in Tracy Johnson's parting comment: "We're finalizing plans to launch one or two additional Internet-only stations very soon." ☛

Is it a good idea to set up your own Internet-only stations?

Bill Troy is President of RadioResearch.Com.

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

The Best Digital Systems

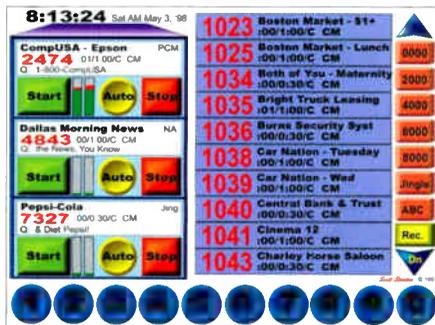
It's a fact: *More* U.S. radio stations choose *Scott Studios'* than *any other* digital system! 2,025 U.S. stations use 4,600 Scott digital workstations. One reason is that the Scott System is the *easiest to use*. It's simple, straightforward, intuitive and powerful!

And Scott Studios' audio quality is the *very best!* You choose from new 32-bit PCI cards by Digigram, Audio Science or Antex. Scott Studios is famous for our *uncompressed* digital systems at a compressed price, but we also work well with MPEG. Scott software can record and play our audio files on a laptop and home PC.

Scott computers are industrial quality in 19" racks, but *not* proprietary: functional equivalents are available at most computer stores. You get 24x7 toll-free phone support. You also get new software features *free* for years from Scott's Internet site.

Scott Studios offers *three* different systems in *three* price ranges to suit *any* budget.

Good Spot Box



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

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

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

Scott's Spot Box includes a recorder and costs as little as \$5,000. Options include log imports from traffic computers and music on hard drive.



This is the user-friendly Scott 32 System, with 30 sets of 30 hot keys, phone editor and all songs and spots on line for instant play! It seamlessly mixes uncompressed and MPEG digital audio!

Better AXS[®] 2000+



AXS[®] (pronounced ax'-cess) 2000+ is radio's premier digital audio system: for automation and live assist. AXS[®] 2000+ is fully featured, with 99 sets of 28 instant play Hot Keys, log editing in the studio, live copy on-screen, big countdown timers and can include a production or phone recorder.

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

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

See Scott Studios at NAB Booth L11890 in Las Vegas, April 19-22

Best Scott 32 System

The Scott 32 System (pictured at the upper right) is the most powerful digital system in radio. Your log is on the left side of the screen. Everything plays at your touch. On the right, 30 sets of 30 Hot Keys play any spur-of-the-moment jingles, effects or comedy. You also get 10 "Cart Walls" with 1 or 2 second access to *any* recording. A built-in recorder quickly and easily edits phone calls, spots or pre-recorded Voice Trax.

Scott 32 options include recording Voice Trax while hearing surrounding songs and spots, time or temperature announce, *Invincible* seamless redundancy with self-healing fail-safes, newsrooms, 16-track editors and auto-transfer of spots and voice trax to distant stations via Internet.

Contact us to see how one of Scott Studios' three digital systems can be tailored to *your* needs and budget.

Scott Studios Corp.
13375 Stemmons Freeway, Suite 400
Dallas, Texas 75234 USA
(972) 620-2211 FAX: (972) 620-8811
(800) SCOTT-77

Reinventing The Wheel (of Sales): No Want, No Sale



DAVE "GIFF" GIFFORD

This is an interactive article — interactive because it might help you answer one question before you read beyond the third paragraph. Let's pretend that you invented selling. Resisting the temptation to read ahead, write down what you believe is the first rule of selling — upon which you would base all sales strategies and tactics.

Put down the magazine, think about it, and after you come up with the first rule of selling, read the next paragraph.

Did you write, "Find the need and fill it"? Or "I have to sell myself first"? Or "The five steps to a sale are 1) Attention, 2) Interest, 3) Conviction, 4) Desire, 5) Close"?

In my private practice, I get all kinds of responses, most of which, like the ones above, have more to do with the strategies and tactics of selling than with a given core belief upon which those strategies and tactics should be based.

Before I give you my answer, consider this. Every time you get an order, an exchange is made: an advertiser's money for your time. Therefore, advertisers buy only if they want your time more than they want the money your time costs. Think about it. Why else would they be willing to make such an exchange — their money for your time — unless they wanted your time more than they wanted the money your time cost? The key word is *want*.

My first rule of selling — upon which I would have based all sales strategies and tactics had I invented selling — would be: *They have to want to buy what I'm selling!*

Hold on, Giff. What if they don't see a need to advertise or a need to buy Radio? Don't you have to sell the need first?

That is 100-percent correct. But, convincing a prospect to advertise and/or to advertise on Radio doesn't necessarily mean they'll buy your station, does it? After all, they could decide to buy your competitors instead.

Only after they decide what they need, do they decide what they want? Fact: No sale takes place until you convert a *need* into a *want*.

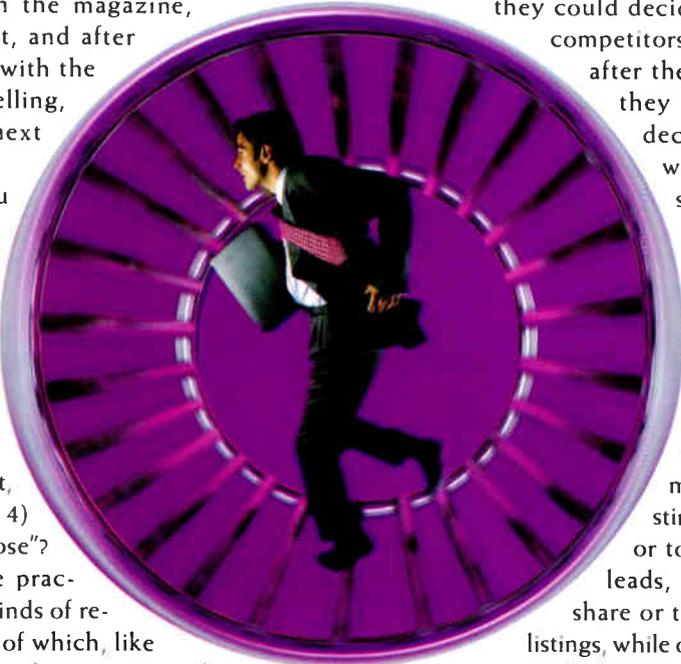
What do they really want? It depends on the situation. Some may want to stimulate trial sales or to increase their leads, their market share or their real estate listings, while others may want

to expand their customer base or launch a new product or increase "same store sales" or even to impress shareholders.

Whatever they want, your station is the only one of perhaps dozens of means to an end. Consequently, here is what you should say to yourself before preparing a presentation to a retailer:

"Since there is no interest greater than self-interest, I have to aim the whole of my presentation at the self-interest of each advertiser. Therefore, unless this presentation convinces them we can help them increase their store traffic, turn over their inventories and increase their cash flow — they're not going to want to buy what I'm selling." 

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



▲ If I had invented selling, my first rule would be: **They have to want to buy what I'm selling!**

- ▲ No sale takes place until you convert a *need* into a *want*.
- ▲ Since there is no interest greater than self-interest, I have to aim the whole of my presentation at the self-interest of each advertiser.
- ▲ All presentations should be based on answers to two fundamental questions: 1) What do they want? 2) How can I make them want to buy what I'm selling?

Tools to Fine Tune Your Skills

Blueprint for Promotional Success

Retail Promotions

More than 600 revenue-generating Radio promotions in a three-book series. Complete, ready-to-use packages. Just fill in your call letters, your client's name, the price, and you're ready to go!

Holiday & Seasonal Promotions

Volume One: Retail Promotions

Volume Two: Holiday & Seasonal Promotions

Audience Building Promotions

All three volumes for only \$277.

Blueprint for Promotional Success

More than 600 revenue-generating Radio promotions in a three-book series. Complete, ready-to-use packages. Just fill in your call letters, your client's name, the price, and you're ready to go!

Volume One: Retail Promotions

Volume Two: Holiday & Seasonal Promotions

Volume Three: Audience Building Promotions

All three volumes for only \$277.



Proven Radio Copy

650 proven advertising scripts in 100 categories. Save time and money; virtually eliminate writer's block—perfect for illustrating how your copy should read.

Volume I: Retail

Volume II: Entertainment, Food, Restaurants

Volume III: Automotive, Professional Services

All three volumes for only \$197.



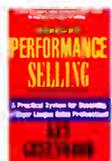
Promotional Marketing Planner

Your step-by-step guide through the planning meeting to your station's marketing and promotional plans: station goals, department goals and personal goals for the year. *The Promotional Marketing Planner* guides you month by month with important dates, community events, calendars, promotion ideas with easy-to-follow procedures. **Only \$119.**



Instant Revenue: Low Maintenance High Profit Radio Telemarketing!

Learn how to set up and run a profitable Radio telemarketing operation — 52 tested and proven telemarketing campaigns. Learn how to hire, manage and compensate your staff. Used successfully in markets of all sizes. **Only \$117.**



High Performance Selling

by Ken Greenwood

One of the finest books ever written on selling. No matter how much you already know about selling Radio, Ken Greenwood will help you sell more. **Only \$24.99.**



High Performance Leadership

by Ken Greenwood

Ken Greenwood provides you with a practical plan to guide your organization and your career into the new millennium. Complete with valuable charts and forms to assess and evaluate present staff and new employees. **Only \$59.**



The Radio Book: The Complete Station Operations Manual

A collection of the best authors' best articles on running a Radio station.

Volume I: Management & Sales Management

Volume II: Programming & Promotions

Volume III: Sales & Marketing

All three volumes only \$30.

RADIO INK Live

All-new, monthly, one-hour cassette program for Radio Account Executives. Valuable training and ideas from top sales gurus, managers and account executives. NOT repeats of *Radio Ink* magazine.

Twelve 60-Minute Tapes \$157. (\$215 International)



Secrets of Smart Radio: The A to Z guide to Programming & Sales Promotion

by Holland Cooke

An A-to-Z compendium of practical Radio wisdom, with tested and proven strategies, tactics and problem-solvers to help you get the most out of your staff and resources. **Only \$59.**



New Business Development Special Report

by Sharon Kitroser

Establish your NTR/NBD department now with the trailblazing pioneer who set up multi-million-dollar NTR/NBD operations at ABC, CBS and Clear Channel. **Only \$79.**



Sparks Out of the Plowed Ground: The History of America's Small Town Radio Stations

by Bob Doll

The stories in this book will help you understand why small-town Radio is a rich part of American history.

Only \$19.99.



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

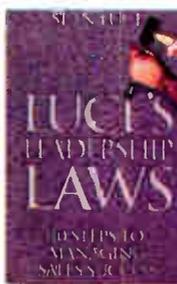
by Eric Rhoads

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

Only \$39.99

FEATURED PRODUCT

REVEALED— Sean Luce's Secret Selling System.



Sales trainer Sean Luce has revealed his selling system. These books give you selling tools and systems in easy steps. Surpass your income goals.

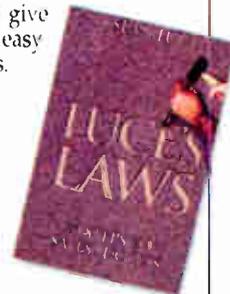
Luce's Laws — 10 Steps to Sales Success \$39.

(For Sales People)

Luce's Leadership Laws — 10 Steps to Managing Sales Success \$79.

(For Sales Managers)

Both Books Only \$99



Tools for Radio Professionals

STREAMLINE PRESS

800-610-5771

International Call 561-655-8778

It's easy to order: Call 800-610-5771

or fill out the order form below and mail it to: Streamline Press, 224 Datura Street, Suite 718, West Palm Beach, FL 33401. Fax 561-655-6164

Name/Title _____

Company/Station _____

Address _____

City _____ State _____ ZIP _____

Phone _____ Fax _____

E-mail Address _____

Check enclosed (payable to: Streamline Press)

Charge my: Amex VISA MasterCard

Card Number _____ Exp. Date _____

Signature _____

Book Title	Qty.	Price
Merchandise Total		
Shipping & Handling: First item: \$5; additional items: \$1 each. (Outside the U.S., please call for shipping charges)		
Florida residents add 6% sales tax.		
TOTAL AMOUNT DUE		

ORDER TODAY! 800-610-5771

Satisfaction Guaranteed or your money back.

Prices are effective April 1999 and are subject to change without notice.

Hey, Phony Baloney ... Wipe that Silly Smile Off Your Face



TOM ASACKER

As I sprint across the rainy parking lot with my daughter in tow and an overdue video tucked under my arm, I can almost hear the zombie-like patter coming from whomever is standing behind the store counter: "Hellohowareyou?"

It's really beginning to irritate me. Half the time, they don't even look up to acknowledge my presence. The other half, I get a silly smile. Today, they will have to look up, and I doubt that I'll get a smile in return.

"So," I ask casually. "Do you really want to know how I'm doing?" He looks up, finger frozen on his keyboard. "Oh, no, sir, not really."

"No? So, why do you keep asking me that question every time I walk in here?" Dead silence. "Why don't you say, 'Hi, Tom'?" I've been coming here for years, and you ask me my name every time I rent a video. You should remember it by now. Look. If you don't give a damn, please don't say hello to me or ask me how I'm doing. Okay?"

I know why he continues to say hello, and why, despite my request, he'll continue to ask me how I'm doing. It's the same reason the angry airline stewardess tells me over the loud speaker and at the end of my flight, "It's been a pleasure serving you." She does so because some corporate marketing policy requires it. I've got news for you, policy-makers. If you're not going to be sincere, you'd be much better off saying nothing at all.

Don't we understand that what appears phony to us also appears phony to others? Face it. You're dealing today with a lot of very tired and skeptical people in a cluttered and chaotic marketplace where customers can choose any product or service they want, without trading off on benefits or pricing. So, the defining element of your business strategy, and thinking, must be your marketing — the information and experiences that consumers use to form and adjust their attitudes about you, your products and your services.

What do these confused and impatient



consumers want from your marketing more than anything else? They want respect and the simple truth. Truth in communication is nothing more than authenticity, being a genuine human being.

One of my favorite companies to deal with is Amazon.com, an Internet book retailer. I like the company so much because I've never had to see or speak to any of their managers or employees. No one asks me, disingenuously, how I'm doing. I don't get any false smiles or funny looks.

Now, conventional marketing wisdom would lead you to believe that the real world of face-to-face commerce, where sales and service people can interact and connect with customers, should have an edge over its digital counterpart. But, that's only true if employees are allowed to be honest and caring individuals, not carbon-based corporate machines programmed to spew out the latest customer service creed. Computers will always win at that game, hands down.

Don't fool yourself into complacency by believing that your product or service requires customers to come to you because it's a considered purchase or a high-involvement or high-touch product. Everything from furniture and groceries to financial and legal services is being sold on line.

Instead, wipe that silly smile off your face and be a genuine human being. It's your one and only sustainable competitive advantage. ☒

Tom Asacker, President of Humanfactor Marketing LLC, may be reached at 603-629-9474 or by E-mail at Toma@hfactor.com.



▲ The defining element of your business strategy, and thinking, must be your marketing.

▲ Confused and impatient consumers want, more than anything else, respect and the simple truth from your marketing.

▲ Don't fool yourself into complacency by believing that your product or service requires customers to come to you.

▲ Wipe that silly smile off your face and be a genuine human being.

SOUND

USA
DIGITAL
RADIO

The Latest News From
USA Digital Radio

BYTES

Volume 2, Issue 1

March, 1999

THE IMPLEMENTATION OF DIGITAL RADIO BY BROADCASTERS

IN THIS ISSUE

- An exclusive interview with Alfred C. Liggins, III, President and Chief Executive Officer of Radio One, Inc. and Radio One of Atlanta, Inc.



- Regulatory Progress
- Profile of Dr. David Hartup

**Come Hear
The Difference**
Visit USA Digital Radio
at
NAB '99
Las Vegas
Convention Center
Radio Hall
April 17-22, 1999
Booth L10656

I am happy to share with you a recent landmark event for USA Digital Radio's efforts to bring digital audio broadcasting to the United States. USA Digital Radio has added thirteen additional radio broadcasters, including every one of the top ten, as equity owners. The owners of our company now include such recognized names as CBS, Chancellor Media, Citadel Communications, Clear Channel, Cox Radio, Cumulus Media, Emmis Communications, Entercom Communications, Gannett, Hefel Broadcasting, Jacor Communications, Radio One, and Sinclair Broadcast Group.

In conjunction with this new ownership, USA Digital Radio has formed a board of directors, which includes some of the most prominent names in the radio broadcast industry. The board members consist of Jimmy de Castro, President of Chancellor Media Radio; Dan Ehrman, Vice President of Gannett; Mel Karmazin, President and CEO of CBS and Infinity; Al Kenyon, VP Engineering of Jacor; Alfred Liggins III, President and CEO of Radio One; Farid Suleman, Executive VP and CFO of Infinity, and myself. The newly elected board of directors will provide overall strategic direction and important oversight as digital radio technology gets rolled out to the radio industry.

As with any industry converting to digital, there must be a catalyst for the transition to be effective. The radio broadcast industry will be no different. In order for digital radio service to succeed, we believe that broadcasters, who have been effectively serving their listener base for decades, and who have led the most recent radio resurgence, must lead the implementation. Broadcasters fully understand the unique needs of the radio industry, and only USA Digital Radio has a company mission that is focused on those needs.

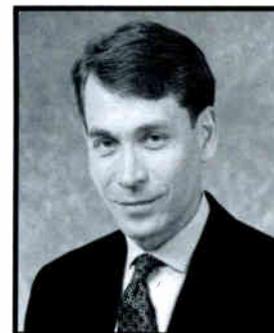
USA Digital Radio's investment from the nation's top radio broadcasters reiterates the industry's vision of a digital future, and, importantly, provides us with additional input from broadcast-

ers to aid in the implementation of digital radio. Transmitter and receiver manufacturers can now feel confident that important broadcasters are providing key support to the rollout of digital technology. At the same time, USA Digital Radio can ensure that its technology will serve the interests and needs of all broadcasters and their listeners. For example, we have designed our IBOC system to allow the radio broadcast community to adopt digital technology while preserving the integrity of the current analog infrastructure.

As we begin the implementation phase of bringing Digital Audio Broadcast technology to the industry, rest assured that USA Digital Radio is committed to insuring a smooth transition to digital radio, allowing the entire broadcast community and their listeners the opportunity to reap the benefits of digital radio service. We urge you to contact us with your interest level in early participation of the rollout of IBOC DAB to the broadcast industry. We commit to keep you informed of our progress during this year of extensive testing and regulatory approval efforts.

All the best,

Robert J. Struble
President and Chief Executive Officer
USA Digital Radio, Inc.



REGULATORY PROGRESS:

Comments on USA Digital Radio's Petition for Rulemaking

The regulatory process for IBOC DAB is moving ahead quickly. The Commission released USA Digital Radio's Petition for Rulemaking for comments on November 6, 1998, one month after its filing. Comments were filed on December 23, 1998 with reply comments filed on January 25, 1999.

In its petition, USA Digital Radio requested that the Commission make a finding that the public interest would be served by the introduction of DAB. The overwhelming majority of comments agreed with USA Digital Radio that the American public would derive substantial benefits from DAB. The Consumer Electronics Manufacturers Association (CEMA) stated that "it is now the radio broadcasting industry's turn to enter the digital revolution" along with other digital services and products. CEMA also noted that its consumer research shows that, while radio remains a strong medium, "consumers desire improved service and enhanced audio quality".

The comments also reflected an emerging consensus that an IBOC approach is the best means to implement DAB in the United States. Clear Channel, for example, highlighted the many pragmatic advantages that are integral to IBOC, namely the use of existing radio spectrum:

"a broadcaster could go digital without losing the goodwill it has built up in its existing dial position. Second, the industry saves the resources that would need to be expended in building a new broadcasting infrastructure that would accompany any spectrum move. Under an IBOC approach, the broadcaster remains on the same channel. Finally, because the IBOC solution allows for a long transition period, the costs to a broadcaster to move to digital are minimized as equipment is upgraded during the normal replacement schedule".

Both the National Association of Broadcasters (NAB) and the Radio Operators Caucus (ROC) support the introduction of IBOC DAB. The NAB cited the benefits to consumers of higher quality within a familiar framework: "with IBOC DAB signals residing adjacent in frequency to analog signals, listeners will continue to be able to employ their existing radios to receive analog FM and AM Broadcasts. As listeners to IBOC DAB, they will be able to hear their local stations with heightened satisfaction due to the increased fidelity and consistent quality of digital broadcasting".

Comments that addressed the issue of transmission standards were unanimously in favor of USA Digital Radio's proposal

that the Commission adopt a single DAB Standard. CEMA noted that a required standard is critical because it "will protect consumers against losses by assuring them that their investments in [digital radio] equipment will not be made obsolete by a different technology".

Many broadcasters expressed concern that the fragmented interests of the many players in the radio industry will prevent a de facto standard from developing. As Greater Media stated "the Commission must not refrain from prudent regulation in this regard out of misplaced reliance on the marketplace to sort out 'winners' and 'losers' at the expense of the public interest".

Many commenters supported USA Digital Radio's position that the time is ripe to institute a rulemaking to implement IBOC DAB. Specifically, CEMA, Bonneville, CBS, Clear Channel, Cumulus, Gannett, Heftel, Radio One, Susquehanna, and ABC all encouraged the Commission to institute a rulemaking to implement IBOC DAB. The ROC called upon the Commission to issue a NPRM as soon as it is feasible. The NAB also "urged the Commission to initiate a proceeding" to develop IBOC DAB standards.

Digital Profiles: Dr. David Hartup, Chief Scientist, AM DAB, Xetron Corporation



Dr. David Hartup, Chief Scientist, AM DAB, Xetron Corporation

Dr. Hartup is working on the design of the Hybrid AM In-Band On-Channel Digital Audio Broadcast (IBOC DAB) system being developed by USA Digital Radio. He is employed by Xetron Corporation and has been involved in the project since 1993.

Dr. Hartup is working in the areas of transmitter and receiver algorithm development, interfacing waveform generation equipment (exciters) to commercially available transmitters and studio-to-transmitter links (STLs), computer simulation of system performance, and laboratory and field testing of system hardware. He has presented three papers on IBOC DAB; AM Hybrid IBOC DAB System and Transmission of the USA Digital Radio IBOC Waveforms at NAB Conventions and one paper at the 47th Annual IEEE Broadcast Symposium. Dr. Hartup is also leading the development and design of IBOC DAB exciters that will be used to produce the USA Digital Radio waveforms.

Dr. Hartup received a BSEE from Purdue University in 1982 and an MSEE and PhD in Electrical Engineering from Georgia Tech in 1983 and 1991, respectively. He has worked in the areas of acoustics and loudspeaker design, optics, acousto-optic signal processing, radar signal processing, digital signal processing, spread spectrum communication systems, modem design, and IBOC DAB. He has taught courses in calculus, finite mathematics and algebraic structures, digital signal processing, and electronics at Purdue University, the Indiana Institute of Technology, and Georgia Tech.

In true "Ramblin Wreck from Georgia Tech" tradition, Dr. Hartup's automobile has few working accessories and over 200,000 miles, but the radio works!

“Radio One: An Urban Radio Specialist’s Perspective on Radio’s Future in a Digital World”



Alfred C. Liggins, III
President and Chief Executive Officer, Radio One, Inc. and Radio One of Atlanta, Inc.

Alfred C. Liggins, III, president and chief executive officer, Radio One, Inc., and Radio One of Atlanta, Inc. manages operations of the company's twenty-five radio stations specializing primarily in urban formats, and is a member of the USA Digital Radio board of directors. Previously, he served as general manager for Radio One's WOL/WMMJ stations in Washington, DC, with responsibility for sales, programming, technical and business functions. In 1995, Liggins earned an MBA from the Wharton School of Business, University of Pennsylvania.

Question: *What's your view of the future of radio, and in particular what's Digital Audio Broadcasting's (DAB's) role in that future?*

AI: Radio continues to have a great future. The radio industry can continue to enhance its success by keeping pace with changing technology. DAB represents a unique opportunity for radio broadcasters to join many other industries that have gone digital. Broadcasters will be able to offer listeners the enhanced audio provided by digital broadcasting. This is good for the listeners and good for broadcasters.

Question: *How can Radio One benefit from DAB?*

AI: We can insure the IBOC technology truly benefits broadcasters and listeners alike. DAB will enable our industry to keep pace with the latest in technological advancements to meet the diverse expectations of our listeners.

Question: *What are your feelings about serving on USA Digital Radio's board of directors?*

AI: I am excited. The board will provide important oversight as USA Digital Radio moves towards the successful rollout of DAB services throughout the radio broadcast industry. USA Digital Radio has a great team in place to make digital radio a reality, and I'm looking forward to being part of that team.

DAB will enable our industry to keep pace with the latest in technological advancements to meet the diverse expectations of our listeners.

Question: *What can be done to ensure that all broadcasters embrace DAB?*

AI: As a member of the board, we will work towards establishing widespread broadcaster support of DAB, so everyone in the radio industry can participate in the rollout of this exciting new technology. As an industry, we must align in support of a single transmission standard, which protects the existing services to listeners, while keeping pace with technology.

Question: *With DAB now under consideration by the FCC via USA Digital Radio's filing, what do you feel are some of the key regulatory issues associated with the rollout of DAB technology?*

AI: The primary regulatory issue is for the FCC to adopt a single DAB transmission standard for the United States while insuring the traditional ubiquitous analog services remain protected. The goal should be to provide for a seamless transition to digital for listeners everywhere.

Question: *In your judgement, what will it take for listeners to adopt DAB?*

AI: Listeners will have to be convinced that what they are paying for is better. We think it will be, but it must be accomplished with no disruption to existing services. Consumers are buying other digital based products such as DVD, CD's, etc. at record adoption rates. We believe that trend will continue with radio's conversion to digital.

SoundBytes wishes to express its appreciation to Alfred C. Liggins, III for the above interview.



USA Digital Radio
8865 Stanford Boulevard
Suite 202
Columbia, Maryland 21045

SOUND BYTES

The USA Digital Radio Newsletter

We are looking for your input. Contact:

David Salemi
Marketing Director and Editor-in-Chief
8865 Stanford Boulevard, Suite 202
Columbia, Maryland 21045
410-872-1533, 410-872-1560 fax
salemi@ibocradio.com
www.usadr.com

*Inside...An Exclusive Interview with Radio
One's Alfred Liggins, III*

Come Hear The Difference

USA
DIGITAL
RADIO

NAB '99

April 17-22, 1999

Las Vegas Convention Center
Radio Hall

Booth L10656



WE COULD BE THE ONLY SURE BET IN LAS VEGAS.

It's tough to pick a winner with digital audio software. Netia Digital Audio makes it easier with Radio Assist® – from acquisition to broadcast. Expand your programming and reduce long-term operating costs. Put the odds in your favor. Come see Netia Digital Audio at Stand L-12194 in the Radio Hall at NAB.



netia

D I G I T A L A U D I O

Hey, Tough Guy It's OK To Cry



BY CHRIS LYTLE

Did you know that there are seminars for people who do seminars? One of the things they tell us in those seminars is that seminar leaders should share "failure stories" and not just "success stories" with the audience. Reason:

Some of our audience members are struggling, and they have trouble relating to the "raving success" up on the platform.

By sharing how we dealt with failures, we reach some audience members in a place where they can relate to us and relate what we are saying to their current situation.

Is there a lesson here for a manager? Sure. Some of life's most important lessons come from our failures, not our successes. Sharing your failures and fears may be more instructive than telling them your success stories.

If your people aren't afraid when they make a call on a tough client or open the microphone and talk to your station's listeners, then they aren't human. And, if you've never been afraid, you're not human either. In fact, at this time you may be afraid about making the quarter, or the soon-to-be-released ratings.

One way to help your people reach their goals is to get them to confront their own fears by understanding that other people (you, for instance) have had

those same fears and have still been successful. Sharing your failures humanizes you and provides more development bang for the buck than does several hours of motivational tapes. Sharing your mistakes with a struggling employee gives that person more hope and help than showing them how to do it the right way.

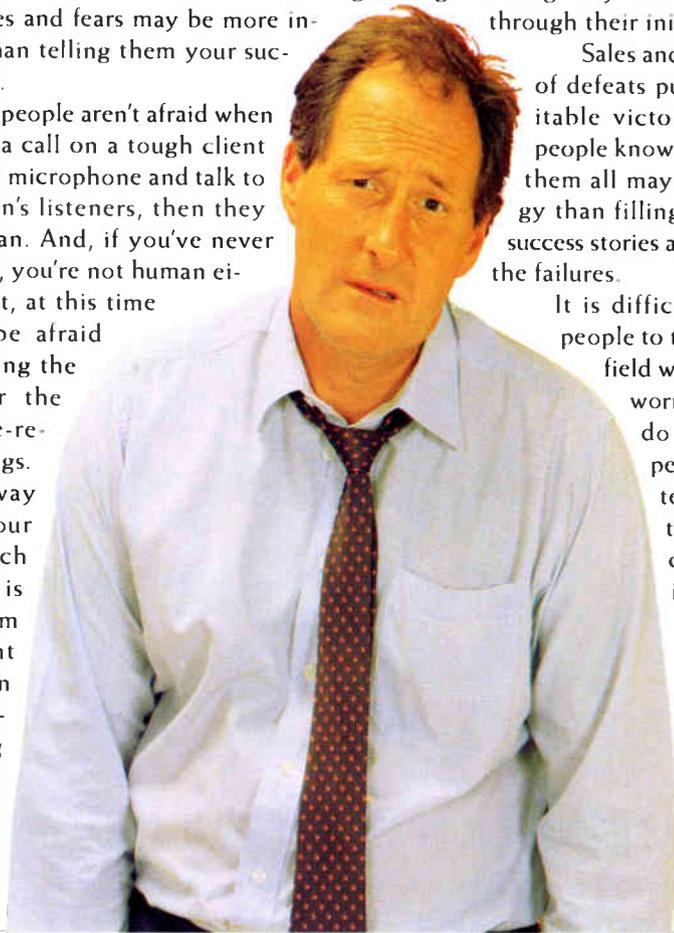
Once in awhile, I ask a roomful of managers to close their eyes and remember their first days at the station. Then, I ask them to write down words that describe them during those first few days. "Excited" and "scared" come up a lot.

Face it (even though you'd rather forget it). You've felt fear before. Telling new people that you, too, have been frightened will go a long way toward getting them through their initial stage fright.

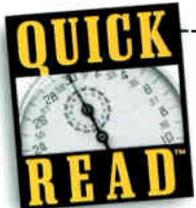
Sales and ratings are a series of defeats punctuated by profitable victories. Letting your people know that you didn't win them all may be a better strategy than filling them full of your success stories and forgetting about the failures.

It is difficult enough to get people to try new skills in the field without having them worried that they won't do it right. Assuring people that it is better to make the call than wait until they can do it perfectly is part of your job.

You could think of it this way. As a manager, your job is to give them permission to fail enough times so that they will succeed. Then, you'll have nothing to fear. ☎



Chris Lytle conducts *The Leadership Institute* quarterly with Norm Goldsmith and Ken Greenwood. He may be reached at 800-25LYTLE or by E-mail at CLytleSP@aol.com



▲ Some of life's most important lessons come from our failures, not our successes.

- ▲ Sharing your failures humanizes you and provides more development bang for the buck than does several hours of motivational tapes.
- ▲ Letting your people know that you didn't win them all may be a better strategy than filling them full of your success stories and forgetting about the failures.
- ▲ As a manager, your job is to give them permission to fail enough times so that they will succeed.

Sure, you've got research...

NOW, WHAT'S YOUR STRATEGY?

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

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

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

That's why, at Moyes Research Associates, we *specialize* in just two things:

- 1** Advanced perceptual studies that we custom-design and conduct for each station; and
- 2** The application of our **7 STEP SMART™ SYSTEM**... a system that's a sure path to a truly smart strategy for every client we work with.

Strategic research and guidance is all we do at our company. And we do it for some of the most successful stations in large markets like Los Angeles, Philadelphia, Phoenix, Tampa, Chicago, Denver, Boston, Detroit, San Diego, Seattle, San Francisco, Washington and Pittsburgh, and other markets the size of Orlando, Knoxville, Tucson, Omaha, Columbus, Greensboro, Nashville, Birmingham, Wichita and Spokane.

Before you spend more money on perceptual research, call us. We're not right for every situation, but let's talk and see if – as partners – we can help get you where you really need to be.



Mike Shepard
Senior VP



Bill Moyes
President



Don Gilmore
Executive VP

Moyes Research Associates

AMERICA'S LEADING STRATEGIC ADVISORS

205 EAST CHEYENNE MOUNTAIN BLVD.
COLORADO SPRINGS, CO 80906
719.540.0100



TOP of the HOUR



Published
Bi-weekly
April 12, 1999

NEWS FROM AND ABOUT RADIO

Internet Radio Receives National Exposure



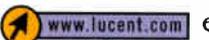
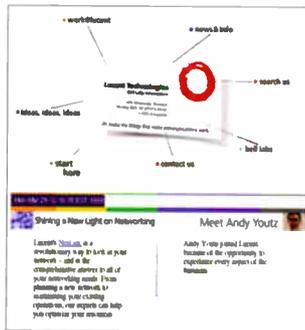
Talkspot.com VP of Programming James Golden made his second appearance on the ABC television program *Politically Incorrect*. Why is Golden becoming a national figure? He says that part of it has to do with the fact that he has the No. 1 interactive show on the Internet. He also cites talkspot.com:

"This is Internet-only content. This is not streaming from terrestrial Radio onto the Internet. Talkspot has amassed more hours of Internet-only programming than anybody else, including the major networks. We deliver about 240 hours of Internet-only content. And, the technology we are using is cutting-edge. It offers the ability to deliver chat application, streaming graphics, and it gives site visitors the ability to interact with the hosts in real time."



Lucent Giving Nassau "The Test"

Lucent Technologies has signed an agreement with Nassau Broadcasting to test its In-band On-Channel Digital Audio Broadcast system. The tests will evaluate several technical issues associated with digital Radio, including interference, range of signal and audio quality. IBOC is being considered as the U.S. standard for DAB using



existing spectrum allocations.

Nassau Broadcasting owns 15 New Jersey stations, two in New York, one in Pennsylvania. Nassau Broadcasting also announced the launch of its national Internet division within the Jersey Radio Network. The company is called JRN Internet.

Arbitron Reaching Out

The Radio Center for People with Disabilities, a Chicago organization, is looking for funding from key Radio groups and industry vendors. Arbitron has sent out a press packet seeking support and funding for the organization. The group's goal is to train and place disabled people into the Radio industry. Contact Pierre Bouvard at pierre.bouvard@arbitron.com or at 212-887-1348.

Mousketeers Create New Radio Group

Three former Disney/ABC Radio employees have created a new Radio company called Syndicated Solutions. The company is billing itself as a full-service marketing, promotions and training organization that represents News/Talk and Sports Radio programs. Bob Carey is the company president.

Five Pioneers Recognized

On April 21, 1999, the 1999 American Broadcast Pioneer Awards will be presented at a breakfast in Las Vegas. The five broadcasters to be recognized are: Martin Beck, Richard Beesemyer, Himan Brown, Ragan Henry and Frances Preston. The National Association of Media Brokers will sponsor the event for the fourth consecutive year. There is no charge for admission, but invitations are required. Call 203-862-8577.

30 ►

One Thing In Music Never Changes

Somebody's Gotta Write The Songs



WHERE
MUSIC
BEGINS

1999 Over the last 5 years, ASCAP's aggressive catalog development has delivered unprecedented airplay share growth.



Lauryn Hill



Alanis Morissette



Deana Carter



Radiohead (PRS)



Billy Joel



U2 (PRS)



Garth Brooks



Beck



Joan Baez



Carly Simon



Bruce Springsteen



Madonna



Jewel



Will Smith



John Philip Sousa



Duke Ellington



Leonard Bernstein



Marvin Hamlisch



Jimi Hendrix



Elvis Costello (PRS)



Bryan Adams



Bryan White



Natalie Merchant



Irving Berlin



Cole Porter



Aaron Copland



Henry Mancini



Leiber & Stoller



Aerosmith



Phil Collins (PRS)



Puff Daddy



Hanson

1920	1950	1970	1990
------	------	------	------

1914
First ASCAP meeting was organized

1926
The National Broadcasting Company (NBC) is founded, beginning the age of radio

1948
RCA introduces LP format



1956
Leo Fender introduces the Stratocaster



1964
Nearly 70% of all automobiles are now equipped with radios, shifting radio prime time to 6-9 am and 4-6 pm

1976
The ASCAP Foundation is established



1984
The compact disc spins



1998
ASCAP artists sweep all 15 MTV Awards



TOP of the HOUR



A Star is Born

Capstar Broadcasting has named Jason Kane President of its Star System. Kane has 25 years' broadcasting experience.

Capstar's Star System is a platform of technology using a wide-area network to deliver programming to its Radio stations.

The Watch is on for CBS



Westwood One and MarketWatch.com have created a new Radio network that will provide around-the-clock financial information to Radio stations across the country. The new company is called CBS.MarketWatch.com **Radio Network**. Larry Kramer, President and CEO of MarketWatch.com said, "Radio and the Internet are perfect partners in bringing real-time news to the public."



Russ on Radio One

Superadio and Radio One have signed an agreement to syndicate Russ Parr via satellite. Seen here are (l-r) producer Ted Carter, Superadio President Gary Bernstein, Superadio CEO John Garabedian, Radio One CEO Alfred Liggins, Russ Parr, Olivia Fox and Supa Ken.

"Mister Operations" to be Honored



Later this month, Chancellor Media's Jimmy de Castro will receive the Achievement in Radio Award from the UJA-Federation of New York. The UJA-Federation is a philanthropic organization that raises money for human services, and cultural and educational programs. De Castro, who is being recognized for his contributions, is often referred to as one of the best Radio operators in the country. Tickets for the event are \$300. Call 212-836-1853 for more information.

Radio Hall of Fame Announces Nominees



The Radio Hall of Fame has announced this year's network or syndicated personality nominees (active category). They are: Rick Dees, Bob Kingsley, Walt "Baby" Love and Bruce Williams. The winner will be announced during a ceremony in Chicago on November 20, 1999.

Baker bumped up at XM

Kelly Baker has been promoted from Director to VP of Corporate Finance and Business Analysis at XM Satellite Radio. Baker has 13 years of international finance, business development and operations experience in telecommunications and export trade.

NBG goes MP3

The NBG Radio Network announced that all of its Radio programs are now available to affiliates via MP3 on www.nbgradin.com the Internet. The Director of Operations for NBG, Robert Taylor, says that this "technology provides an expedient alter-



native to receiving programming by post or via satellite and can even facilitate the replacement of any show damaged in transit." A two-minute Radio vignette, requiring about 20 megabytes of storage on a computer, occupies only about two mega-bytes in MP3 format.

Sound Experience Sound Partners

Dielectric Communications has installed 3/4 of all the digital antennas in the USA. As a radio broadcaster, you're planning that 21st century digital transition for your audiences also. Let's work together to develop a system with clearer signals now and digital capabilities later. From digital ready combiner systems, transmission lines, and antennas, to complete engineered RF systems, Dielectric is your FM resource today and DAB partner tomorrow.

Dielectric Communications • 22 Tower Road • Raymond, Maine 04071
1-800-341-9678 • Email: dcsales@dielectric.com • www.dielectric.com

See us at NAB, Booth #L13986



Dielectric
COMMUNICATIONS

Engineering Excellence Since 1942

radio



Streaming Superstar

Mark Cuban
has 5.7 billion reasons
to smile. Cuban co-founded

broadcast.com with friend Todd Wagner four years ago. Earlier this month, Yahoo! purchased broadcast.com for \$5.7 billion – not bad for a company that lost \$16.4 million on sales of about \$22 million in 1998. Under the deal, Yahoo! said, for each share of broadcast.com, it will issue 0.7222 of a share of stock, worth about \$130 a share. The deal is being touted as one of the biggest cyberspace mergers ever. It's expected that both Cuban and Wagner will continue to run broadcast.com, simply as employees of Yahoo!. In our interview, Cuban talks about his rise to billionaire status. 34 ►

half people to their E-commerce store in one day, and the follow-through has been enormous. They went from having no Internet presence to being No. 1 in their category — and a top E-commerce Web-site generating millions of sales.

Why was "the event" so successful?

Name one TV promotion in history that put a million and a half people into a store in one day. It was an ungodly success. People want to be entertained. They want access to things they can't normally get.

We asked a research company to tell us the No. 1 office media device. We found out that nine percent of the people had TVs, 32 percent had Radios, and 95 percent had PCs with Internet access. We knew that we could reach the office worker and the male demographic, which Victoria's Secret could not reach.

Guys don't walk into Victoria's Secret stores and buy lingerie for their wives. Women buy it for themselves. The Webcast allowed Victoria's Secret to reach a demographic that was not currently their customers.

How does broadcast.com make money working with Radio?

About 35 percent of our business is based on advertising. Right now, it is more about bringing people to the medium. We don't even break even on our Radio station broadcasts.

Here's how I really make my money. Let's say the CEO of a major corporation is listening to KLAF Radio on broadcast.com. One of our sales-people calls him and says, "You know, you should be broadcasting your product introductions over the Net so you can reach your customers." Then, the CEO says, "That makes perfect sense. I listen to KLAF, and I understand how the technology works."

It's cost-effective for us to say, "I will subsidize the Radio stations. You give me some spots to help cover part of my cost, and I will pay for the bandwidth, the ASCAP and BMI fees. I will help drive traffic to your signal. If we do this well, you're going to start getting cume numbers that, at some point, beat what you do over the air." That's part of the long-term grand slam for Radio stations.

RADIO.GETWITHIT.COM

What are you going to tell broadcasters at NAB '99?

We are in a digital world, and Radio programmers program better than anybody. Those who leverage it to their advantage are going to be huge winners. Those that don't are going to find themselves in a position where history repeats itself.

For example, look at cable. In the early '80s when cable was deregulated, people said that ESPN and MTV were losing money every single day. They thought that people would not pay for TV. The networks would come in and crush them. How often did we hear that? Now it is the exact opposite.

Are you going to talk about how far behind Radio is in using the Internet?

Some are not that far behind. A lot of them are working with us. We are spending huge amounts of money so they don't have to. I don't expect them to launch satellites. They are buying billboard companies, but they are not building new highways to place billboards. We are developing the infrastructure.

Rather than spending \$25 million to do it themselves, [broadcasters] can leverage us and take advantage of their [own] programming skills. If they leverage this new medium, they will get there more quickly and more effectively.

Distribution is an important part of the puzzle, and broadcast.com can provide technology, distribution, and awareness that would cost station groups a lot of money to re-create.

THE LOCAL PROVIDER — RADIO

How did you determine that the Internet could generate revenue for Radio?

When we first got started, we thought, "This is going to be the next super-station." We thought about Ted Turner, who took an Atlanta TV station, put it on a satellite, and the next thing you know, it was a super-station.

I did not have a clue about Radio. I found out that Radio had a hard time penetrating in the office. Broadcasters told us that they didn't care about a national audience because they 36 ►

The **Remote Booth™**



Proven Remote Power!

- Fast, Easy Set-Up & Take-Down
- High Profile & Remote Visibility
- Highly Profitable and Self liquidating
- Immediate Delivery!

Broadcast Products, Inc.

1-800-433-8460

P.O. Box 2500 • Elkhart, IN 46515

To be successful, you have to see how your customers consider themselves to be successful.

weren't selling to one. We realized that our revenue would come from helping broadcasters expand reach in their local markets.

To be successful, you have to see how your customers consider themselves to be successful. Consolidation was just starting. Groups were going public, and they were being valued on cash flow. There was no way I could ask for cash when groups were using as much cash as they could to buy each other and show the best earnings possible for Wall Street.

After I sold my first company, I spent four years doing nothing but trading stocks for my own accounts. That played a big part in understanding how to deal with Radio.

We built our service so that Radio

stations did not have to take any cash out of pocket. If there was not any revenue, it turned into a service for their PIs. We evolved from "Hey, you can sell more ads" to "Look, you have PIs who want to hear your signal. Broadcast.com will provide you with the equipment, cover the costs and give you this unique way to say thank you to your listeners, especially those in their offices."

Is Radio approaching the Internet the right way?

The Internet is just a delivery mechanism. Radio stations have to realize that like any other opportunity, it takes a significant investment. It is very difficult to break new ground on the Internet unless you have a unique idea. I don't recommend that Radio stations try to go head-

to-head with the Yahoos of the world. I recommend that Radio be what it is. Radio people are programmers. They should use their programming skills to attract an audience. They should use the Internet as the delivery method.

Radio has to realize that it is a great local medium. Your signal is what makes you different. Use that signal to reach the people who want to get your signal. Then, leverage that audience to create new types of revenue opportunities.

I don't think Radio spends a lot of money on building huge Websites. That is not part of its focus. Some stations have done a good job. They made the investment early, created a Website that was compelling and incorporated it into their business. Just like the magazines they published to focus on their stations, they created Websites for the stations and sold them.

My message for Radio is to focus on doing what you do best, dealing

with your personalities, concentrating on the local audience and extending your signal. Then, leverage the Internet through streaming [*delivery over the Internet*] to extend your signal and through commerce and the interactivity of the Net so you can benefit your PIs and your advertisers.

DARE TO GO DIGITAL

How much will the Internet impact Radio's ratings system?

Today, if someone is listening to a station on broadcast.com, it counts in Arbitron. We don't have the same restrictions that other people do, so we've been able to send out E-mail that says, "If you are ever asked how and when you are listening to a broadcast.com Radio station, make sure you write in your diary that you listen to WXXX on broadcast.com." In return, we get E-mail saying, "I have a diary. Tell me what to put in it."

Internet Radio has an impact on diaries. It's a lot easier for people listening on Internet Radio to remember the call letters, because they can go to a Website and click on it.

Broadcast.com
Broadcast.com was originally called Audio-Net. The company changed its name to broadcast.com in May of 1998.

TOP OF MIND AWARENESS = MARKET SHARE

Where do businesses rank in the minds of consumers in your market?

Want to know?

THEY DO!!

A TOMA Survey is the most powerful sales tool available to the broadcast industry. In fact...it's the first and only measurement of advertising effectiveness. The TOMA survey is a business report card. Sell new clients. Up-sell current clients.

"Have generated over \$300,000 in new sales in 8 weeks... definitely worth the investment."

Christian Miller, Sales Manager
West Virginia Radio Corp., Charleston, WV
(304) 342-8131

**Call TOMA Research Today:
800-597-9798**

Larry A. Messick VP Broadcast Division



Are you going to make streaming available to everyone through MSN [Microsoft Network]?

Absolutely. We want people to show off their creativity. We want everybody to be able to broadcast. That's good for Radio. Anything that brings people to this medium means that good programmers will benefit. Anything that helps people turn off their TVs and turn on their Radios benefits Radio.

Radio has to be comfortable with the Net as an extension of its signal. It needs to realize that as we move into a digital world, new opportunities are created. I call this time a period of "defragmentation" of media.

Everything is going from an analog physical representation to digital. Once you go digital, bits are bits. Digital doesn't care if it is audio, video, magazine text, graphic etc. The people who realize this and leverage the interactivity will benefit.

With traditional media, you always have to send buyers somewhere else to make their purchases. The beauty of the Net is that you are just a click away from the sale. Radio needs to realize this and start programming this way.

We are working with Radio groups to create Internet-only Radio stations for specific markets. Internet-only Radio does not have to be national. There is no reason why you couldn't create Internet Radio in New York at broadcast.com

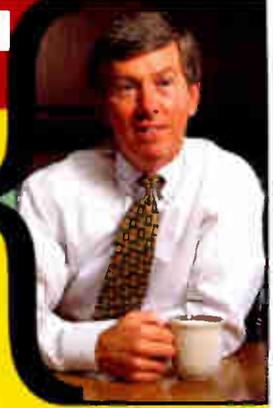
We are working with some groups to do that now. There are some Radio groups that don't want to move. They will go nameless. We're working with Jacor, Clear Channel and Susquehanna. We are not working a whole lot with ABC Radio, but we are working with ABC TV.

How do you advise the Radio groups with whom you work?

We tell them that it's not just about sticking a Web cam in their studios — even though it's cool to feel the personalities of the jocks. We tell them that when they are doing a bit, why not make it multi-media? Why not create virtual characters that people can watch on the Net and that are compelling and sponsored by advertisers?

KENNEDY SIGNS ON WITH CUBAN

Broadcast.com recently signed a multi-year deal to be the exclusive Internet broadcaster for all 23 of Susquehanna Radio stations. Susquehanna is the nation's ninth largest Radio company. David Kennedy, Susquehanna's President and COO, said, "Broadcast.com offers Susquehanna an exceptional partnership as we look toward the future of our business. In keeping with our vision of the Radio industry, we wanted to team with the leader in Internet broadcasting; and broadcast.com clearly understands our goals and is able to effectively broaden our reach beyond traditional Radio." Susquehanna's Radio stable includes stations in Dallas, San Francisco, Atlanta and Cincinnati.



There are so many things that bright minds can do that are way over my head. We are trying to work with these groups to help them do those things. The people who leverage now are going to be in the best position. We are partnering with those people.

THIS TIME, THINK "INSIDE THE BOX"

Tell us about some of your new products.

We are coming out with tools that

enable Radio stations to add video, animation, personalization, and tolls to track users and interact with them. We are also working on products that are geared toward personalization and integration of the users back to the station.

Are you getting ready to introduce some sort of new TV box?

The box. We are not going to sell it. We are working with Intel to create that box. People always say that they will not listen to Radio or watch **38 ▶**

We have the key
to unlock potential
revenues on your Website.



With station revenues up to \$50,000 per month, doesn't it make sense to find out more?

See our demo Website:

www.rscs.net/clients/tsrn

Call ICC at 888-306-8776.

Internet Community Concepts

Website

The broadcast.com Website streams information for 385 Radio stations and 17 TV stations as well as for 350 college and pro sports teams.

The beauty of the Net is that you are just a click away from the sale. Radio needs to realize this and start programming this way.

TV on their computer. The reason is because the computer is ugly. If you took a computer and made it look like a DVD player, you would put it in your living room.

You probably already have one, and it is called a set top box. The difference is that our box will look like a set top box, but it will have a 450-megahertz or faster PC in it, a wireless keyboard, and Windows™ or something to run software. It will have an HDTV decoder so you can receive HDTV signals. But you will also be able to receive data through that signal.

It will have an analog tuner so you can get regular TV signals. It will have digital VCR so you can record to your hard drive. It will also have Internet access. It's like direct TV.

Imagine that box for the same price as a regular PC. If you are sending a kid off to college and you have a choice, what are you going to buy?

When will the box be available?

We are hoping for back-to-school 1999 — if not, then by Christmas 1999.

It depends on whether we get the manufacturers. The earliest out might not be the winner in the end, but it's the winner for a while. Then, it's up to them to stay winners. It's huge for Radio as well, because that same box is going to be able to receive satellite Radio.

Owners are probably shaking in their boots.

It is the biggest opportunity in the world. Some people in Radio are very protective of their signal. Other people we

meet with say it's a huge opportunity.

If only 32 percent of the people in offices have Radios, that means that if I go on the Net, I can get that 68 percent. Actually, I can get 100 percent, because even those 32 percent have PCs. I have a chance to pick up market share I otherwise couldn't get because I can't buy any more stations or I'm limited in the number of stations I can have in a market.

CUBAN CONNECTS WITH CAPITOL

Broadcast.com is now hosting a new service with Capitol Records called CapitolBroadcasts. The site showcases audio and video programming from Capitol Records and its family of labels. Music fans can listen to and watch their favorite Capitol artists. The site will also host live events from Capitol artists, including CD listening parties and live cybercasts. The audio and video is enabled for full-screen broadband video and offered in a variety of speeds for optimum listening and viewing.



NO SH*T

\$600,000 of New NTR in the First 6 Months!

That's exactly what Stonick Recruitment's Indianapolis client (Susquehanna Broadcasting) has experienced in the first six months.

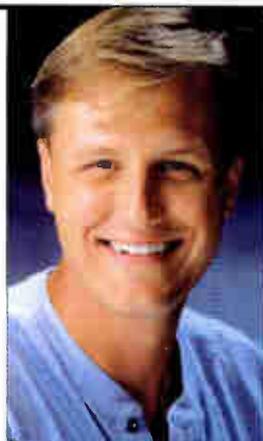
Their Dayton client (Clear Channel) wrote nearly \$400,000 in recruitment advertising in 1998.

These are just a couple of incredible success stories from the Stonick Recruitment NTR Program.

Most of all, make sure you see Chris speak this year at

the RAB, where he'll be unveiling the "city-wide job-line," a totally **100% off-air** NTR product.

Recruitment advertising revenue is the hottest growth area for radio today. Are you ready to get your unfair share of the wealth? Then call Stonick Recruitment at 954-680-6322. Clients for 1999 are now being accepted on a market-exclusive basis. For more than 10 years, the radio industry has turned to the experience and expertise of Stonick Recruitment.



Chris Stonick

**Stonick Recruitment
Incorporated
954-680-6322**

Real Stories ... Real Money ... Real Fast!

Then, I look at digital satellite Radio and I think the same thing. If I am a great programmer, and I can't add a station in a market, then this is a way to get there.

What's even more beautiful about satellite Radio is that it's four megabits per satellite of IP [Internet Protocol] data traffic. This means that if a Radio station is broadcasting Marcy Playground, the station can tell a listener to dial *KQRS 5 on their cell phone, and the station will download Marcy Playground to the listener's CD player through its satellite Radio signal. Once the satellites are up there, that's what you can do.

Isn't this competition rather than an opportunity for broadcasters?

If broadcasters look at technology the way they look at consolidation, there are going to be some incredible winners. Those people who have the foresight to grab onto it will make the effects of the Telecom Act look like small potatoes.

The Internet is coming to your car

and your cell phone. The technology that will come out over the next two years will enable you to get 64, 96 or 128k over your cell phone. You will be able to plug your cell phone into your dashboard, hit a number and here comes your favorite station.

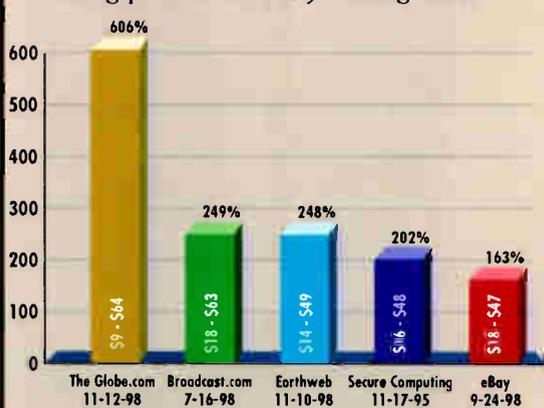
That is what Radio has in front of it. If you try to protect, you will lose. During the next 18 months, you will start to see stations come 25-30 percent on the Internet. In 24-36 months, you will see stations with bigger comes on the Net than over the air because they are leveraging these technologies. When I say over the Net, it is not just the PC in an office. It could be to a cell phone, as part of a digital Radio signal, part of a digital satellite Radio signal, or any number of manifestations.

The digital opportu-

nity is so large for people who get their arms around it first. It can change the dynamics. There is no reason why Randy Michaels can't say, "I don't have enough of a presence in New York City, so I am going to start streaming a new station there."

Stratospheric Stocks

The five IPOs with the largest change from offering price to first-day closing value



Securities Data Company/Biznews 2.0

In Today's Media Jungle, You Can't Afford Not To Change.

In the fast-paced world of media, you have to keep improving just to keep up.

You ought to expect the same from your collection service.

At Szabo Associates we're improving as you improve. As the first and largest media collection firm, we're providing more specialized service than ever. We've created separate divisions dedicated to each individual medium. No one else focuses so sharply on your individual needs.

This know-how helps us offer value-added services you won't find anywhere else. Szabo clients have free use of the world's most comprehensive database on advertisers and agencies, an unequalled library of media



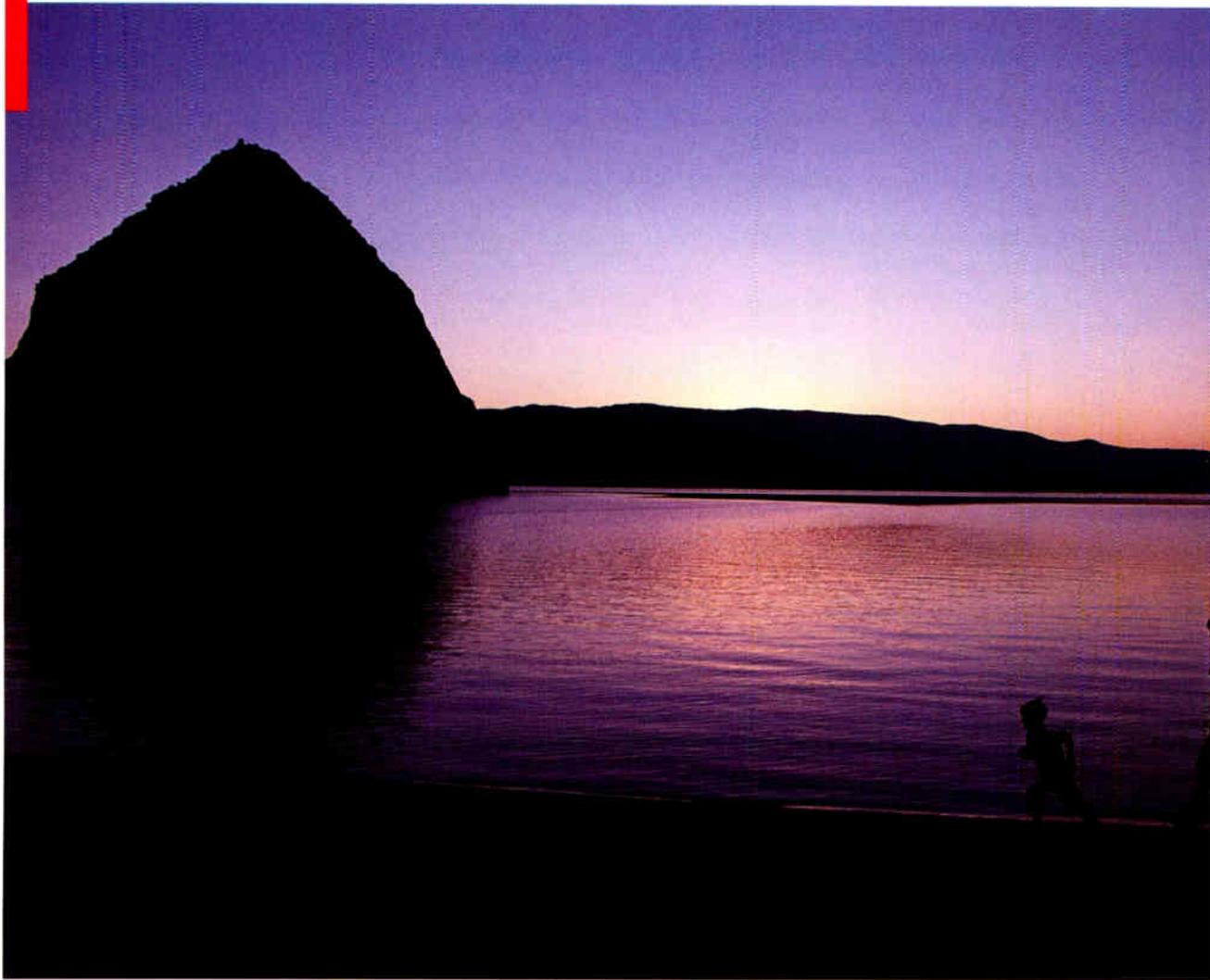
information, proprietary management reports, international collection services and much more.

Since 1971, Szabo has helped more than 3,600 clients achieve faster, more substantial settlements in every medium imaginable. Let us help you. Send us details of a past-due account, or for more information, call us or visit our website at www.szabo.com now. Because in a business as tough as yours, you need a different breed of collection service.



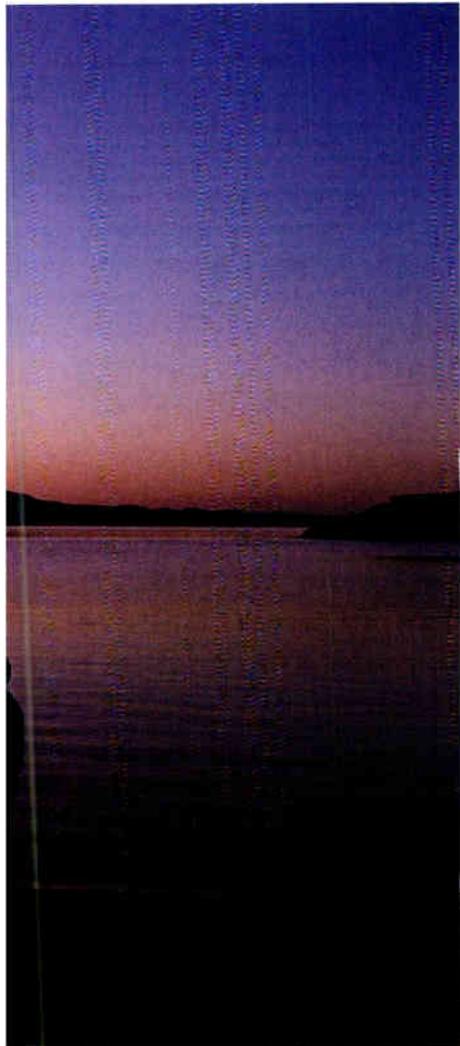
TEL 404-266-2464 FAX 404-266-2165 EMAIL INFO@SZABO.COM WEBSITE WWW.SZABO.COM

***Nobody ever had to skip their
for buying a Harris DX transm***



1-800-622-0022 • www.harris.com/communications

vacation ter.



The scene: a beautiful sunset over a beach while you're carelessly strolling barefoot in the sand. You haven't been this relaxed since you don't know when.

Then, your cell phone rings. It's your chief engineer. You have to go back to work because your radio station's transmitter went down.

That's one more vacation you won't be getting.

This is why Harris designed its DX AM transmitter line with

patented Digital Amplitude Modulation that practically eliminates unscheduled off-air time. DX transmitters virtually pay for themselves with the efficiencies gained.

Given a proven history like this, the only thing you should worry about is where to forward all your calls while you're on vacation.



next level solutions

WIRELESS

BROADCAST

COMMUNICATIONS
PRODUCTS

HARRIS
Communications

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

METRO SOURCE

WHEN IT COMES TO BREAKING NEWS,

***Does your wire service
measure up?***

In one year, over 500 radio stations have made Metro Source their source for news. When news breaks we're on-the-scene, reporting from wherever events are unfolding.

Metro Source affiliates receive special reports, long-form coverage, customized feeds, and integrated text and audio at the click of a button.

ONLY METRO SOURCE PROVIDES AFFILIATES:

- Breaking news with the local angle
- Extensive assortment of show prep material
- Format specific text and over 1000 audio cuts per day
- On-the-scene reporting
- Local, regional, national and international news
- Sports, weather and entertainment news

AND MUCH MORE...

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



The Successor to the Traditional Wire

Managers: Can You Cope?

Radio is very different from what it was five years ago. It's not the same as it was two years ago. And in some cases, it differs from two weeks ago.

How are you coping? In our first installment of Management Ink, we have included a quiz which will determine how well you deal with adversity.

Consider each of the following scenarios and circle the number that best represents your answer.

1. Your investment in Surf's Up Inc. declines by 50%. How much control do you have over this situation?

No Control 1 2 3 4 5 Complete Control

2. Your request for a promotion is turned down. To what extent are you responsible for dealing with this setback?

Not Responsible at All 1 2 3 4 5 Completely Responsible

3. You've completed your assignment—but your boss is unhappy with the outcome. To what extent does your boss's criticism affect your overall outlook?

Greatly Affects It 1 2 3 4 5 Doesn't Affect It At All

4. You decide not to help a coworker who is preparing a presentation to your company's CEO. How long will the reason that you did not help continue to exist?

Always Exists 1 2 3 4 5 Will Never Exist Again

5. Your company kills the project that you're working on. How much control do you have over this situation?

No Control 1 2 3 4 5 Complete Control

6. Your new boss rebuffs your attempts to discuss your revenue projections for the fourth quarter – without telling you why. To what extent do you feel responsible for dealing with this problem?

Not Responsible at All 1 2 3 4 5 Completely Responsible

7. Your teammates say that your pitch is the worst proposal they've ever heard. How does their rejection affect your overall outlook?

Greatly Affects It 1 2 3 4 5 Doesn't Affect It At All

8. You're too busy to take that vacation you've planned. How long will the reason you are unable to go continue to exist.

Always Exists 1 2 3 4 5 Will Never Exist Again

Score yourself. A high score (8-10) for questions 1 and 5 indicates that you take an active approach to dealing with adversity. If you scored low (2-5), you allow bad news to control you.

A high score for questions 2 and 6 means that you hold yourself accountable for solving problems. A low score indicates that you rarely learn from your mistakes.

A high score for questions 3 and 7 lets you know that you're good at isolating a problem. A low score means that you have a tendency to view problems as catastrophes.

A high score on questions 4 and 8 shows that you view each problem as fleeting and unlikely to occur again. A low score demonstrates that you believe a setback will impede your progress.

The Adversity Quotient, or AQ Quiz, was developed by Paul Stolz. You may find the 40-question quiz at www.peaklearning.com. Peak Learning is located in Flagstaff, Ariz. Call 800-255-5572.

Many of you think you're running businesses.

What you're really running are adult day-care centers

—Verne Harnish, Young Entrepreneurs' Organization Founder, as seen in Inc. Magazine

Are You A Leader Or A Manager?

Here are the 10 leadership principles of furniture giant Ethan Allen

- 1) **Leadership.** Lead by example
- 2) **Accessibility.** Be accessible, supportive; recognize the contributions of others.
- 3) **Excellence and innovation.** Have a passion for them
- 4) **Self-Confidence.** Have the self-confidence to empower others to do their best.
- 5) **Change.** Understand that change means opportunity, and do not fear it.
- 6) **Speed.** Maintain a competitive advantage by reacting to new opportunities quickly.
- 7) **Hard Work.** Establish a standard of hard work and practice it consistently.
- 8) **Prioritize.** Clearly differentiate big issues from small ones.
- 9) **Customer Focus.** Whether working with management, staff or customers, always listen closely. Service isn't just a word; it's a philosophy for doing business.
- 10) **Justice.** Always make decisions fairly. That builds confidence and trust which, in turn, encourage motivation and team work.

Source...Furniture Today.

INSIDE:

- How to manage in a cluster p. 44
- Are you sexually harassing someone at work? p. 46
- Y2K survival kit for managers . p. 48
- The youngest female Radio station owner p. 49



Five Killer Cluster Techniques

by Lindsey Wood Davis

ENCOURAGING TEAMWORK, WHILE ENSURING COMPETITIVENESS, HAS BEEN A PAINFUL STRUGGLE FOR JUST ABOUT EVERY CLUSTER GM AND DOS. HERE ARE FIVE IDEAS TO USE.

1) The absolute first step is to establish an overall compensation plan that rewards both individual performance and group success. Here is a four-level plan:

- Level One pays a base rate on personal sales
- Level Two pays a higher rate on all sales after the personal budget has been achieved.
- Level Three raises the total commission when the AE's sales team makes its budget.
- Level Four raises it again when the cluster meets its budget — but the AE doesn't benefit at all if the cluster doesn't make its own budget.

2) Next, target your cluster's top ten local advertisers and begin to prove how consolidation really can benefit the client. Use a team approach to selling the client on the benefits of the entire cluster, with all affected reps taking part. Make sure that the AEs' roles are clearly defined not only in their minds but in the mind of the client, too.

3) Query your billing system for the top ten revenue categories for each station and the cluster as a whole. Assign one AE to each of these to become a "Category Specialist," the in-house expert for your cluster. Use the experts to keep the sales staff up to date, as idea generators for presentations, and as your cluster experts in the client's business at the presentations. This is powerful stuff in the client's eyes.

4) Meet at least twice a week with your entire sales management team to focus only on cluster sales opportunities. These meetings should be short (15 minutes) and should include one idea from each participant. At the end of each meeting, pick just one idea to pursue, and put a deadline on the next meeting to establish a game plan and proceed. Once every week or so, involve department heads outside of sales.

5) Post cluster sales goals on big United Way-style thermometers that everyone will see. If there is no goal, how will your staff know what success is?

Consolidation has given us greatly increased resources. Cluster managers who learn to use them will quickly see the rewards. ☐

Lindsay Wood Davis is a Radio management consultant based in Madison, Wis. He may be reached at 608-221-1544 or by E-mail at 703@aol.com



Should stations be sold separately or clustered?

The answer is that it depends on the needs of the client. We offer the client the option of buying the stations individually or together. Most clients want to see the stations priced individually; however, they might want to see the research and overall schedule efficiency as a cluster.

For continuity, they also might want one promotion to run on all of the stations that they purchased in the cluster. These are service issues that make it easier for the client to do business with the cluster.

The higher your contact in an organization, the more marketing and brand-based the needs become. For these clients, it makes sense to assign them one contact, and sell the stations that best fit the marketing solution. The more transactional/priced-based the account is, the more the stations need to be sold separately. From an internal standpoint, the stations need separate sales staffs. The individual focus on the stations is lost when you try to combine staffs. ☐

Julie Zucchini is Director of Sales for Chancellor in Phoenix. She may be reached at 602-468-0117.



I have done it both ways. In my opinion, the advertiser is better off to invest in several Radio stations at a time. Advertisers can get a special rate by buying multiple stations, and they will get better results.

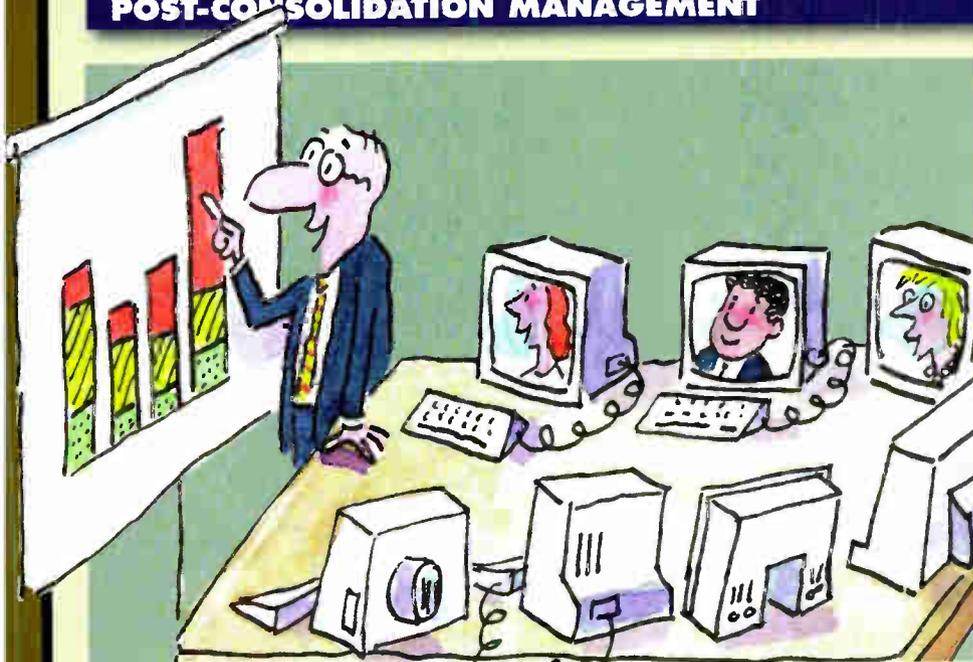
More stations equals better coverage and more exposure. In advertising, more is better.

However, the account executive must know the stations well if they are selling multiples, the different formats, demographics and so on. The AE must know which stations would work best for that particular business.

You will be more successful in Radio sales if you are well-informed and educated about the different stations, and advertisers will get better results if their ads are placed properly. ☐

Cindy North is LSM of KCHA-AM/FM, KWMM-FM and KCZE-FM, Charles City, Iowa. She may be reached at 515-228-1000.





You've Consolidated: Now What? Here's How To Get Operational Value

by Max Locke

GROUPS HAVE CREATED VALUE SINCE THE TELECOM ACT THROUGH ACQUISITIONS, OR SYNERGY. THIS VALUE HAS COME FROM CONSOLIDATING OPERATIONS PHYSICALLY, SHARING MANAGEMENT AT THE LOCAL LEVEL, OBTAINING BETTER AND CHEAPER ACCESS TO CAPITAL, REDUCING CORPORATE OVERHEAD, EMPLOYING BETTER MANAGEMENT PRACTICES, AND GETTING BETTER LEVERAGE WITH SUPPLIERS.

But, calls for higher Broadcast Cash Flow (BCF) and After-Tax Cash Flow (ATCF) keep coming. These "quick hits" or synergies will not support the continued growth. Groups need to start creating value through operations — operational value — to support growth.

During the initial stages, group management has been bringing the best independent research, sales and programming talent in-house. But, it probably won't be enough. In order to increase revenue and reduce costs, groups need to focus on the people, processes and technology of the front office, back office and programming departments.

As small and large groups start to look at the design and implementation of operational solutions, here are some tips.

- Steal best practices from other industries. They have been through this before. Look to: retail for multi-location operations, hospitality for pricing and inventory management, and pharmaceuticals and heavy industry for sales-force effectiveness.
- Look internally for ideas. Conduct a "best practice/worst practice" tour to find those good ideas. Understand the barriers to success.
- Use your best people from the field to address the problem. Put them on temporary assignment to address the issues.



- ▲ Groups need to start creating value through operations — operational value — to support growth.
- ▲ Steal best practices from other industries.
- ▲ Consider how a sales force could pitch multi-media products.
- ▲ Budget for a negative Broadcast Cash Flow (BCF) impact during implementation.

- Focus on better access to information. This is important at the station, regional and corporate levels.

- Accept standardization of processes and technology. However, allow for some "wiggle room" to compensate for station and market differences.

- Centralize what makes sense. Effectiveness can be improved by allowing specialists to focus on specific tasks.

- Consider how a sales force could pitch multi-media products. Everyone has at least Radio and Internet advertising to sell. How does the sales force propose, price, schedule and bill multi-media orders effectively?

- Focus on people and processes as well as technology. Your competitive advantage developed through technology alone can be mimicked easily by competitors and is not sustainable.

- Evaluate the business solution before you size technology. Technology used for one part of the solution might need to be replaced as the solution is expanded. Infrastructure and hardware is not the place to skimp.

- Don't accept boilerplate solutions. What is good for one group may not be good for others.

- Communicate with the field during the design and implementation. Publicize and celebrate good ideas.

- Start working now. Depending on the size of the group, it could take nine to 12 months or more to see the benefits.

Cash flow will look ugly in the short term. The investment comes first, followed by the benefits. Budget for a negative BCF impact during implementation. Even with the best-laid plans, things will get worse during and immediately after implementation.

Take the time now to build a solution that you can use again when new stations or markets are added. Part of having a competitive advantage is the ability to absorb acquisitions quickly.

With strong planning, dedicated project teams and proper scope, groups will improve "operational value" and continue the strong growth of the industry. ☛

Max Locke is a Manager with Arthur Andersen's Business Consulting practice. He may be reached at 214-744-8499 or by E-mail at Max.A.Locke@us.arthurandersen.com



Are You A Sexual Harasser?

This Article Will Answer Your Questions.

by Lisa M. Patera

YOU ARE A GENERAL MANAGER AND JUST FOUND OUT ONE OF YOUR EMPLOYEES HAS FILED A SEXUAL-HARASSMENT LAWSUIT AGAINST YOU.

Generally, sexual harassment is any behavior in the workplace that:

- relates to gender or sexuality;
- is intentional and/or repeated;
- is unwanted and not returned; and
- interferes with the ability to work or adversely affects job status.

Employees who have been sexually harassed may file either "quid pro quo" claims or "hostile environment" claims under Title VII of the Civil Rights Act of 1964.

A quid pro quo claim involves a supervisor who offers an employee advancement in the employee's job in return for sexual favors. Illegal sexual harassment may arise even if the proposal is indirect or implied.

A hostile environment occurs with unwanted, offensive sexual behavior in the workplace, behavior such as telling sexual jokes when it is known that the employee is embarrassed or offended by them.

The Supreme Court has made it easier than ever to bring a sexual harassment suit by clarifying that an employer can be held "vicariously liable" for sexual harassment by a supervisory employee, even if the employer did not know of the harassing conduct.

An employee who has not suffered any "tangible employment action," such as discharge, demotion or undesirable reassignment, can win a sexual harassment action if the employer cannot prove that it exercised "reasonable care to prevent and correct sexually harassing behavior, and that the plaintiff employee failed to take advantage of preventive or corrective opportunities provided by the employer to avoid harm otherwise."

It is more important than ever for a station to have and vigorously enforce an anti-harassment policy. The policy should state clearly what constitutes sexual harassment and that it is illegal conduct which will not be tolerated. The policy should instruct employees how to handle the problem and set up procedures for hearing complaints and providing remedies.

Sexual harassment is a serious charge. If a sexual harassment lawsuit is filed against you or your employer, you should immediately consult an attorney experi-

enced in sexual harassment cases.

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

Lisa M. Patera is an attorney at the law firm of Haley Bader & Potts P.L.C. She may be reached at 703-844-0606 or by E-mail at lpatera@haleybp.com



Do you have a question for Lisa?

Please e-mail your question to edryan@radioink.com

The information provided in the section is **NOT** legal advice. It contains information that is general in nature.



For More Information On Sexual Harassment, Visit These Websites:

www.eeoc.gov/facts/fs-sex.html

This site will give you facts about sexual harassment. The site is hosted by the U.S. Equal Employment Opportunity Commission. It includes the text of Title VII of the Civil Rights Act of 1964.

www.feminist.org/911/harass.html

This site — hosted by Sexual Harassment State Hotlines, Feminist Majority Foundation — includes phone numbers of national hotlines as well as information on what to do if you are being sexually harassed.

www.vix.com/pub/men/harass/harass.html

This site deals with the issues of sexual harassment through articles on what is called the World Wide Web virtual library.

<http://www.citizenactionny.org/>

This site serves women who have experienced sexual harassment at work. It educates women about their rights and about how to obtain support.

Is Your Website Making Money Yet?

Five Ways To Increase Web \$\$

by Howard Luckman

The number of Web surfers who listen to Radio on the Net continues to grow faster than the number of initial public offerings (IPOs) by Internet companies. Any broadcasting manager worth his/her weight in ratings recognizes the need to pay attention to this shift in audience habits or be left to drown in reduced ratings and lost listeners.

The question becomes, "What can I offer on my site to attract listeners and generate revenues?" Your Website should offer content that will increase Time Spent Interacting (TSI). That includes options that have been proven to attract and keep Web surfers and offer new options that will be limited only by your imagination.

Here are five proven ideas that will keep your site fresh, your audience interacting and your revenues increasing.

1. **Webcasting** — With Arbitron including Web listeners in its ratings, Webcasting provides you with a way to expand your signal's reach to the whole world. Companies that offer this service include broadcast.com, RDC, OnRadio and WebRadio.com. Do your homework to decide on the best solution for your situation.

2. **On-line Club Membership/Newsletter** — Find a way to create a database of your listeners and some of their habits. Make it worth their while to participate, offer fun options, giveaways and discounts. Host VIP events like pre-concert get-togethers available only via your Website. A newsletter will provide additional advertising inventory for your sales staff to sell.

3. **Partnerships with Content Providers** — Exchange services and links with existing Web content providers. Make sure they match your audience and can provide traffic to your site. Chat rooms, dating services, news, weather and sports information providers will work for most stations. Keep these local or regional. Locality is one of Radio's strengths, and this should be reflected in your Website.

4. **Nontraditional Revenues** — Here are three ways to generate money from your site:

- Sell rotating banner ads at x dollars per thousand;

- Sell sponsorships for specific pages;
- Target marketing options to your database of listeners (only those who have said they may be contacted).

5. **E-commerce** — Partner with existing E-commerce providers. They want a lot of online real estate, but give them spots that make sense for your format. Offer to sell CDs from your music or playlist pages. Sell event tickets from your calendar pages. Offer station merchandise anywhere you want.

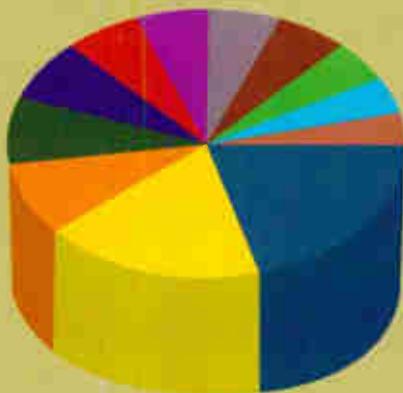
There will be new and exciting options you can create. Online activism can be a great one. Be on the look out for important issues that may interest online users, and brand your station as a rallying point for those issues.

You are limited only by your imagination. If you remember the listener benefit, everything you do in cyberspace will take care of your audience, your station and you. ☒

Howard Luckman, of Howard Luckman & Associates, may be reached at 310-915-5867 or by E-mail at howardluckman@mediaone.net

Radio Station Formats On The World Wide Web

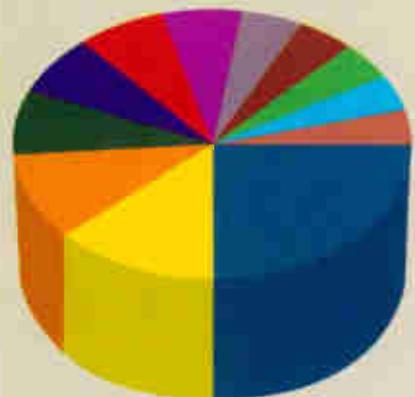
- 18.0% Country
- 8.9% AC
- 8.1% News/Talk
- 7.4% Rock
- 6.2% CHR-Top 40
- 5.9% Oldies
- 5.9% Religion
- 5.8% Classic Rock
- 5.0% Hot AC
- 4.4% Alternative
- 3.8% Talk
- 20.6% Other*



Source: BRS Media
www.brsradio.com

Radio Station Formats On The Web Utilizing Streaming Audio

- 13.3% Public
- 10.5% Country
- 7.7% Religion
- 7.3% CHR
- 7.2% Rock
- 6.5% News/Talk
- 5.0% Hot AC
- 4.6% Classic Rock
- 4.6% AC
- 4.2% Sports
- 4.2% Oldies
- 24.9% Other**



Source: BRS Media
www.brsradio.com

Will Your Station Blow Up Next Year? You Need To Know This

by Scott Frothingham

THE CLOCK

IS TICKING TOWARD THE MILLENNIUM. SO, LET ME DO MY BEST TO ANSWER SOME QUESTIONS AS

WE GET CLOSER TO Y2K.

Where can I get a checklist to prepare my station for Y2K?

Go to <http://www.nab.org/year2000/Y2Kmemo.htm>, where Dorann Bunkin has outlined a Broadcaster's Y2K Readiness Program that includes seven steps: Equipment Audit, Remediation Efforts, Legal Audit, Systems Testing, Interoperability Testing and Emergency Plans.

The National Association of Broadcasters (NAB) has an area of their Website devoted to Y2K (at <http://www.nab.org/year2000/>) with links to other useful information. NAB Sr. VP Rick Ducey is collecting information about what Year 2000 problems or situations may exist in the broadcast industry. Contact him at 202-429-5382 or via E-mail at rducey@nab.org

You can find another guide, *Suggestions on How to Prepare for the Year 2000*, on the Internet at <http://www.fcc.gov/year2000/y2kguide.html>. The guide includes Inventory, Assessment, Remediation, Unit Testing, Integration and System Testing, and Contingency Plans. The FCC has also dedicated an area of their Website to the Y2K problem: <http://www.fcc.gov/year2000>

What's a good source for Y2K programming information?

Check with your usual programming sources. Also, *Y2K News Magazine* offers daily two-minute feeds, call 888-925-9925.

What should I do personally about Y2K?

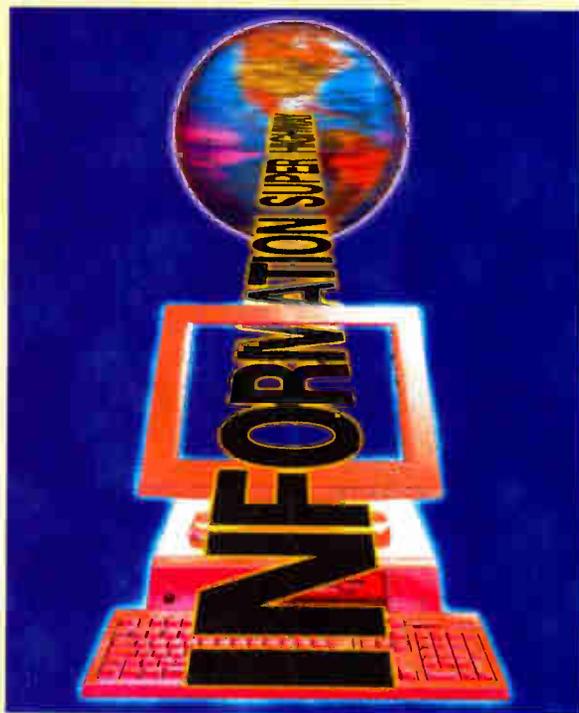
You can download the PDF version of *The Utne Reader's Y2K Citizen's Action Guide* (429K) at <http://www.utne.com/y2k/> at no charge, or you can buy it for \$4.95 (\$1 per for 50 or more copies).

You might consider the Year 2000 Crisis Action Kit from Disc Marketing Inc. at 800-393-9925 or <http://www.team2000ready.com>. It includes an audio program that answers questions on 10 topics: healthcare, home, shopping and supplies, utilities, money, work, telecommunications, transportation, insurance, and government and emergency services. It also includes a personal checklist. The cost is \$14.95. Radio stations can get a free promotional copy when they schedule an interview with one of the 15 expert authors. Contact Analese Dachel at 626-795-0432, Ext. 20.

You can also find a list of books on the topic at <http://www.y2knews.com/library.htm>.

Why is everybody preaching Y2K doom and gloom?

Nobody knows exactly what to expect, and when humans don't know what to expect, fear of the unknown sets in. That fear often motivates people to predict the worst. For a look at the lighter side, check out <http://www.cagle.com/Y2K/> for Year



2000 editorial cartoons.

What should my next step be?

Once you finalize a timetable for bringing your facility to Y2K compliance, crank up your marketing engine. You have eight months of promotional activities and sponsor tie-ins. Take advantage of this situation and increase billing an extra five or 10 percent on Y2K-centered business alone. 

Scott Frothingham is a speaker and trainer. He may be reached at 703-893-3635 or by E-mail at Scott@RadioManagement.com



www.y2k.com offers Y2K Survival Kit™ with:

- A replacement computer with no electric parts or silicon chips (an abacus);
- A flashlight and a compass;
- A palm-size tool kit that includes pliers, wire-cutters and locking tools;
- A millennium countdown clock with alarm;
- And a set of Y2K predictor dice. One roll will tell you if your computer will recognize "00" as 1900 or 2000.



▲ Go to <http://www.nab.org/year2000/Y2Kmemo.htm>, where Dorann Bunkin has outlined a Broadcaster's Y2K Readiness Program.

▲ The National Association of Broadcasters (NAB) has an area of their Website devoted to Y2K at <http://www.nab.org/year2000/>

▲ You can find another guide, *Suggestions on How to Prepare for the Year 2000*, on the Internet at <http://www.fcc.gov/year2000/y2kguide.html>

▲ Take advantage of this situation and increase billing an extra five or 10 percent on Y2K-centered business alone.

Meet The Youngest Female Owner In A Top-25 Market



Name: J.J. McKay (jimckay2@AOL.com)
Title: Owner of Great Talk 1150 AM in Portland, Oregon
Age: 38
Education: Bachelor's degree in Communications and Broadcasting from the University of Central Florida.

How do you keep your competitive edge? Live a balanced life. I run 20 miles a week. I am happily married, and I have a little farm with horses.

What goals have you yet to achieve? I want to buy a station in Los Angeles.

Who do you respect the most as competitors? Michael Dirx, PD at KXL.

What is the one word that best describes you? Effervescent.

What is the best business decision you ever made? Marrying my husband.

What is the worst business decision? Getting involved in business with people who are not qualified.

What do you like best about the job? The power.

What do you like least? Being the last one to get paid

What is your pet peeve with Radio? It has gotten too big and homogenous. It is not fun anymore.

Who is the person you are most interested in meeting? Don Imus.

Who are your mentors? Allen Corbeth, Michael Dirx, and Duane Link at KEX.

What is your favorite book? *Wherever You Go, There You Are* by Jon Kabat-Zinn.

What is your favorite movie? *Field of Dreams*.

What is your favorite vacation spot? What is a vacation?

J.J. MCKAY IS A CHARACTER. She asks, "Why haven't you done a story on the youngest female owner in a top-25 market?" Two days later, the interview is done. In addition to her wonderful marketing skills, McKay is winning big in today's male-dominated, over-consolidated Radio market. She owns one station with plans to purchase another, and she's been a talk show host for nine years.

How did you get into Radio?

I got involved in Radio 19 years ago. I was a theater major in college and realized that all of my friends were working at Wendy's. That concerned me. I had just gotten fired from a crappy part-time banking job. This little voice inside me said I should go into Radio.

It was weird. I pulled into my driveway, picked up the Yellow Pages and called the first Radio station I saw. I told them I was cute, funny and would work for under 20 grand a year. The guy cracked up and said come on down. I got the job.

How did you get into a position where you could buy a station?

On really good looks [*she says, cracking herself up*]. I think I am a pretty bright entrepreneur. I was able to secure a great price for the product (\$345,000) and get investors easily. It was a no-brainer. The station was run by an older woman who really needed to retire, and nobody had the patience to put a deal together with her. I did. I first had to overcome the fear of thinking I could even buy a Radio station.

I started out as a DJ, so the concept of buying this thing I loved was monumental. Once I started looking at things, I thought I could probably do that. That is when it all came together.

Has it been challenging?

It has been challenging, rewarding and a confidence-builder for me. I think the reason I did as well as I did is because of consolidation. When you consolidate, you become much more homogenous, diluted and safe. You have boring, safe Radio. I was able to try some things other programmers



If she had only one wish ... "to meet the I-man"

would not have the ability to try or would be afraid of losing their jobs over, and it worked.

What kind of roadblocks have you encountered running your business in a male-dominated industry?

None. I came into this thinking that these guys were going to give me a hard time. But everybody I interacted with was so encouraging and so pleased that I stepped up to the plate. They were extremely helpful. I have not had one negative experience from a man the entire year.

What are your thoughts on Micro-Radio?

The FCC is being two-sided in its approach. They say they want to do something like this, however, they want to put it to auction. It is not like they really want the little guy to have a shot at it. I think it is an excuse for the government to get more money.

What should other women do to follow in your footsteps?

Be true to yourself. Believe in yourself. If you have a vision, stick with it. Learn from other people and try to work with the best. You will be fine. Too often, people sell out because they are afraid. My philosophy in life is that I would much rather fail greatly than succeed in a mediocre state. I think the best thing I can do is to give people hope. Some woman may read this article and think, "I can never do that," and then some goof ball in Portland has done it. You can do anything you really want to do. You have to be willing to pay the price.

What message do you have for Imus?

Call me. ☎

Sales INK™

PRACTICAL HANDS-ON SELLING TIPS AND IDEAS



Sales Opportunity with Books

Books Uncovered is offering Radio stations pre-recorded interviews with accomplished authors. The interviews are conducted by Emmy-award-winning personality Chuck

England.

Books Uncovered

allows local stations to sell 30-second spots throughout the interviews.

www.bookpromotions.com

Coupons Becoming Extinct

A&P supermarket is eliminating its paper couponing. The New Jersey-based supermarket is piloting a program that will allow shoppers to select discounts

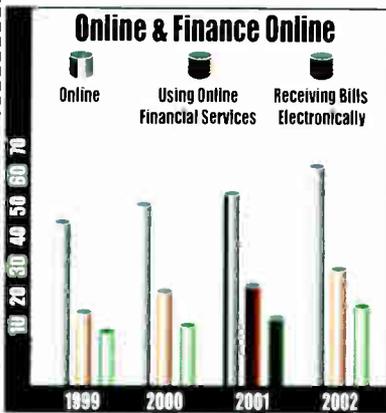


through their home computers. Once a shopper chooses a discount, it is automatically downloaded to the supermarket's front end. The savings are then deducted at the checkout counter during the shopper's next store visit. Customers can access the electronic coupons via search engines, through A&P's Website (www.aptea.com).

Source: Supermarket News

Cyber-Payments

More people pay their bills via the Internet — a great opportunity to cross-sell a promotion to an online company, credit card firm and banks.

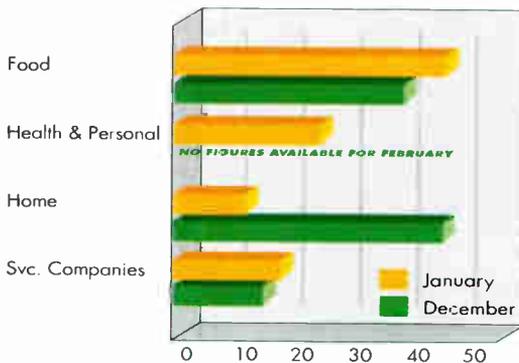


As seen in *InformationWeek Magazine*

Data: Jupiter Communications, 1998

Non-Traditional Revenue Trends

Percentage of Revenue by Business Category



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

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

NTR PLANNING

Target Categories
(Plan 6 Months in Advance)

OCTOBER

- National Pharmacy Month
- National Car Care Month
- Oct. 3-9 National Chili Week
- Oct. 31 Halloween

• Trick or Treat Trail

Great way to expand your Halloween promotion at an area mall with new product and brand sampling, a parents' house with samples for mom and dad. Pumpkin mobile for a car dealer, pumpkin patch for free pictures etc.

• Fire Prevention Week

Tie with the local fire department and promote an awareness campaign; listeners can pick up information and participate in clinics run by the Fire Department.

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

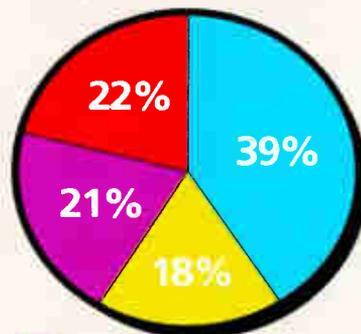
Enhance your Education

Here is the *Business Week* Best-Seller List

- 1) The 9 Steps to Financial Freedom – *Suze Orman*
- 2) The Motley Fool's Rule Breakers, Rule Makers – *David and Tom Gardner*
- 3) How to Get Started in Electronic Day Trading – *David Nassar*
- 4) Direct from Dell – *Michael Dell*
- 5) The Roaring 2000s – *Harry Dent Jr.*
- 6) Pushing The Envelope – *Harvey Mackay*
- 7) Rules for Revolutionaries – *Guy Kawasaki*
- 8) Net Worth – *John Hagel III, Marc Singer*
- 9) The Electronic Day Trader – *Marc Friedfertig, George West*
- 10) The Innovator's Dilemma – *Clayton Christensen*
- 11) Selling the Invisible – *Harry Beckwith*

CREATING A SATISFIED CUSTOMER

According to more than 15,000 business customers, overall customer satisfaction is determined by four major factors that depend largely on the salesperson.



- Competence of the salesperson
- A total customer solution
- Quality of product or service
- Competitive price

Source: *Selling Power Magazine*

HOT TIP ILLUSTRATION BY DAVID WANDER

Top Spending Companies in Network Radio

10 15 20 25
Reading Genius Corr Sch Dr: \$22,125.0

Radio Shack: \$16,795.2

Geico Auto Insurance: \$14,084.0

Ovaltine Beverage Mtx: \$13,199.6

Greyhound Bus Lines: \$12,773.8

JC Penney Dept. Store: \$11,681.5

Sherwin-Williams Paints: \$11,355.7

Allstate VAR Insurance: \$11,344.9

Telecard Investments: \$11,098.1

Xerox Copiers: \$10,110.3

Source: Competitive Media Reporting

IN THOUSANDS
 December, 1998

CATEGORY SPOTLIGHT: SUPERMARKETS & FOOD STORES

Television and newspaper get the bulk of the advertising dollars from supermarkets. Here's the breakdown.

MEDIA	JAN.-DEC 1997	JAN.-DEC 1998
Newspapers	351,715.5	353,928.9
Television Spot	318,631.7	330,235.0
National Spot Radio	63,056.8	72,222.1
Outdoor	19,140.4	24,111.2
Network Television	10,297.5	4,984.0
Magazines	4,065.8	7,162.3
Cable TV Networks	2,923.0	3,701.7
Syndicated Television	400.3	249.4
Sunday Magazines	206.8	144.5
National Newspapers	30.8	--
Total Expenditures	770,468.6	797,339.1

SOURCE: COMPETITIVE MEDIA REPORTING AND PUBLISHERS INFORMATION BUREAU

DOLLARS IN THOUSANDS

Hold on to your Customers

You hear that the attrition rate for Radio advertisers is 50 percent, 60 percent, even 70 percent. Here are two tips from Jill Griffin, of The Marketing Resource Center in Austin, to prevent clients from leaving.

- 1) Make it easy for customers to give you feedback. On a regular basis, ask customers about their most recent purchase. Did it meet their needs? Was it what they expected? How could it be improved?
- 2) When customers need help, provide it quickly. Once you get feedback, you must act quickly — at least by telling them that you intend to fix the problem as soon as possible.

Source: *Selling Advantage Newsletter*

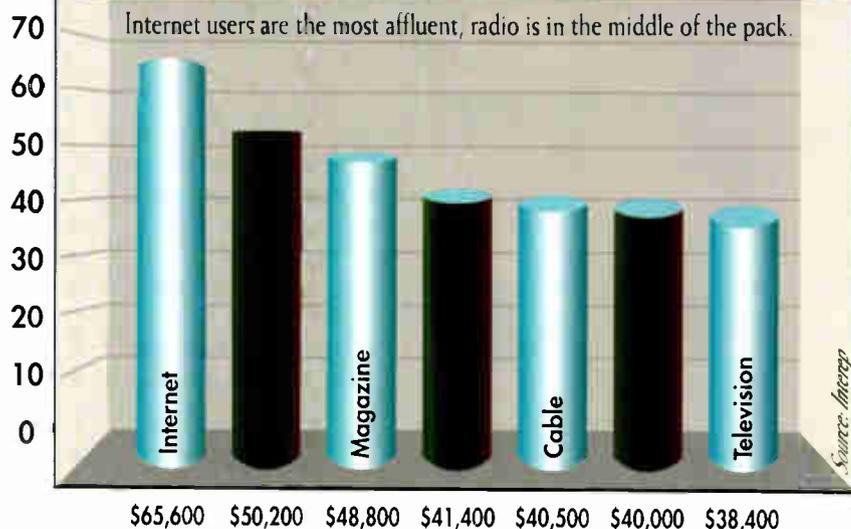
Objection Rejection

"We're not ready to make a decision just yet."

RESPONSE: "I realize that these decisions sometimes take time, but is there anything I can do to make the decision easier? For instance, can I provide you with more information?" Many, if not most, objections are really requests for further information. *Overcoming Objections Newsletter* at overobj@dartnellcorp.com

More Internet Woes for Radio

INCOME OF MEDIA USERS



Organizational Tip:

Have Seven Places for Everything

Organize every item on your desk into one of the following:

- 1) To-be-sorted file
- 2) Waste basket
- 3) Calendar
- 4) To-Do List
- 5) Action File
- 6) Phone book
- 7) Reference File

Source: *Success magazine*

Introducing A Revolutionary Idea High- IMPACT Sales Training

by Chuck Mefford



What did you sell today?" How many times have you asked this shortsighted, "package-selling mentality" question?

This type of narrow thinking has blinded the "eyes" of the Radio business from one of the most successful long-term strategies employed by Fortune 500 companies: the commitment to sales training.

According to *Sales & Marketing Magazine*, the average "new hire" in professional sales receives 73 days of training. In Radio, it's closer to 73 minutes.

Grow your people and they will grow your business.

It starts with asking better questions: What percentage of your business should be annual contracts? What's your plan to achieve that, and how are you pacing?

Make the decision to commit the time and resources it takes to grow your people and their skills. Then, take 1-2 percent of your annual sales, and invest it back into training.

Here are a few high-IMPACT sales training ideas to get you started.

I — In-Field Coaching: Invest two full days a week making calls with your reps. Teach your people how to build long-term partnerships.

M — Motivation: True motivation comes from within. Create a strong, positive attitude that fosters and nurtures motivation. Offer cash bonuses for the traffic department on record months so they welcome orders instead of curse them. Give out custom "Super Bowl" rings for those people who exceed annual sales goals. Pay extra for annual contracts.

P — People First: As an SM, your accounts are your people. Do you treat them as such or as an interruption in your day? Each person is unique, do you manage them differently?

A — Attitude: If your sales staff is mumbling, "Lousy list" or "Lousy ratings," that's your fault for allowing a "victim" mentality. The marching orders must be "constant growth." There is no progress without discomfort and discontent. It takes guts to leave the nuts. Do you instill this kind of attitude?

C — Continuing Education: At your next sales meeting, ask your staff members to take this test: List their top 10 accounts. Now, ask them to answer the following for each account: How does that account measure success? What are their annual sales? What is their annual ad budget? If they answer less than 50 percent, you need professional sales training — immediately.

T — Testing: Never conduct training that isn't followed with testing. What you say is not always what they hear. The only way to measure whether or not it's working is by testing the new knowledge or skill. Do you test, or are you afraid of what you might find?

Quit asking, "What did you sell today?" Instead ask, "How did I grow my people today?" ☐

Chuck Mefford is President of Mefford Achievement Systems. He may be reached at 800-627-4778 or by E-mail at CMEFFORD@prodigy.net



Eat Like A Champion

Tips To Keep Your Energy Levels High.

by Sean Luce

You have a 4:00 p.m. sales call, and you just don't seem to be in peak condition. Why is it that we sometimes feel dreary and lethargic toward the end of the day? What's wrong?

Perhaps the most important factor in being mentally tough is being mentally fit. The surest way to be mentally fit is to put the right food/fuel in your gas tank.

Eat Breakfast

In the morning, eat like a king. In the afternoon, eat like a prince. In the evening, eat like a pauper. Your body needs fuel, especially in the morning, when the demands on your energy are at their peak.

Graze

Our digestive track was meant to take in small amounts of food over a long period of time. Try eating eight to nine times a day in increments smaller than three heavy, full meals a day.

Never Eat After 8:00 P.M.

Your digestive track needs between six to eight hours to digest a complete meal. If you eat after 8:00 p.m., your body won't finish digesting until 3:00 or 4:00 a.m. Your mind is still working to keep your digestive track functioning. Therefore, performing at your best the next day will be a challenge.

Watch Your Percentages

Sixty to seventy percent of your daily calories should come from carbohydrates. No more than 15 to 20 percent of your calories should come from fat. Ten to 15 percent of your intake should come from protein.

Legendary coach of the Green Bay Packers Vince Lombardi always told his players, "Fatigue makes cowards of us all."

Eat smart and you will find your energy levels will remain high. ☐



Sean Luce may be reached at 888-369-1345 or by E-mail at LuceSe@AOL.Com

We get into all your

Hot Zips

...that's the difference.

Why have country stations like KIIM-Tucson, KZSN-Wichita and WIVK-Knoxville hit the #1 or #2 spot with 25-54 Adults* in their markets? How about AC stations like KESZ-Phoenix and WBEB-Philadelphia? Classic rockers like KKFM-Colorado Springs and WKRR-Greensboro? Or oldies stations like WKQL-Jacksonville and KKSJ-Portland? Even CHRs like KKMJ-Colorado Springs?

Lots of reasons...but one of them is that they're reaching listeners throughout all their Hot Zips using our Interactive Music Tests. They couldn't do that the old way, because auditorium tests pull people from a close radius of the hotel where the test is held...not throughout the entire metro the way Arbitron surveys listeners.

If you're in an Arbitron-rated market, Interactive testing is a great edge over the competition. That's why Music-Tec has grown to be the number one music testing company in America.

It's easy to move up to Music-Tec's Interactive testing. There's nothing new to learn, except what kind of ratings performance you're truly capable of.



Interactive

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

*All rank references are from Fall 1998 Arbitron Surveys, 25-54 Adults, Mon-Sun, 6AM-MID.

Pepsi Gives High Marks To Radio

Why is Radio an important part of Pepsi's marketing plan?

People drink beverages and listen to Radio throughout the day. With Radio, you can get your message to listeners when they're about to consume the product. You can also get the message to them when they're about to enter a store or use a vending machine. You can tie in with retailers and do promotional activities. This drives people to stores.

Why are you big on promotions at the local level?

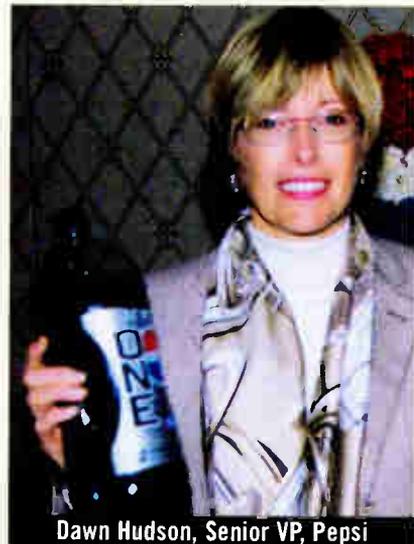
Radio is local. We think of our business as national, made up of lots of localities. Radio allows us to go in with pinpoint precision and market on a local basis. We believe in getting display activity and more awareness in stores. You can do a promotion in which you use Radio to partner with a customer and drive people to the store. Beverages are one of the categories that draws people to a particular store because there is something happening.

Radio draws traffic to retailers. We can partner with those retailers, offering them a promotion that will help them get a display with our product. We leverage to get the display in the store, tie it in with a program that excites consumers, and drive awareness of our brand.

What do Radio people need to know to position displays in stores?

They need to understand the beverage industry, who and where our consumers are, and how to reach them. They should

know what the retail outlets are trying to do and what is relevant to them locally, as well as how to marry what Pepsi is trying to do with what the retailer is trying to do to create an innovative promotion.



Dawn Hudson, Senior VP, Pepsi

Since we do like to do things that other people don't do, my challenge for Radio is to think of things that have not been done often.

Why don't advertisers use Radio as much as TV or newspaper?

People tend to view Radio as a fill-in media. It just adds a little bit and provides a little bit more frequency and reach. If you're going to do Radio, you have to commit the right dollars to have an impact.

Is Radio the first medium for Pepsi?

No. Television is still a major one for us. Yet, Radio is an important part of our geographic customization. Every one of our brands uses Radio. You can't find too many companies who can say that. ☒

My Most Memorable Sale

Perseverance Pays Off!

One of my first NTR calls involved the frozen pizza, Freschetta. For nearly three years, I pitched them different opportunities to increase awareness for their brand. One year, I tried to tie them into a sponsorship with the Seattle SuperSonics pro basketball team. They said no — too expensive.

I never gave up. Since Freschetta couldn't afford the Sonics sponsorship, I tied them into the next best thing — The Detlef Schrempf Foundation. Detlef Schrempf is a famous Sonics superstar who has his own charity that raises money for kids. I tied Freschetta into the 5th Annual Detlef Schrempf Celebrity Golf Classic.

Freschetta Pizza received four players in a celebrity golf tournament, dinner for 10 at

the gala auction, hole signage at the event, and Radio and couponing opportunities. In return, Schrempf played a round of golf at the Freschetta Pizza golf tournament.

I tied Freschetta Pizza in with the Sonics at half the cost and included a charitable campaign. After two and a half years, I finally made the sale. This was my first big NTR deal, and it was for \$35,000.

I feel as though I accomplished this sale because of my perseverance. After 10 "no's," they were bound to say, "yes." I just needed to find the right hook. ☒



**Jodee Woodworth, AE
KUBE FM, KJR-AM/FM
Seattle**

What is your most memorable sale? If you've made a sale you are very proud of, let us know about it.

Call Ed Ryan at 561-655-8778 or e-mail him a note at edryan@radioink.com

Want to make hundreds of dollars more every day from ads you've already sold?

Everyone talks about making the most out of every avail. Finally there's a business software package that actually does it. **CBSI software schedules your spots so you get the most out of your avails, without adding to your workload or your spot load.**



Simply run CBSI's exclusive new Revenue Maximization™ feature before you finalize your log. **It automatically pinpoints the schedule that guarantees you top dollar. You'll boost revenue without raising a single rate or adding a single avail. And it only takes about three minutes.**

CBSI's dynamic scheduling approach means you'll never have to say no to an incoming order again. **It's more than a traffic system – it's a profit center.**

What could those three minutes mean to your station? In a recent research sample of 15 stations, they meant an average of \$528 per day in added revenue. That could mean up to \$100,000 a year, even if you improve by that much only half the time. **For multi-station groups, that's potentially millions of dollars in additional bottom line profit.** Without increasing airtime clutter. Only CBSI does that.

cbsi

Custom Business Systems Inc

P.O. Box 67 • Reedsport, Oregon 97467
Telephone 541 271-3681 • Fax 541 271-5721
E-mail: info@cbsi.org • www.cbsi.org

800 547-3930



To learn more, contact us today to request the detailed white paper, *When Being Sold Out is Not Enough*. We'll show you that you really can get the most from every avail, with CBSI's dynamic scheduling and Revenue Maximization.

How To Pitch Wal-Mart

R.J. Schlitt

Wal-Mart teamed with Mattel super-doll Barbie for an incredible promotion. The event was called the "Barbie and Me Tea Party" and was created by R.J. Schlitt, President of R.J. Company, of Atlanta. The promotion included a Barbie scavenger hunt for kids and their parents throughout the Wal-Mart store.

How did this promotion come together?

The idea for the Wal-Mart promotion began when one of Barbie's licensees wanted to do a promotion to introduce its product and its Barbie license to Wal-Mart. The program ended up having 13 sponsors. Partners were brought in over time, and they all contributed with co-op dollars to make it happen. We had more than one million consumers participate in this promotion. It was national — at every single Wal-Mart across the United States.

What are the key elements to a successful promotion?

The promotion needs to be relevant,

timely and turnkey. You must determine your objectives first, understand your clients needs, and pay attention to details.

Why should Radio salespeople consider doing promotions with more than one client?

It allows each of the partners to borrow the brand equity of the others. The depth of the promotion is greater, and so is the added value for the consumer.

Is it difficult to get two big-name companies with a strong brand to decide on a joint promotion?

It is not difficult as long as the promotion makes sense, is well-planned and relevant.

Why aren't salespeople the ones organizing these types of promotions and proposing them to clients?

It takes management to look at marketing and promotions with a broader focus, then they can pool their sales reps to create an integrated marketing campaign across a

broader band of customers. Some of the larger marketers, like VISA and AMEX, work off another partner's brand equity, but this has not gone totally mainstream.

Do you do a lot of research on clients before you make that proposal?

Absolutely. We have to do a lot of research and brainstorming. Then, we create a marketing plan so it makes sense. Then, we make the presentation.

How successful are these promotions?

The results vary depending upon the objectives, so when you plan a promotion, you must determine your objectives. Then, you build a promotion around those objectives. That's how they get accomplished, by making sure you stay narrowly focused on those objectives. ☐

R.J. Schlitt may be reached at 770-951-1744 or by E-mail at rjandco@bellsouth.net



Your Radiothon Checklist

by Nancy Higgins

The thought of producing a 24-hour Radiothon may seem like a daunting task. However, when broken into smaller steps, the process is smooth, and the end result is great PR for your station.

How to Start

Pick an organization that will benefit from your efforts. It's good to choose a charity with a special tie-in to your station or one that is involved in a topical issue. Then, decide on your objective. Are you raising money, collecting canned goods, educating listeners etc?

Where to hold it

At the station? At a remote location? Pick a high-traffic location. Be sure you are allowed to accept cash donations in that spot.

Who will receive the telephone calls? It's best to assign this responsibility to the charity. If possible, send all calls to their office.

When to hold it

Check your community calendar. Don't compete with other media or major community events.

How to air it

Will you blow off regular programming or weave the Radiothon in and out of your current format? Call on the charity to provide you with discussion topics, guests and experts.

How to sell it

Assign a value to each hour and sell corporate sponsorships. Give each sponsor four mentions each hour and an interview on the air for a much higher price.

These dollars will give your initial tote board a great start. Work with a furniture store to build your set.

Sell signs and banners at the remote location. Other sponsorships that can be sold are: cell phones for your staff, food for volunteers, and accommodations for anyone who needs them.

A Radiothon is an exciting opportunity to reach out to your community. Make the most of it by including your advertisers in the event. A Radiothon can be a win-win for everyone. ☐

Nancy Higgins is the former marketing director for KMOX in St. Louis, MO. She may be reached at 314-647-0600.



MAY

QUICK FIX:

"Find a Date for My Mom" — A night club, restaurant, dating service or any appropriate retailer will have a party to match single moms with a special date for Mother's Day. Children will ask the questions and choose the date. Play a dating game with three men and one mom and child. To ensure you have good players, you can qualify the participants on the air the week before.

"Cinco De Mayo Celebration" — Many Mexican restaurants consider May 5 a big money-maker. The station will have a party at a restaurant or a night club with menus in Spanish, margarita specials, a piñata with prizes, a tortilla-toss contest, Spanish music and dancers, a trip to Mexico, and a limbo contest.

DATES TO REMEMBER

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

JUNE

PLAN AHEAD

"Father Knows Best" — The station will partner with a retailer and create a booklet of parenting tips donated by dads. Dads are encouraged to go to the retailers about two weeks before Father's Day and submit tips. About 50 tips should be chosen for the booklet. It's preferable for the booklets to be free and available on Father's Day. Money-making opportunities: Sell coupons for parenting products to go in the booklet to help cover printing cost; give prizes from sponsors for the chosen tips; sell the completed booklets through various retailers, and have proceeds go to charity. Include tips from DJ dads.

DATES TO REMEMBER

- 5 National Family Day
- 7-13 National Fragrance Week
National Fishing Week
National Bathroom Reading Week
- 13-19 National Flag Week
Hug Week
- 14 Flag Day
- 14-18 Country Music Fan Fair
- 18 National Splurge Day
- 18-24 Meet a Mate Week
- 20 Day of Compassion
- 20 Father's Day
- 21 1st Day of Summer
- 23 End Spring Arbitron
- 28 National Children's Goal-Setting Day
Graduation
Bridal Events

JULY

THE BIG PLAN

"Electric Light Parade" — The station will host an outdoor party or parade on a lake or a downtown street at night. Listeners and businesses will decorate with lights: boats, floats, bicycles, cars or anything that can move to participate in the parade. This is a beautiful sight and a great way to involve many clients and listeners. Have sponsors provide prizes for the best floats. Use different categories, such as: Most Creative, Most Lights, Most Original. Work with a client or an electric company to provide generators or electricity for a stand-still event. Have a package that includes a float with banners for your advertisers.

*Radio Ink assumes no responsibility for the viability of the promotions mentioned. Stations are advised to check with legal counsel regarding legality and possible lottery. Sales Promotion Planner is compiled by Kim Stiles, creator of the Promotional Marketing Planner. She may be reached by phone or fax at 770-973-6590 or by E-mail at stiles@mindspring.com

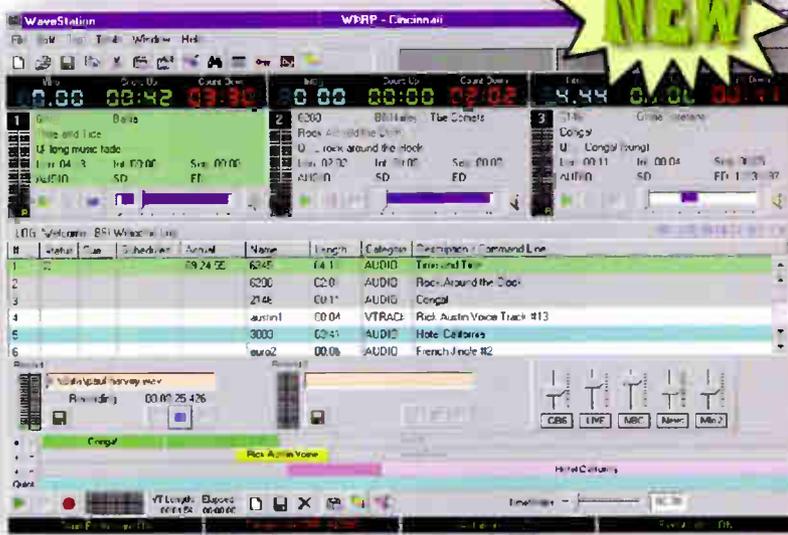
DATES TO REMEMBER

- 1 Canada Day
International Joke Day
Postal Worker Day
National Frozen Yogurt Day
- 1-7 National Canned Lunch Meat Week
- 1 Begin Summer Arbitron
- 3-Aug. 15 Air Conditioning Appreciation Days
Dog Days
- 4 Independence Day
National Country Music Day
- 8 Intern Appreciation Day
- 23-25 UFO Days
Christmas in July Sales



Affordable Digital Automation

24 HOUR
FREE
TRIAL



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

888-BSIUSA1

Only

Try Before You Buy

\$999

Download the Actual Software!

www.bsiusa.com



Read This!

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

Get Giff...

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

Or Get

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

Left Behind!



1-800-TALK-GIF

DAVE GIFFORD INTERNATIONAL
GIFFORD
1143 TA08 HWY., SANTA FE, NM 87501
1-800 TALK GIFF • (505) 988-7007

EVENTS CALENDAR

ARBITRON DATES

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

APRIL

- Apr. 16-19 — Broadcast Education Association's BEA 99, Las Vegas ☎ 202-429-5354
- Apr. 19-22 — National Association of Broadcasters NAB '99, Las Vegas, NV ☎ 800-342-2460
- Apr. 21 — Broadcasters' Foundation (BF) American Broadcast Pioneers Breakfast, Las Vegas ☎ 203-862-8577
- Apr. 26 — BF Golden Mike Award, New York, NY ☎ 203-862-8577
- Apr. 28-May 1 — New Mexico Broadcasters Convention, Albuquerque ☎ 505-881-4444
- Apr. 30-May 3 — Puerto Rico Broadcasters Convention, Mayaguez, PR ☎ 787-277-9285

MAY

- May 2-4 — Pennsylvania Broadcasters Convention, Philadelphia ☎ 717-534-2504
- May 3-6 — Women in Cable and Telecommunications (WICT) National Management Conference, San Francisco ☎ 312-634-2330
- May 4 — International Radio & Television Society Foundation (IRTSF) Foundation Awards Luncheon, New York ☎ 212-867-6650
- May 5-7 — Indiana Broadcasters Convention (joint with Kentucky), Evansville, Ind. ☎ 317-573-0119
- May 12-14 — BREAKTHROUGH Marketing's 7th annual New Business Development Conference, Phoenix, AZ ☎ 425-747-0647
- May 12-16 — National Public Radio (NPR) Public Radio Conference, Washington, D.C. ☎ 202-414-2000 (contact: Alma E. Long)
- May 17 — The Peabody Awards (Univ. of Ga. College of Journalism and Mass Communication) Presentation Banquet, New York ☎ 706-542-3787
- May 17-20 — Broadcast Cable Financial Mgmt. Assn. (BCFM), 39th Annual Conference, Las Vegas ☎ 847-296-0200
- May 18-19 — 1999 Scarborough Radio Marketing Conference, Marina Del Rey, CA ☎ 212-789-3561

JUNE

- June 1-4 — Asia Broadcast Exhibition & Conference, Hong Kong ☎ 852 2804-1500 or E-mail to hongkong.oes@mcimail.com
- June 3 — Radio Creative Fund (RCF) Radio Mercury Awards, New York ☎ 212-681-7207
- June 3-5 — Missouri Broadcasters Convention, Kansas City, MO ☎ 573-636-6692
- June 7-8 — New Jersey Broadcasters Association and Mid-Atlantic Expo, Atlantic City, NJ ☎ 609-860-0111 (contact: Phil Roberts)
- June 7-11 — Society of Broadcast Engineers (SBE) Leadership Skills Seminar, Indianapolis ☎ 317-253-1640
- June 11-13 — Georgia Broadcasters Convention, Augusta ☎ 770-395-7200
- June 16 — WICT 18th Annual Accolades Breakfast, Chicago ☎ 312-634-2330
- June 17 — Arbitron's "Beyond the Basics" PD Seminar, Newark, NJ ☎ 972-385-5357 (contact: Bob Michaels)
- June 20 — International Conference on Consumer Electronics (ICCE) General Conference (Technical Conference June 22-24), Los Angeles ☎ 815-455-9590
- June 21 — NAB Public Service Summit & Gala, Washington, DC ☎ 202-775-3527
- June 22-23 — NAB Board of Directors Meeting, Arlington, VA ☎ 202-775-3527
- June 23-25 — Florida Broadcasters Convention, Palm Beach ☎ 850-681-6444
- June 24-26 — Virginia Broadcasters Convention, Virginia Beach, VA ☎ 804-977-3716
- June 25-26 — Wyoming Broadcasters Convention, Casper, WY ☎ 307-632-7622
- June 26-28 — Vermont Broadcasters Convention, Killington, VT ☎ 802-476-8789
- June 27-30 — New York Broadcasters Convention, Lake George, NY ☎ 518-456-8888

JULY

- July 7-10 — National Assn. of Black Journalists (NABJ) National Convention '99, Seattle, WA ☎ 301-445-7100
- July 7-10 — National Association of Hispanic Journalists (NAHJ) Unity Conference, Seattle, WA ☎ 202-662-7145
- July 8-9 — South Dakota Broadcasters Convention, Sioux Falls, SD ☎ 605-224-1034
- July 12-14 — Wireless Communications Assoc. Intl. 11th Annual Convention, New Orleans ☎ 202-452-7823
- July 14-15 — Wisconsin Broadcasters Convention B, Wisconsin Dells ☎ 608-255-2600
- July 22-25 — The Programmers Conclave (Upper Midwest Communications), Minneapolis ☎ 612-927-4487
- July 22-25 — Idaho Broadcasters Convention, Sun Valley ☎ 208-345-3072

July 24-26 — California Broadcasters Convention, Monterey ☎ 916-444-2237

AUGUST

- Aug. 4-7 — Assoc. for Education in Journalism & Mass Communications 82nd Annual Convention, New Orleans ☎ 803-777-2005
- Aug. 5 — Arbitron's "Beyond the Basics" PD Seminar, Denver ☎ 972-385-5357 (contact: Bob Michaels)
- Aug. 5-7 — Arkansas Broadcasters Convention, Little Rock, AR ☎ 501-227-7564
- Aug. 8-10 — North Carolina Broadcasters Convention, Myrtle Beach, SC ☎ 919-821-7300
- Aug. 12-14 — Morning Show Boot Camp '99, New Orleans ☎ 770-926-7573
- Aug. 12-15 — Morning Show Retreat, Wilko Communications, Los Angeles ☎ 310-664-1193
- Aug. 19 — Arbitron's "Beyond the Basics" Seminar, Columbus, OH ☎ 972-385-5357 (contact: Bob Michaels)
- Aug. 19-21 — Nebraska Broadcasters Convention, Nebraska City ☎ 402-333-3034
- Aug. 19-21 — West Virginia Broadcasters Convention, White Sulphur Springs, WV ☎ 304-744-2134
- Aug. 19-21 — South Carolina Broadcasters Convention, Myrtle Beach, SC ☎ 803-777-6783
- Aug. 25-27 — NAB Latin American Radiodifusion Operations Conference, Miami Beach, FL ☎ 202-775-3527
- Aug. 31-Sept. 3 — 1999 NAB Radio Show, Orlando, FL ☎ 202-775-3527

SEPTEMBER

- Sept. 8-10 — WICT Executive Development Seminar, Loveland, CO ☎ 312-634-2330
- Sept. 9-12 — Michigan Assoc. of Broadcasters Annual Conference, Mackinac Island, MI ☎ 517-484-7444
- Sept. 10-12 — American Women in Radio and Television 48th Annual Convention, Washington, DC ☎ 703-506-3290
- Sept. 10-14 — International Broadcasting Convention, Amsterdam ☎ +44-171-240-3839 (contact: Joanne Jones)
- Sept. 15-17 — North Dakota Broadcasters Convention, Minot, ND ☎ 701-258-1332
- Sept. 15-18 — National Conference of Editorial Writers 53rd Annual Convention, Denver ☎ 301-984-3015
- Sept. 16-18 — Tennessee Broadcasters Convention, Chattanooga ☎ 615-399-3791
- Sept. 9-12 — Michigan Assoc. Of Broadcasters Annual Conference, Mackinac Island, MI ☎ 517-484-7444
- Sept. 22-23 — Arbitron 101 PD Seminar, Columbia, MD ☎ 972-385-5357 (contact: Bob Michaels)
- Sept. 22-24 — Broadcast Technology Society (IEEE) 49th Annual Technology Symposium, Washington, DC ☎ 703-591-0310
- Sept. 24 — Alaska Broadcasters Convention, Fairbanks, AK ☎ 907-258-2424
- Sept. 29-Oct. 2 — Radio-Television News Directors Assoc. International Conference and Exhibition, Charlotte, NC ☎ 202-659-6530
- Sept. 30-Oct. 1 — Washington Broadcasters Convention, Bellevue, WA ☎ 360-705-0774
- Sept. 30-Oct. 2 — Oregon Assn. of Broadcasters Convention, Medford, OR ☎ 541-343-2101

OCTOBER

- Oct. 3-5 — Society of Professional Journalists National Convention, Indianapolis, IN ☎ 765-653-3333
- Oct. 4-6 — North American Broadcasters Assn. NANBA-EBU Radio Conference, Montreal, Canada ☎ 416-598-9877 or E-mail: pferreira@tvo.org
- Oct. 12-13 — Ohio Broadcasters Convention, Columbus, OH ☎ 614-228-4052
- Oct. 12-15 — Radio Ink Internet Conference, Silicon Valley, Calif. ☎ 800-610-5771 or www.radioink.com/conference
- Oct. 14 — Arbitron's "Beyond the Basics" PD Seminar, Orlando, FL ☎ 972-385-5357 (contact: Bob Michaels)
- Oct. 14-15 — New Hampshire Broadcasters Convention, Bedford, NH ☎ 603-472-9800
- Oct. 19-21 — Society of Broadcast Engineers National Meeting, Madison, WI ☎ 317-253-1640
- Oct. 20-23 — National Broadcast Assoc. for Community Affairs Annual Convention, Minneapolis ☎ 202-857-1155
- Oct. 21 — Bayliss Foundation Media Roast, New York ☎ 831-624-1536
- Oct. 21 — Connecticut Broadcasters Convention, Farmington ☎ 860-633-5031
- Oct. 23-25 — NAB European Radio Operations Conference, Brussels, Belgium ☎ 202-775-3527
- Oct. 27-31 — Collegiate Broadcasters Inc. (Head to College Media Advisors), National Conference, Atlanta ☎ 716-395-5626
- Oct. 31-Nov. 2 — Canadian Association of Broadcasters Annual Convention, Montreal, Canada

November

- Nov. 3-5 — 3rd Radio Ink Radio Vendors Summit, Delray Beach, FL ☎ 800-610-5771

If you would like an upcoming event included in our Events Calendar, please contact Ed Ryan at 561-033-8778, fax: 561-655-6134 or by E-mail at edryan@radioink.com

Program **INK**TM

Ideas About Radio Programming

How to Call Your P1s ... Without Picking up the Phone

Here is a less expensive but effective way to market a promotion, contest, event or even a personality. It's called Real Call. It's a way to reach targeted, core audiences with a unique and personal touch.

The Broadcast Team is a Florida-based marketing company. For 31 cents a call, they will contact target listeners by phone with a pre-recorded message from your morning hosts. The message will promote the "big event" which starts tomorrow or Monday morning on the host's show — on your station.

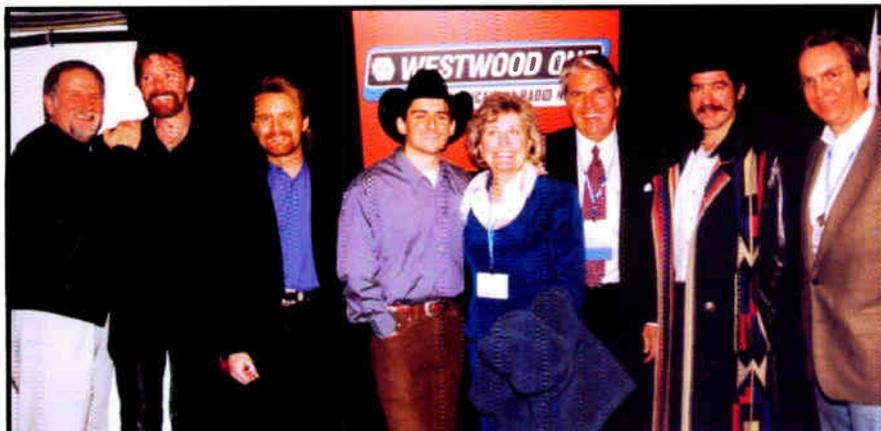
Can you imagine receiving a personal telephone call from Delilah inviting you to listen for the contest of the century (or millennium)? Or, getting a call from Dick Clark asking you to tune in to the American Music Awards? For a sample, call 800-243-0438 or check out their Website www.tbteam.com. Source: Larry London, PD, KRBB, Wichita



John Boy and Billy go Country

The John Boy and Billy Radio Network increased its syndication opportunities by adding Country music. The show had limited syndication opportunities because John Boy and Billy were playing Rock.

Technology now allows the program to cater to both Country and Rock formats. The program is in 65 markets across 18 states.



Larry Loves Country

Well-known for his ranch parties featuring top Country talent, Citadel CEO/President Larry Wilson takes time for a Country pose at this year's Country Radio Seminar: (l-r) Tim DuBois of Arista, Ronnie Dunn, Lee Roy Parnell, Brad Paisley, Claire Wilson, Larry Wilson, Kix Brooks, and Nick Kiernan of Westwood One.

Website To-Do List For PD's

If you're a programmer and have a Website, you must program it just like the station. If you have pictures of your jocks, make sure they are great shots. Use Glamour Shots or a professional photographer. Don't just walk into the studio, take a picture, and post it on the site. Make your jocks look like movie stars.

Do you give listeners a new reason to come back to your Website day after day? Use the Website to register new listeners in contests and to create a loyal listener database.

Are you using sound? Make sure your home page has a station jingle. After all, we are in the sound business. See www.garyberk.com for an example.

Use exciting, vibrant colors. Make your Website look as good as your station sounds. 

Source: Gary Berkowitz, Berkowitz Broadcast Consulting



 www.thebigshow.com

Who Should Attend Airchecks?

As few people as possible! Pride of authorship is powerful, so unless you're working with the on-air team, three's a crowd.

Indeed, should you even be there? Why not just present talent with an aircheck for listening on their own? It's a method I have found very effective, both as coach and — years ago — as a player.

Anyone is his own worst critic. It's human nature. The talent, alone, replaying a certain break over and over is entirely different from your playing it for him in your office. You get maximum critique with minimal squirm.

Source: Holland Cooke at cookeh@aol.com



Renaissance In Broadcast

The Age of Enlightenment



Ultra Tracker II

- High Gain Version of Ultra Tracker Single-Lobe Antenna System.
- Power Ratings From 3 to 60 kW With Inputs From 1-5/8" To 6-1/8" EIA Flange.



Double Dipole

- High Gain Linear Polarization.
- Broadband with Single Input.
- Custom Directional Patterns Available To Meet The Most Demanding Protection Requirements.



Ultra Tracker

- Single-Lobe Elevation Means Audibly Less Multipath.
- Dramatically Reduces Downward Radiation.
- Fiberglass "Clamshell" Design Radomes Available.



Booth #L11841

ANTENNA CONCEPTS INC.

101C Merchandise Way • Diamond Springs, CA 95619
 (530) 611-3813 • Fax (530) 611-1774
 e-mail: sales@antennaconcepts.com • www.antennaconcepts.com

PROGRAMMING

The PD Hall of Shame: Are You In or Out?

by Tom Tradup

A friend of mine tells of being selected as a "finalist" for a job in a major market, following weeks of discussions, including two in-person interviews. He was reasonably confident of being hired. Suddenly, his phone calls were not returned. No communication from a formerly enthusiastic contact at the hiring company is never a good sign.

Eventually, he read in the trade papers that someone else got the job. To this day, he's never received even a form letter indicating he is not still an active candidate. Every PD in America knows that this scenario is not uncommon. Why?

Applicants for on-air or support jobs, as well as actual staffers at Radio stations, complain about the "black hole" in programming. Explanations run the gamut from bad potty training as a child to the pressures of programming multiple stations in a consolidated cluster.

In addition to being an artist, a creative leader and a visionary, a PD is also a manager. No station succeeds with bad management. Auditing your own performance in five key areas will keep you out of the PD Hall of Shame.

1) **You're Charting Your Future Today.** A great PD has gotta have heart. Getting good people into the tent is job one. You'll win when you respect applicants and their time. Job-hunting is tough on everybody. Always follow up your decision to hire with at least a note to each prospect. You may want to hire them next time.

2) **MBWA: PDs who barricade themselves behind voice mail and a closed door all day cut themselves off from success.** "Management By Walking Around" makes you accessible to everybody and humanizes you to the troops.

3) **Focus On Who Pays For The Picnic.** Delivering winning ratings is your priority, so tap into the feedback from listeners and advertisers. PDs who thrive on interaction with callers and visitors often discover flaws in their programming. Increase your own time spent listening, and it will have a positive impact on your bottom line.

4) **Meetings Do Not Equal Success.** While group sessions are inevitable during your business week, minimize meetings. Strive for quick, focused one-on-one time with key players. Train your staff to respect any time you spend away from programming or promotions. Corporate expects results. You can't deliver if you're busy writing five-year plans and racing to meetings.

5) **Lead With A Smile.** Successful Radio station groups are run by managers who like to laugh and have fun. Even in the PD "pressure cooker," you can innovate and still keep everyone upbeat. For the listener, it's not about ratings or share. It's about entertainment. Keeping staffers happy off the air leads to an entertaining, winning Radio station on the air.

Amid all the downsizing, mergers and multi-tasking, PDs are forging the direction of Radio programming into the 21st century. Those who love challenges will be the leaders of our industry in the exciting days ahead.

Use that power wisely – but do use it. ☺

Tom Tradup, VP/GM of the USA Radio Network in Dallas, Texas, may be reached at 214-181-3900.



- ▲ After your decision to hire, always follow-up with at least a note to each prospect.
- ▲ "Management By Walking Around" makes you accessible to everybody and humanizes you to the troops.
- ▲ PDs who thrive on interaction with callers and visitors often discover flaws in their programming.

▲ Minimize the time you get locked into, and must follow up, meetings.

Exercise Your Ears

Five Ways To Listen Like A Listener

by Michael Luczak

Sending and receiving are two equal components of the communication process. Programmers spend lots of time and effort on the sound they are sending. How much thought is put into how the message is received?

Let's consider two types of listening: 1) how your audience listens and 2) how you listen.

AUDIENCE LISTENING

The programmer's job is to get ratings based on listening habits. As programmers, we are often advised to "think like a listener." Why don't we listen like a listener? How often does your staff listen to your station and the competitors? Is the majority of the time you spend listening to your station in your office?

Here are a few tips on how to discover more about the sound of your station.

1) **Every Room/Every Radio.** Listen at home in each room. What is different in each room? What is your mood at different times of the day as you listen? This is how your audience listens.

2) **Drive the Drive.** Get up early, drive around, and listen to your morning show. Listen in the afternoon. Do this a few times a year. What makes you punch out? Is the tempo of the show where it should be? Are the traffic reports relevant? Are the multi-microphone levels even? Have your on-air people do the same, and ask for a written report.

3) **Big Speaker/Little Speaker.** Before spots, drops and promos go from the production studio to the air studio, listen on the cue speaker. Most folks are not listening to the station on big studio monitors. Ask your production director and

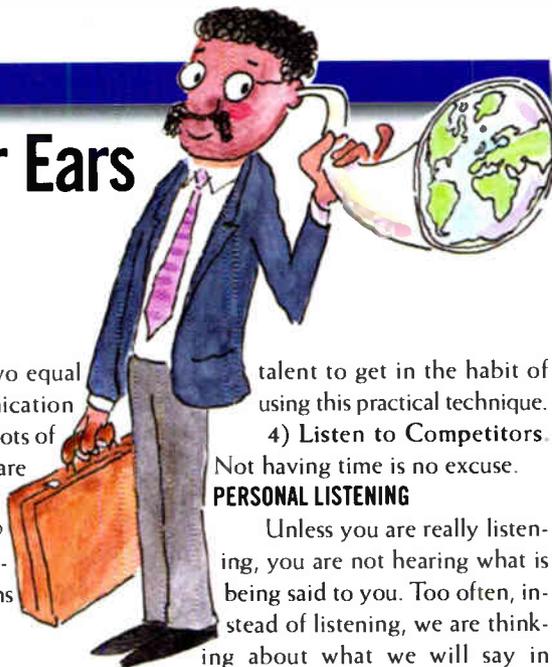


▲ Put a Radio in every room in your house and listen in each room.

▲ Get up early, drive around, and listen to your morning show.

▲ Any time you write down what you hear, you aid your own personal recall.

▲ Buy a micro-cassette recorder, and take it to meetings.



talent to get in the habit of using this practical technique.

4) Listen to Competitors.

Not having time is no excuse.

PERSONAL LISTENING

Unless you are really listening, you are not hearing what is being said to you. Too often, instead of listening, we are thinking about what we will say in

response to the speaker. Try these approaches to become a better listener.

1) **Shift Your Mental Focus.** Instead of mentally preparing your response to some form of verbal communication, focus your attention on the person speaking. Watch body language. Paraphrase what you just heard. Repeat what he just told you, using your words. This tells the person that you heard what he said and you care enough to repeat it for clarity.

2) **Be Cognizant of Selective Hearing.** People hear what they want to hear, filtering out what they deem unimportant. Avoid this habit.

3) **Take Notes.** This is a great technique to make the speaker feel important. Any time you write it down, you aid your recall.

4) **Count.** If you are hearing bad news or surprising information, mentally count to five. Think about what you just heard. Choose your words, then respond. Counting works well to control anger, avoid embarrassment, reduce conflict and enhance your image as one who really listens.

5) **Props.** Buy a micro-cassette recorder and take it to meetings. You will get everyone's attention if you act like you are going to record what is said. Oversized rubber ears are a funny prop that puts the focus on what the other person is saying.

There is a reason we were born with two ears and only one mouth. ☺

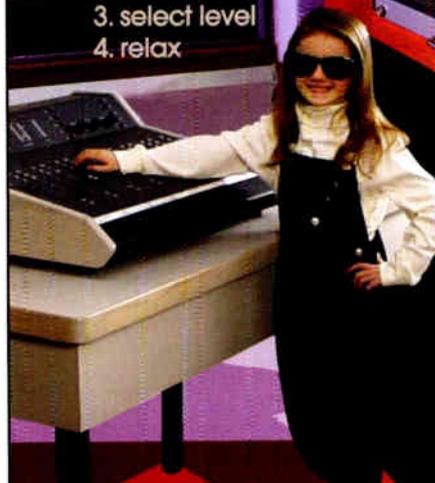
Michael Luczak is OM for WING-AM/FM, WGTZ-FM Dayton, Ohio. He may be reached at 937-294-5858 or by E-mail at michaell@erinet.com.



Digital Consoles

As simple as...

1. select input
2. select output
3. select level
4. relax



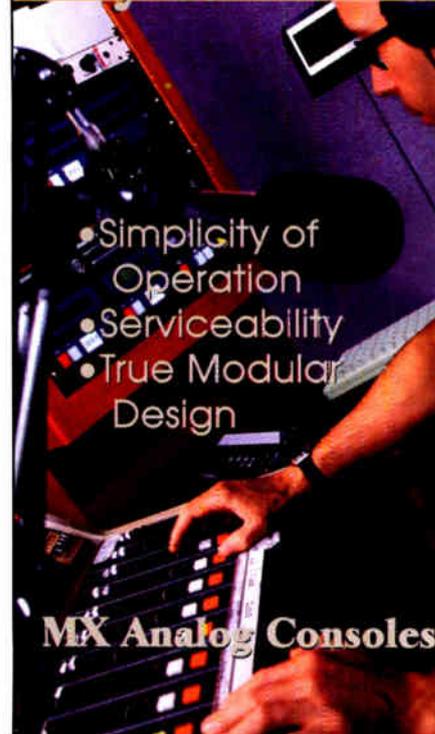
FIDELIPAC®

Broadcast Studio Equipment



Division of Amplifonix
2707 Black Lake Place
Philadelphia, Pa 19154
Phone 215.464.2000
fax 215.464.1234
www.fidelipac.com

Dynamax



- Simplicity of Operation
- Serviceability
- True Modular Design

MX Analog Consoles

It's Distribution, Stupid

Educate Your Salespeople

by Walter Sabo

While you're doing computer runs to rationalize cost per points and contend with the evils of "controversial" programming, you may be missing a big selling point: distribution.

Radio has enjoyed 100-percent distribution and 92-percent weekly population usage for so long that most salespeople forget how powerful those facts can be. Cable, the Internet and magazines devote most of their presentations to one selling point that Radio takes for granted: distribution.

Radio's distribution figures should be the first slide in the pitch. We always win. Cable salespeople spend a great deal of time justifying why they don't reach the whole population. They sell the squirrely figure of "homes passed." That means the percent of homes that can get cable even though many don't. When they say that cable has



▲ Radio has enjoyed 100-percent distribution and 92-percent weekly population usage for so long that most salespeople forget how powerful those facts can be.

▲ The lack of distribution is why other media are so desperate to co-promote with Radio.

▲ In order to prove the pulling power of your hosts, have your salespeople compare your station's come to 1) the local come numbers of all the cable channels, 2) the local sales of magazines and 3) the hits for the "hot" Websites.

▲ In any negotiation, Radio is the dominant medium.

60-percent penetration in the country, that's true. But, that doesn't mean that 60 percent of the homes actually take cable.

For all the hoopla over the Internet, it has a long way to go before its distribution is even a factor. Consider this. WINS New York has a weekly come of more than 2,100,000 listeners per week. That's considerably more than the weekly hits for the Websites of MSNBC, CBS Market Watch, The New York Times, The Los Angeles Times and many other brand names with "successful" Websites.

Hugely successful magazines, like Glamour, Mademoiselle and Redbook, don't achieve a monthly circulation equal to a week of circulation for WINS. Yet, those magazines often charge more than \$50,000 per page.

While cable dreams of one day having two boxes per household, Radio is already in every room in the house. The problem is, Radio has had this distribution advantage for so long that salespeople place little value on it.

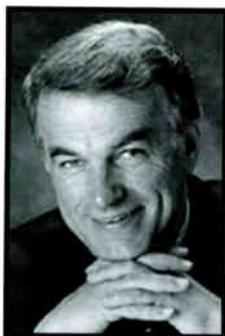
The lack of distribution is why other media are so desperate to co-promote with Radio. In New York City, far more listeners tune to WFAN than watch Imus' morning show on MSNBC. You'd be hard pressed to find a cable channel that has as many viewers, at any given time, as your morning show has listeners in your city.

In order to prove the pulling power of your hosts, have your salespeople compare your station's come to 1) the local come numbers of all the cable channels, 2) the local sales of magazines and 3) the hits for the "hot" Websites.

This comparison will accomplish two things. First, it will remind buyers that Radio should charge more for its distribution network. Second, it will change our attitudes toward potential media partners. Do you really want to help make a cable channel or a Website bigger? When they get bigger, with your help, where do you think they're going to derive dollars?

There is nothing wrong with establishing your brand on as many beachfronts as possible. But remember, Radio already has the biggest beach. In any negotiation, Radio is the dominant medium. Act accordingly, and the results will be profitable. ☎

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



"One of radio's best kept secrets ...a must!"

-Eric Rhoads, Publisher, Radio Ink

DOUG STEPHAN'S Good Day

MON-FRI 4 to 10 am ET SAT 4 to 9 am ET SUN 4 to 6 am ET

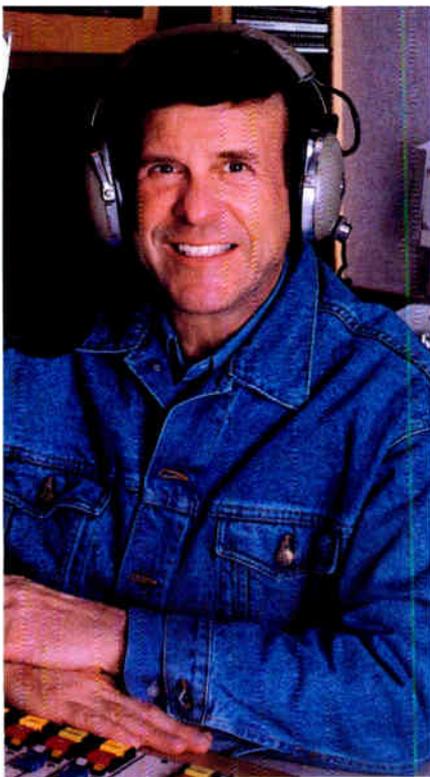
Radio America 800.884.2546 WinStar Affiliate Relations 212.681.1947

MAJOR ISSUES • MAJOR STATIONS • MAJOR MARKETS

Just added

Los Angeles Jacksonville Louisville Chattanooga

Cousin Bruchie Celebrates 40 Years on the Air



COUSIN BRUCIE is one of the most recognizable voices in New York City Radio. He celebrated 40 years on the air with a special WCBS-FM broadcast in March. Known as the "Hammer" at a Bermuda Radio station, Bruce Morrow worked at WOR and WINS before beginning his journey with CBS-FM.

"One night, a little old lady came into the studio. I looked at her. Being a Brooklyn kid, I know when somebody is going to hit me up for money.

"She said, 'Do you believe that we are all related?' I said, 'Yes, ma'am,' as I played the Platters. 'Well, cousin, lend me 50 cents. I'm broke and I can't get home.' I gave her the money. She said, 'Thank you, cousin,' and left. The rest is CBS-FM history."

Do you think people who get into the business now can achieve the kind of success that you have had?

Yes. I am celebrating 40 years. There will always be somebody who comes along and offers the audience what they want in a different way. There will always be someone who offers it an appealing and attractive way that makes that person a little different and a little more endearing to the audience than the normal Joe who does time and weather.

What advice can you offer to programmers and on-air people?

Know what you are doing. Know your market. Understand your audience and listen to that audience. They will tell you what they want.

To this day, I work very hard when I make appearances. I always say, "yes," whether it's a high school, junior high school, college or supermarket. I touch people.

While they are getting an autograph, I ask: "Why are you wearing those pants baggy?" "What are you listening to?" I am always doing market research.

The audience knows they can trust me. I will never sell them short. If I talk about something, they believe it.

What have you seen on the "other side," as an owner?

It was very tough for me to sit

behind a desk. I don't like to be a pencil pusher. I am a broadcaster.

During all the years that Bob Sillerman and I were together, I was always the one on the air. Bob would go out, beat the bushes and worry about the money. I only cared about what the Radio station sounded like.

I got on the air and made it improve. I talked to my Radio personalities and taught them Radio, rather than pushing time chimes and call letters.

Who is teaching the young people today? It's consultants who are just worried about where the pencil will fall on the paper at the computer? Are we worried about people?

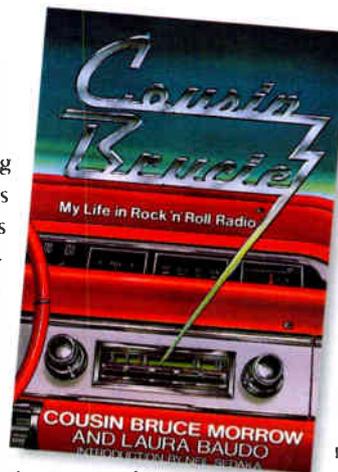
The computers are wonderful as aids, but I want them in the background. I want Radio to be human again.

What is your pet peeve with Radio?

What bothers me the most about Radio and many PDs is that they have forgotten what Radio is all about.

We are too worried about numbers. Radio should be returned to the people. Let's talk to people, entertain and inform them, and not worry about numbers so much.

I would like to see Radio become more like theater again. I want the show business to return to Radio. ☺



Name: Bruce Morrow ("Cousin Bruchie")

Title: Air Personality at WCBS-FM New York

Age: 61

Birthplace: Brooklyn, New York

Education: James Madison High School, Brooklyn; New York University

What one word best describes you? Energy.

What goal have you not yet achieved? I would love to do a talk show eventually.

Who do you respect most as competitors? Scott Shannon and Don Imus.

Who are your mentors? Alan Freed and Joe McCoy.

What's the best way for programmers to keep a competitive edge? Know their market. Nobody 2,000 miles away understands the blood and guts of a market.

How do you measure success? Somebody who says to me, "Hey Bruchie, I heard your show, and I thought it was great." Also, when I see that my log is full..

What is the worst business decision you ever made? Leaving Bermuda. I should have stayed there. I didn't know how good I had it.

What is your favorite movie? *The Wizard of Oz*.

What is your favorite vacation spot? Paris.

If you had the opportunity to embark on a different career path, what would it be? I would like to have been a doctor.

EIGHT CRYSTAL AWARD FINALISTS!



WGMS-FM
Washington D.C.



WTOP-AM/FM
Washington D.C.



WNND-FM
Chicago



WTMX-FM
Chicago



KOIT-FM
San Francisco



KDFC-FM
San Francisco



KSL-AM
Salt Lake City



KZLA-FM
Los Angeles



BONNEVILLE
INTERNATIONAL
CORPORATION

DOING GOOD AND DOING WELL

Crystal Awards Finalists

Recognized For Community Service

On April 20, 1999, The National Association of Broadcasters will announce the 10 winners of this year's Crystal Awards. The awards recognize Radio stations for their outstanding, year-round community-service efforts.

Wolfman Jack will be inducted, posthumously, into the NAB's Hall of Fame. Senator John McCain (R-Az.) will be the keynote speaker.

Here are the 45 finalists.

KABC-AM Los Angeles, CA
 KBIHP-FM Bemidji, MN
 KBIHR-FM Big Bear City, CA
 KCDZ-FM Joshua Tree, CA
 KDFC-FM San Francisco, CA
 KELO-FM Sioux Falls, SD
 KGFN-FM Bakersfield, CA
 KGUM-AM Agana, Guam
 KKCS-FM Colorado Springs, CO
 KLOS-FM Los Angeles, CA
 KNX-AM Los Angeles, CA
 KOIT-FM San Francisco, CA
 KRKT-FM Albany, OR
 KSL-AM Salt Lake City, UT
 KTRH-AM Houston, TX

KUDL-FM Westwood, KS
 KUEL-FM Fort Dodge, IA
 KWOA-AM Worthington, MN
 KZLA-FM Los Angeles, CA
 WBBF-FM Rochester, NY
 WCBC-AM Cumberland, MD
 WDBO-AM Orlando, FL
 WDEL-AM Wilmington, DE
 WEGR-FM Memphis, TN
 WENS-FM Indianapolis, IN
 WEZN-FM Bridgeport, CT
 WGMS-FM Washington, DC
 WGOH-AM Grayson, KY
 WHUR-FM Washington, DC
 WIBC-AM Bloomington, IL

WJBR-FM Claymont, DE
 WJYJ-FM Brainerd, MN
 WKDZ-FM Cadiz, KY
 WLTE-FM Minneapolis, MN
 WMAL-AM Washington, DC
 WNND-FM Chicago, IL
 WPEG-FM Charlotte, NC
 WQRB-FM Eau Claire, WI
 WSJS-AM Winston-Salem, NC
 WTCR-FM Huntington, WV
 WTIC-AM Hartford, CT
 WTMX-FM Chicago, IL
 WTOP-AM/FM Washington, DC
 WYTZ/WZTY St. Joseph, MI
 WZZK-FM Birmingham, AL. ☎



Congratulations to



*On Your Crystal Award Nomination
 We're proud of your community service.*

YOUR STAR SHINES BRIGHT!



ATLANTIC STAR

CAPSTAR



BROADCASTING CORPORATION

**SPECIAL
REPORT**

New fo

A GUIDE TO NEW TECHNOLOGY!

The 1999 National Association of Broadcasters is holding its annual convention in Las Vegas from April 17 to April 22. General Managers and Engineers will gather in the gambling capital of the world to kick the tires of the latest technology. Many new products for Radio stations will be introduced during the convention.

If you are heading to Vegas, this manual will help navigate you to new products. If traveling to Nevada is not in the cards, keep this information by your side. It will come in handy during your next station upgrade.

1999

AKAI MUSICAL INSTRUMENT CORP.



Contact Person: Ramon West,
Marketing Manager
Tel: 817-831-9203
E-Mail: rwest@akai.com

Website: www.akai.com/akaipro
NAB Booth Number: L13966

New Product(s): DPS12V2

Category: Audio Production

Release Date: January 1999

Cost: MSRP \$1499

Description: The DPS12V2 is a 12-track random-access digital disk recorder capable of recording eight tracks of uncompressed audio simultaneously to removable JAZ cartridges or SCSI hard disks. It features a built-in, 20-channel digital mixer with digital EQ and a bright intuitive display. There are up to 250 virtual tracks that can be assigned to any of the 12 physical tracks.

Mix automation is possible with mix setups that can be saved as snapshots and recalled at any time. It is possible to insert, delete, erase, copy or move sections of audio from one point to another within a given project. Sections of a single track or multiple tracks can be edited simultaneously. Other features such as Timestretch and Stretch edit functions allow the length of a recording to be changed without affecting the pitch.

ANTEX ELECTRONICS



Contact Person: David Antrim
Tel: 310-532-3092
E-Mail: dantrim@antex.com
Website: www.antex.com

NAB Booth Number: L10952

New Product(s): LX-22M and LX-24M
Digital Audio Adapters

Category: Playback Automation

Release Date: Mar. 8, 1999

Cost: LX-22M \$895 (MSRP), LX-24M \$1195 (MSRP)

Description: The LX-22M and the LX-24M Digital Audio Adapters offer 20 bit audio with simultaneous, multi-track record and play capability. MPEG Layer I/II encode and decode are standard, as is eight- and 16-bit linear PCM compression. The LX-22M and LX-24M provide two-channel record capability. The LX-22M has two-channel playback. The LX-24M has four-channel playback.

Both adapters include an on-board 60 MHz floating point DSP that allows simultaneous record/play of up to three stereo devices in full compression mode. Inputs and outputs can be configured by the user in balanced or unbalanced mode. Ninety-six dB dynamic range is typical with a THD+N rating of .003 percent. Half-sized cards, both adapters are suited for digital audio mastering and recording, digital broadcast systems, and music and entertainment. Software drivers for Windows 95/98 and NT are provided at no charge.

ARRAKIS SYSTEMS, INC.

Contact Person: Jon Young
Tel: 979-224-2248, Ext. 309
E-Mail: sales@arrakis-systems.com
Website: www.arrakis-systems.com

NAB Booth Number: L13662

New Product(s): Digital Audio Console, Digilink Four Workstations, Digigram Powered

Cost: Digital Audio Console — prices start at \$1995

Description: Digital Audio Console — The digital mixer is a 2RU rack-mounted box expandable in units of four input channels (4, 8, 12, plus channels). The mixer has audio and control busses so it can be retrofitted to existing Arrakis 12000 series consoles to upgrade them to analog and digital, or to a digital console.

Digilink Four Workstations — Two features have been added. Digilink IV automation software for Windows 95/98/NT computers now supports full satellite automation and a digital transfer capability to produce audio files on a standard PC and transfer them in digital to

the DL4 workstation.

Digigram Powered — Arrakis will display a complete interface between its On Air Digilink Windows 95/98/NT software and Digigram audio boards for use in on-air Radio. A station can select the hardware platform: a DL4 workstation or a Digigram powered PC computer.

ASPI DIGITAL



Contact Person: Paul Tardif,
Director of Sales
Tel: 404-892-3200 or 800-932-2774
E-Mail: paul.tardif@aspi.com

Website: www.aspi.com

NAB Booth Number: L13677 (in the Broadcast Electronics booth)

New Product(s): EchoFree EF300
Digital Hybrid

Category: Studio/Talk Equipment

Release Date: March 31, 1999

Cost: \$1495

Description: The EF300 offers clarity and usability to on-air telephone calls. Its proprietary DSP noise suppression (patent pending) reduces repetitive noises on the phone line to make caller audio clear.

The EF300 has user features such as: caller ID capability (activation of service required from your phone company); complete RS232 control (including dialing out) for operating the EF300 from your digital on-air system or other controller; AGC to keep send-and-receive levels consistent; mic or line level input — use the EF300 at a newsroom module or in a studio setting, automatic mix-minus — connect the EF300 to any console port, no special feed required; automatic adaptation to the phone line, no user adjustments needed; small size — only rack space; "stackability" for tying multiple lines (up to eight) together on-air.

AUDIOARTS ENGINEERING

Contact Person: Jim Peck, Senior
Sales Engineer
Tel: 252-638-7000
E-Mail: email@wheatstone.com

NAB Booth Number: L12171

New Product(s): Audioarts SPARKY, Audioarts R-17

Description: Audioarts SPARKY is a digital on-air console that accepts and outputs both analog and digital signals. It is an open architecture design with 12 inputs, three stereo busses, multiple format A>D input converters, machine control, digital mix-minus and phone module support for two callers.

Audioarts R-17 is a modular small footprint on-air console with 10 inputs, two stereo busses, machine control and better-than-digital audio quality.

AUTOGRAM CORPORATION



Contact Person: Joseph Celiz

Tel: 800-327-6901

E-Mail: info@autogramcorp.com

Website: www.autogramcorp.com

NAB Booth Number: L-13183

New Product(s): Pacemaker II

Category: Audio Console

Release Date: Apr. 19, 1999

Cost: Pacemaker 218 (top photo)

\$4,596 plus options; Pacemaker 228

(lower photo) \$5,257 (plus options)

Description: The new consoles feature Autogram's exclusive Bi-Modular concept. Costs and talent interruptions are kept to a minimum with the new design. The consoles are available in two sizes. The PM 218 has up to 14 input modules (40 stereo inputs max). The PM 228 has up to 24 inputs and 60 inputs max.

Standard features on both consoles include: console frame; external power supply; four lighted meters and four meter boards (PM 218), six lighted meters and six meter boards (PM 228); Autoclock time and temperature; accessory front panel (controls for Autoclock); headphone/cue front panel; monitor front panel; phone jack front panel; microphone preamp board (four mic preamps); two audio output boards; monitor output board; headphone/cue board; and motherboard. All on and off switches use LED

indication to eliminate bulb replacement.

AVOCET INSTRUMENTS, INC.



Contact Person: Eric Lane

Tel: 503-671-9424

E-mail: ericl@avocetinst.com

Website: www.avocetinst.com

NAB Booth Number: L11587

New Product(s): AV-2000 Delay Canceller

Category: Audio Processing, Remote Equipment

Release Date: Feb. 1, 1999

Description: The Delay Canceller removes delayed echoes of remote audio from the air or monitor feed heard at remote sites. It permits remote talent to use the air feed as their return audio from the station. Used at the remote, the Delay Canceller compares audio being transmitted to the studio with audio being received at the remote site via the on-air signal, satellite link or microwave path. As the Delay Canceller recognizes transmitted audio in the receive path, it adapts to remove 70 ▶

Memo

To: The Programming readers of *Radio Ink*
From: Lindsay Wood Davis, Senior V.P./Sales
Central Star Communications
Re: The best salespeople you ever met

In every market, there are one or two Account Executives who have earned the (sometimes grudging) respect of people in programming. These are the types of Account Execs we're looking for at Central Star Communications, the midwest operating division of Capstar. We have great positions in top markets in Wisconsin, Illinois, Iowa, Michigan, Nebraska, Kansas, Oklahoma and Arkansas.

Tear out this ad, or copy it, and give it to the Account Exec you respect most. They'll thank you, and I thank you. Tell them to e-mail me at davis703@aol.com.

We'll all be glad when they do.

C
CENTRAL STAR
COMMUNICATIONS, INC.

Equal Opportunity Employer

it. The unit will compensate for transmission delays of up to 800 ms.

AZDEN CORPORATION



Contact Person: Norman Levenstein (press relations)

Tel: 516-328-7500

E-Mail: nlstein@ix.netcom.com for press relations; azdenus@aol.com for product information

Website: www.azdencorp.com

NAB Booth Number: L13157 and L20671

New Product(s): 41XT

Category — wireless microphone

Cost: \$2800 USD; Complete systems start at \$700 MSRP; with microphone element options available for both the 41BT body pack and 41HT handheld transmitters.

Description: Azden introduces a portable UHF wireless microphone system with 63 user selectable frequencies in the 795 to 805 MHz range. The 400UIDR True Diversity Receiver features an XLR output and a headphone output, both with volume control, and LED indicators for system functions. The 41XT XLR plug-in transmitter converts wired, low impedance mics into wireless microphones. The 41XT features separate power on/off and standby switches, mic input level control, and LED indicators for transmitter functions.

The 41BT body pack features a locking 4-pin microphone input connector; microphone input level adjustment; separate on/off and stand-by switches; single nine volt battery operation; and a heavy-duty metal belt clip. The 41HT handheld microphone features a recessed on/off switch, two "AA" battery operation and a heavy-duty metal microphone body with a uni-directional dynamic microphone element.

BIRD USA

Contact Person: Fred Schweser

Tel: 402-289-3779

New Product(s): Bird Replica Indy

Style: Racecar

Category: Promotion

Release Date: Apr. 1, 1999

Cost: approx. \$1000 complete

Description: The gas-powered replica Bird Indy Style racecar is powered by a 3.5HP Briggs Mill and will go up to 15 mph. It may be used for promotional tie-ins with soda pop, beer or other local business. It may also be used as a point-of-purchase display, to be given away at the end of the promotion. The racecar is available in your choice of colors with custom graphics for your promotion.

BROADCAST ELECTRONICS, INC.

Contact Person: Kim Winking

Tel: 217-224-9600

E-mail: kwinking@bdcast.com or bdcast@bdcast.com

Website: www.bdcast.com

NAB Booth Number: L13677

New Product(s): Predator and FM-10S

Description: The Predator™ Digital Exciter is a type approved digital transmitter with output power levels up to 250 watts. Individual modules can be replaced. Conversion to full digital operation requires the addition of the digital input module. In the event of digital path failure, the Predator will automatically switch to the analog backup. The Predator is capable of being queried locally or remotely, through a serial modem port, and offers either analog composite or digital input at no additional charge.

10kW Solid State FM Transmitter offers 10kW of power with redundant systems and soft-fail designs. The FM-10S includes optional standby IPA, exciter and PA power supply. The FM-10S provides front panel monitoring of all module parameters. The FM-10S is only 15 percent larger than Broadcast Electronics' 5kW solid state FM.

BURK TECHNOLOGY

Contact Person: David Steele

Tel: 978-486-0086

E-Mail: sales@burk.com

Website: www.burk.com

NAB Booth Number: L13962

New Product(s):

Autopilot® for Windows

Category: Transmitter Control System

Release Date: June 1, 1999

Description: You can control one trans-

mitter site or hundreds from any PC with AutoPilot for Windows. This software is designed for the broadcast industry and the Burk ARC-16 Transmitter Remote Control System. In conjunction with ARC-16, AutoPilot gathers data from all of your systems throughout the day, records and automatically responds to changes. You can mix and match modems or direct connections to allow support of up to 512 ARC-16 sites. AutoPilot® can monitor both studio and transmitter sites with operating functions that are defined by the user. AutoPilot® works with a PC running Windows 95 operating system. A Pentium 133 with at least 16MB RAM minimum configuration is recommended.

CARTWORKS/DBM SYSTEMS, INC.

Contact Person: George Thomas

Tel: 800-795-7234

E-Mail: gthomas@cartworks.com

Website: www.cartworks.com

NAB Booth Number: L11591

New Product(s): CartWorks Wav/Mpeg

Category: Studio Equipment, Digital Audio Storage and Automation

Release Date: Apr. 30, 1999

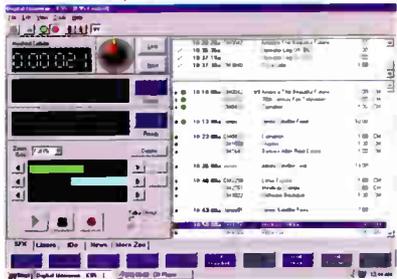
Cost: Starting at \$4,995 complete

Description: The new CartWorks Wav/Mpeg allows standard Microsoft Wav and Mpeg Layer 2 and 3 audio files to be used in the broadcast studio without time-consuming conversion. Practically any digital audio file produced on a professional digital audio workstation, home computer or downloaded from the Internet is available for airing.

CartWorks Live Assist units can replace traditional cart machines. They may be operated manually or import logs from a traffic system. Instant Access to groups of 48 frequently used carts is included to assist the operator.

CartWorks Satellite Automation offers the above-listed features plus the ability to automate multiple satellite formats. CartWorks Music-on-Hard-Drive allows one-button operation during live portions of the day or complete live-sounding automation with in-context voice tracks. The Voice Tracking module allows jocks to hear the music as they record voice tracks.

CBSI/CUSTOM BUSINESS SYSTEMS, INC.



Contact person: Business Management Software: contact Bill King; National Sales Manager Digital Audio: contact Bob Lundstrom
Tel: 800-547-3930 or 541-271-3681

Website: www.cbsi.org info@cbsi.org
NAB Booth Number: L-12553

New Product(s): Version 3.0 of DeltaFlex Business Management Software; NetCapture and Live Audio Routing

Description: Version 3.0 of DeltaFlex Business Management Software — Version 3.0 is powered by the DeltaFlex traffic engine. It includes expanded A/R capabilities such as detailed history data, report sequencing and the ability to set up more levels of detail for each account in all areas. Research has shown that the Revenue Maximization function can increase a station's revenues without adding avails, raising rates or adding to the existing workload. Detailed statistics are available at the CBSI booth.

NetCapture and Live Audio Routing are featured in release 2.0 of Digital Universe digital audio software. Allows capture of multiple satellite feeds by a single PC, with routing directly into the Digital Universe system for direct playback, fractional delay (begin playback while recording is still in progress) or delayed airing.

COMPUTER CONCEPTS CORPORATION



Contact Person: Ted Lantz
Tel: 913-541-0900 or 800-255-6350

E-mail: info@ccc-dcs.com
Website: www.ComputerConceptsCorp.com

NAB Booth Number: L13666

New Product(s): Visual Traffic Corporate Module

Category: Traffic and Billing

Release Date: Oct. 1, 1998

Description: The Corporate Module will use a central database that contains all information pertaining to the Visual Traffic (V.T.) sites. V.T. sites will have their own copy of the data so that if the central database becomes unreachable, they can still communicate. If a V.T. site

is unavailable, central software will retry the update until it is successful or the user removes the site. Any additions and modifications will be done to the central database. Once the order information is complete, the system will send it to the targeted V.T. sites, and it will be placed on the site approval queue.

CCC is also releasing an update for Maestro, its digital audio hard disk system, which provides flexibility for more personal preferences, increased access to external equipment, improved fade capabilities and a new Event Notification feature.

tune in to our

explosive

weekday shows

[and hear the hottest sports talk on the air]

STEVE CZABAN
6am-10am E.T.

"PAPA" JOE CHEVALIER
6pm-10pm E.T.

PETER BROWN
2pm-6pm E.T.

ARNIE SPANIER
10pm-2am E.T.

JOHN RENSHAW
10am-2pm E.T.

BOB KEMP
2am-6am E.T.

One-On-One Sports

(847) 509-1661

Illustrations by J. T. Steiny

COMREX CORPORATION



Contact Person: Kris Bobo
 Tel: 978-263-1800
 E-Mail: info@comrex.com
 Website: www.comrex.com
 NAB Booth Number: L13180
 New Product(s): Vector POTS
 Codec Radio Station

Category: Remote Broadcast
 Release Date: At NAB '99
 Cost: Portable: \$4500 USD; Rack-mount: \$4500 USD

Description: The Vector POTS codec provides 15 kHz two-way audio on a single standard dial phone line. It is compatible with the thousands of HotLine POTS codecs around the world. The Vector has built-in mixing capabilities and weighs 3.5 lbs. You need a single POTS

line for 15 kHz audio. Music can be sent over a standard telephone line. Expensive digital lines do not need to be installed.

To set up a remote broadcast, plug in the phone line and power and place the call. A separate mixer isn't needed. The Vector contains a four-channel mixer.

DALET DIGITAL MEDIA SYSTEMS USA INC.



Contact Person: Andrew D'Auria
 Tel: 212-825-3322
 E-Mail: sales@dalet.com
 Website: www.dalet.com
 NAB Booth Number: L13394 in the
 LVCC Radio/Audio Hall
 New Product(s): TeamNews, TeamRadio and InterWeb
 Description: Dalet software runs on

standard PCs with open architecture for complete scalability. Dalet provides complete turnkey systems for broadcasters. Dalet 5, available now, is an integrated suite of software for Radio stations. It addresses the complete range of tasks performed in Radio: live or automated broadcasting, program scheduling, production, news, and traffic management.

TeamNews — Features integrated text, audio editing and broadcast for live news; newswire capture and filtering; real-time network chat; and an integrated Web browser.

TeamRadio — Features advanced group-wide traffic scheduling; proposal generation and order entry; integrated reporting and billing; and seamless integration with Dalet 5 digital audio software (and others).

InterWeb — Makes Dalet 5 audio files and database available for sharing via the Internet. Provides access to your audio library and spots for affiliates. Remote journalists can send stories via laptop with simple Internet connection.

THE TALK RADIO REVOLUTION

LIVE FROM 9AM TO NOON EASTERN

REFEEDS NOON TO 6PM EASTERN

100% BARTER

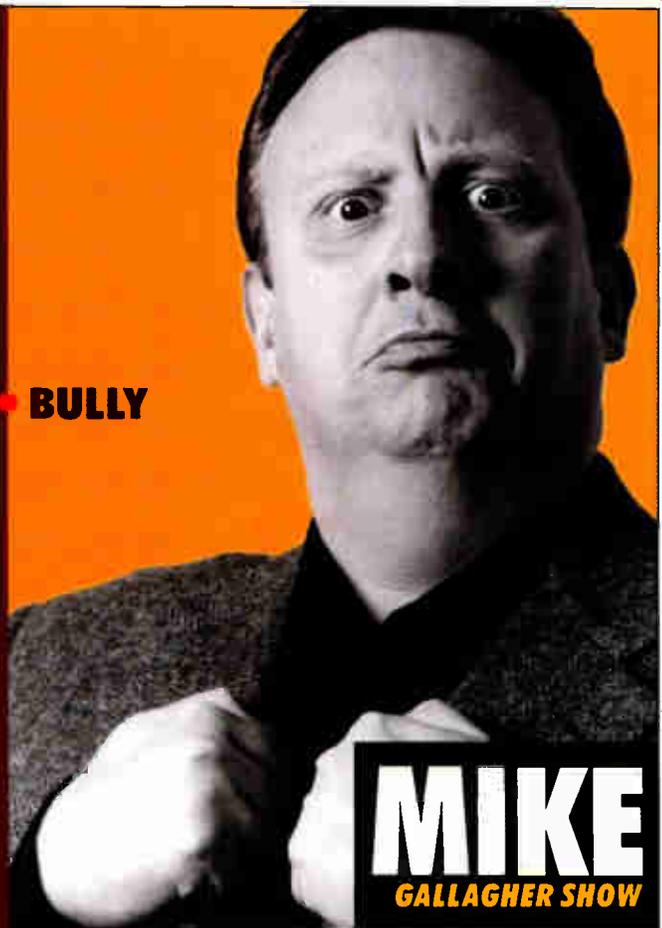
DAME-GALLAGHER NETWORKS-LLC



BUDDHA • BULLY



AFFILIATE INFORMATION 1-800-387-2366



DATACOUNT, INC.

Contact Person: Debbie Hamby, VP
Sales and Marketing
Tel: 334-749-5641
E-Mail: dhamby@datacount.com
Website: <http://www.datacount.com>
NAB Booth Number: L10967
New Product(s): Datacount 32™
Category: Traffic and Billing
Software System
Release Date: NA

Cost: Not determined at this time
Description: Datacount is in the early stages of delivering a new Windows™/ODBC traffic and billing system. D32 is a new traffic system that targets all levels of information: corporate, group and station. Information is gathered using ODBC as the standard for communicating with any reporting program. D32 leverages existing technologies, including the thin-client/fat-server approach to reporting, and the three-tier client/server model for user interaction.

Designed as an "open system," all D32 files will be 100 percent ODBC compliant. File specifications and data structures will be open and

available to end users. This allows all data to be exported to a multitude of software tools. With data structures available to end users, customized reports are generated by novice users through Excel and other tools, to gather detailed revenue and avails data for more intensive analysis.

DAVICOM TECHNOLOGIES LTD.

Contact Person: (USA) Donna Dettweiler, Manager; (outside the USA) Francois Robitaille, VP Marketing and Sales

Tel: (USA) 609-653-1065, toll free 877-327-4832, (outside the USA) 819-370-4343

E-mail: (USA) infodavicom@davicom.com; (outside the USA) frobitaille@davicom.com

Website: www.davicom.com
NAB Booth Number: L13057
New Product(s): FMPM-01 FM Power Monitor

Category: Transmission Products

Release Date: Mar. 31, 1999

Cost: List Price \$695

Description: The FMPM-01 FM Power

Monitor is used at the transmitter site to detect the RF carrier. It provides a DC voltage corresponding to the RF power to the remote control system at the transmitter site. The FMPM-01 also demodulates the signal to provide a sample of the mono or stereo audio, making it easier to obtain critical measurements such as frequency response, noise and distortion.

The FMPM-01 is an accessory for the Davicom M-A-C (Monitoring Alarm Control) and Mini M-A-C remote monitoring and control systems. It will also work with other systems.

ENCO SYSTEMS, INC.



Contact Person: Larry Lamoray, VP
Sales and Marketing
Tel: 800-362-6797 and 248-

74 ▶

VIVA LAS VEGAS



NAB is right around the corner, and our hunk-a hunk-a burning sales reps are really getting into the Vegas atmosphere. When you get to Vegas, come see a demo of our state-of-the-art broadcast solutions.

Revolutionary New Products

GSC3000 version 1.9 software and Network Module

New DH30 digital hybrid

Venture Listening System

for IFB applications (216 MHz band)

We've Changed Booths

To check out a demo of our new products, swing by booth L10671. Gary and David might even sign an autograph for you. So when you're in Vegas, throw some dice, play some cards, and visit Gary and David, the Gentner Elvi alter egos.

We'll see you there.

 **Gentner**

Providing service, solutions, and peace of mind™

1.800.945.7730 • fax 1.801.977.0087 • bcastinfo@gentner.com • www.gentner.com



476-5711

E-Mail: lamoray@enco.com

Website: www.enco.com

NAB Booth Number: L11894

New Product(s): DADPRO32 Digital Audio Delivery System

Category: On-Air and Production, Automation, Digital Audio

Cost: Variable, dependent on configuration

Description: The DADPRO32 Digital Audio Delivery System uses commonly available, off-the-shelf, non-proprietary computer hardware and network architecture to provide complete live assist and/or automated on-air, production, and inventory management capabilities.

Systems may be configured as a single workstation supporting simultaneous automated on-air and production operations, or as any number of workstations for multi-station facilities, each optimized for their specific tasks. DAD also supports integration of Sound Cube technology, Multitrack Editing, NewsWire Capture and Editing with sound bytes embedded in Prompting Displays, full integration with scheduling and billing, and Global Wide Area Networking for group wide sharing of data and resources.

HARRIS-INTRAPLEX TRANSMISSION SOLUTIONS



Contact person: Bill Gould — Broadcast Products Manager

Tel: 978-486-9000

E-Mail: hgould@harris.com

Website: www.harris.com/communications

NAB Booth Number: Radio Hall Booth L12853

New Product(s): Intraplex IntraLink ISDN Codec Multiplexer

Cost: Pricing for IntraLink starts at \$6000

Description: The Intraplex IntraLink ISDN Codec Multiplexer consolidates all the functions of up to six ISDN codecs into one rack-mounted unit. IntraLink is compatible with most major brands of codecs, including the Intraplex

OutBack, Telos Zephyr™ and CCS Prima™, allowing you to deploy these existing units to the field.

IntraLink has front panel VU meters and a Windows-based graphical user interface that allow you to view and control all your remote lines on a single screen. With the Intraplex IntraLink ISDN codec multiplexer, you can manage all your remote broadcasts from one centralized location.

INOVONICS, INC.



Contact Person: Jim Wood, Pres./Chief Engineer

Tel: 831-458-0552

E-Mail: jim@inovon.com

Website: www.inovon.com

NAB Booth Number: L13878

New Product(s): Model 520, AM Modulation Monitor

Category: Test and Measurement

Release Date: Shipping in June 1999

Cost: \$1750

Description: Inovonics' 520 is a tunable, off-air Modulation Monitor for monaural AM broadcast service. It measures positive and negative carrier modulation, has fixed and variable peak flashers, plus alarms for overmodulation, carrier loss and program audio loss. An outdoor, active ferrite-rod antenna enables transmitter performance monitoring from the studio. Or, a direct RF sample can be used at the transmitter site with a built-in RS-232 link for remote display and analysis.

KLOTZ DIGITAL AUDIO



Contact Person: Ray Esparolini

Tel: 678-966-9900

E-Mail: esparol1@ibm.net

Website: www.klotzdigital.com

NAB Booth Number: L10994

New Product(s): Spherion

Category: Audio Console

Release Date: Available Now

Cost: Klotz Spherion systems start

at \$29,000.

Description: Klotz' Spherion digital audio console may be used for live broadcast and production applications. Spherion is founded on Klotz's 3d: router technology which allows multiple control rooms to share sources, logic, control and DSP functions.

Spherion is available in two sizes: a 12-fader version with a minimum of 24 input sources and a 20-fader console with a minimum of 40 input sources and DSP production features. Sources include microphone, stereo analog line, and various formats of digital line inputs, and can be routed to any fader. Unlimited expansion of sources and outputs is handled in increments of two stereo channels at a time.

Machine control logic follows each source regardless of its channel assignment. Multiple Spherion consoles can be integrated throughout a facility to share audio sources, logic facilities, intercom and other capabilities utilizing Klotz's Digital DiAN fiber optic network option.

LPB, INC.

Contact Person: John Devecka, VP Sales

Tel: 610-644-1123; 877-LPB-COMM (toll free)

E-Mail: lpbsales@lpbinc.com

Website: www.lpbinc.com

NAB Booth Number: L13977

New Product(s): Spatial One Studio Monitors, SALSA NT digital Audio Automation, Card Radios

Category: Speakers, Automation Systems, Promotional Items

Release Date: Shipping now: Spatial One and Card Radios; May 1, 1999: SALSA

Cost: Under \$700 per pair (Spatial One); Under \$10 each (Card Radio)

Description: The Spatial One Studio Monitors provide audio and imaging for Radio studios. The SALSA NT takes the features of the original SALSA system and moves them into the world of NT Networks. SALSA offers high stability, multi-layered passwords, wide-area networking and more. Card Radios — LPB has developed AM and FM portable Radios for station promotions. They come complete with custom graphics, batteries and earbuds. Available for SCA reception.

76 ▶

"If a song plays on the radio and nobody hears it...did it really play?"

Guglielmo Marconi, 1901



Who hears the hits... and how often?

***Combine Selector rotations with ARBITRON ratings...
...check out every daypart & demo using SelectorREACH!***

"Song, artist and category turnover is critical at every station, and SelectorREACH is a great new tool to help maximize rotations!"

*Jim Richards, Partner,
Vallie-Richards Consulting*

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

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

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

*Pierre Bouvard, GM,
Arbitron Radio*

Yes! Send more info on SelectorREACH fast.

Radio Ink

Name: _____ Title: _____ Actual Call Letters: _____
Address: _____ City: _____ State: _____ Zip: _____
Phone: _____ Fax: _____



Radio Computing Services, Inc.
Tel: (914) 428-4600
Fax (914) 428-5922
E-mail: info@rcsworks.com
www.rcsworks.com

ARBITRON



NAUTEL MAINE, INC.

Contact Person: Gary Manteuffel
Tel: 207-947-8200
E-Mail: info@nautel.com
Website: www.nautel.com
NAB Booth Number: L12884
(Radio/Audio Hall, LVCC)
New Product(s): XL Series IBOC DAB/AM Transmitters
Category: AM Transmitters
Release Date: April 1999
Cost: Contact NAUTEL

Description: The NAUTEL XL Series solid state AM transmitters are now compatible with the performance criteria of the leading IBOC DAB developers, including USA Digital Radio. NAUTEL XL Series AM/IBOC DAB transmitters are available in a range of powers, 60kW, 30kW and 12kW. USA Digital Radio and NAUTEL are "strategic partners" in the development of IBOC DAB transmitters.

The NAUTEL XL60 solid state 60kW AM transmitter features: overall efficiency of 84-88 percent, a complete standby exciter section with automatic changeover, and 145 percent positive peak capability at 60kW. On-air serviceability with the XL60 allows a power module to be removed while the transmitter remains on-air. With a power output capacity of 66kW, reserve power is built into the XL60.

OMNITRONIX, INC.

Contact Person: David Solt
Tel: 215-699-2400
E-Mail: info@omnitronix-inc.com
Website: omnitronix-inc.com
NAB Booth Number: L13979
New Product(s): Solid State Medium Wave Frequency Agile Transmitters, Solid State Short Wave Tropical Band AM Transmitters
Category: Transmitters
Release Date: First Quarter 1999
Description: Solid State Medium Wave Frequency Agile Transmitters use broadband amplifiers capable of covering the entire AM broadcast spectrum. They can operate in harsh environments, high humidity and high altitudes. They are modular, can be installed into portable shelters and are cabinet-mounted. They are also categorized for jamming and broadcast transmitter applications with

the ability to switch frequencies quickly. They are available from 500 to 10,000 watts and have a frequency change capability from 530-1710 kHz while sustaining loads of 2.0:1 VSWR.

Solid State Short Wave Tropical Band Transmitters feature solid state reliability, universally available components and pulse duration modulation (PDM) technology. They are available in 500, 1000, 2500 and 10,000 watts and frequency ranges of 3.0 to 6.0 MHz.

ORBAN

Contact Person: Amy Huson, VP Marketing and Customer Service
Tel: 510-351-3500
E-Mail: amyhuso@orban.com
Website: www.orban.com
NAB Booth Number: L13684
New Product(s): New Version 2.0 Upgrade for Optimod-AM 9200; New PC Interface Software for Optimod-FM 8200; New Version 2.5 for Audicy

Description: New Version 2.0 Upgrade for Optimod-AM 9200 delivers new presets for music formats for high frequency short wave broadcasting. The new presets can also be used by AM band broadcasters to provide extended coverage to protect the signal in such adverse conditions as low-power, night-time operations. Version 2.0 offers added security to OPTIMOD-AM 9200 users.

New PC Interface Software for Optimod-FM 8200 is designed to improve the PC control interface that can be used to control and fine-tune a station's sound via modem from the studio, home or car.

New Version 2.5 for Audicy allows Audicy to support TCP/IP and Novell networking, going beyond LAN and connecting to WAN. The Audicy can now embed traffic and continuity information into sound files so it can be used to send finished audio productions to on-air delivery systems.

PROFESSIONAL SOUND CORPORATION



Contact Person: Ron Meyer
Tel: 661-295-9395
E-Mail: sales@professionalsound.com
Website: www.professionalsound.com
NAB Booth Number: L13588
New Product(s): PSC M4mkII Mixer
Category: Remote Broadcast, Remote Recordings, Newsgathering
Release Date: Jun. 1, 1999
Description: The new M4mkII Mixer offers the ability to operate from an internal NP-1 rechargeable battery or conventional alkaline cells. In addition, the new design contains provisions for powering wireless receivers. This mixer also comes complete with a boom pole mounted remote control allowing ENG operators to control the mixer while booming with two hands.

The new M4mkII Mixer is approximately 15 percent more compact than its predecessor and lighter in weight as well. It weighs approximately three pounds, making it one of the lightest mixers on the market yet containing quality componentry throughout. It includes NKK switches, Clarostat pots, and a custom-made LCD display with night back-lighting. A PortaBrace case and padded shoulder strap are included.

RADIO COMPUTING SERVICES, INC.



Contact Person: Carolyn Lemoine, Ext. 172
Tel: 914-428-4600
E-Mail: info@rcsworks.com
Website: www.rcsworks.com
New Product(s): SelectorWIN, SelectorREACH, SelectorNET, Internet VoiceTracking
Description: SelectorWIN (Selector for Windows) lets you drag and drop songs onto your log. Round format clocks can be adjusted. Questions are answered with a fully indexed, on-screen help system. Plus, there are new animated "Show and Tell" demonstrations. Its compan-

ENCO + Orban + Harris = DAD_{PRO32} **The Only Complete Digital Audio Delivery Solution**



ENCO and Orban have combined the best features and technology of their digital audio products, and Harris now exclusively represents the new and improved DAD_{PRO32} Digital Audio Delivery System.

DAD_{PRO32} offers all of the features and functionality demanded by today's progressive broadcast facilities. Utilizing standard off the shelf non-proprietary hardware, network architecture, and operating systems, DAD is the logical choice for both Automated and Live Assist On-Air operations, Production, News, and Inventory Management. DAD supports Orban Sound Cube Technology, transparent links to the Orban Audicity Multitrack Editing System, sharing of data with other software applications for Wire Capture & Editing, Scheduling & Billing, and the Internet, as well as interface to other professional broadcast control and switching equipment. And DAD comes with free software upgrades for the first year, permitting immediate access to all of the latest features supported by rapidly emerging technology and evolving broadcast industry requirements.

Integrated LAN and WAN capabilities make DAD_{PRO32} the logical choice for groupwide, nationwide, or worldwide sharing of Audio, remote VoiceTracking, News, Schedules, and other data.

Call Harris today to discuss how the DAD_{PRO32} Digital Audio Delivery System will permit you to realize the operational efficiencies and cost savings available with the latest technology.

next level solutions

WIRELESS

BROADCAST

COMMUNICATIONS
PRODUCTS

1-800-622-0022 • www.harris.com/communications

HARRIS
Communications

ion, the new LinkerWIN, rotates liners, promos and jingles. The two can be combined for navigation between promos and songs.

SelectorREACH takes your station's Arbitron ratings and compares them to song rotations. SelectorREACH tells you who hears the hits and how often, and allows you to target P1 listeners more effectively.

SelectorNET displays, on your station's Website, the song title and artist now playing. It works with any digital automation system.

Internet VoiceTracking can be conducted from any remote location. An announcer with Web access, a Windows-compatible soundcard and a mic can VoiceTrack directly onto their studio program log. You can produce VoiceTracks in minutes with no setup and no additional equipment.

RADIO SYSTEMS

Contact Person: Dan Braverman
Tel: 609-467-8000

E-Mail: sales@radiosystems.com

Website: www.radiosystems.com

NAB Booth Number: L11581

New Product(s): StudioHub

Category: Wiring/Installation

Release Date: June 1, 1999

Description: StudioHub is a new analog and digital wiring system that is based on industry-standard shielded CAT-5 standards. The product line features true plug-and-play cable harness-

ing, integrated balancing amplifiers, patch panels and additional accessories.

ROLAND CORPORATION USA



Contact Person: Leanna Harshaw
Tel: 323-685-5141

Website: www.rolandus.com

New Product(s): 7000-Series V-Mixing System, DS-90 Powered Monitors, Free Software Upgrade for VS-1680 Digital Studio Workstation

Cost: Starts at \$4990 for The V-Mixing System, \$599 for a DS-90 Powered Monitor, \$3195 for the VS-1680 and \$395 for each VS8F-2 effects card. The free software upgrade is available via Roland's Website or for a minimal charge if ordered through Roland's customer service department.

Description: The V-Mixing System offers 94 channels of automated digital mixing, 40 XLR inputs with 24 bit A/Ds, 32 mono effects, 94 DSP modules, support for 48 tracks of A/DAT* or Tascam* MDM recording or mixing, 5.1 Surround Sound mixing, and instant recall of all mixer parameters.

DS-90 Powered Monitors offer analog and digital inputs. The monitors work with the COSM Speaker Modeling in the VM-3100Pro, the 7000-Se-

ries V-Mixers, and the VS-880EX and VS-1680 Digital Studio Workstations.

Free Software Upgrade for VS-1680 Digital Studio Workstation features 18-track "mastering room" capability, allowing users to mix down up to 16 tracks to two additional tracks for mastering. The VS-1680 also includes the "Mastering Tool Kit" effects algorithm with split-frequency compression.

SWITCHCRAFT INC

Contact Person: Melanie Courtney
Tel: 773-792-2700

E-Mail: marketing@switchcraft.com

Website: www.switchcraft.com

sales@switchcraft.com

New Product(s): Switchcraft® Q-C® Twist; New Video Jack Series Professional; Punchdown Terminal (PPT)

Release Date: June 1999

Description: The Switchcraft Q-C Twist uses a strain relief incorporated into the handle and a one-piece insert/front shell. The strain relief automatically clamps onto the outer jacket of the cable. It will be available in male or female, three through seven pins/contacts, nickel or black finish, silver or gold-plated pins/contacts.

New Video Jack Series will be available in two styles, the HD version, which meets SMPTE 292M specifications for HD video signals, and the SD version, a lower-cost version capable of handling bandwidths from DC to 750MHz.

Professional Punchdown Terminal

Come Hear The Difference

USA
DIGITAL
RADIO

NAB '99

April 17-22, 1999

Las Vegas Convention Center

Radio Hall

Booth L10656

(PPT) is a split-barrel IDC terminal that allows for re-termination of audio patchbays. The PPT offers a housing that withstands numerous punchdowns and, on the side of the housing, serrated teeth that increase the withstanding force of terminated wires.

TASCAM



Contact Person: Roscoe Anthony
Tel: 323-726-0303
E-Mail: ranthony@tascam.com
Website: www.tascam.com
NAB Booth Number: L22383
New Product(s): CD-450 Compact Disc Player
Category: Production
Release Date: April 19, 1999
Cost: \$760

Description: The CD-450 is designed for the broadcast facility, recording studio, sound contractor or DJ. Its features include Auto Cue and Auto Ready functions, Call and End of Message (EOM) functions, Fader and Event Start capability, Incremental Play, numeric keys for programming, and all the connectors needed to interface with other equipment.

The new 2U rack-mountable TASCAM CD-450 can be integrated into any production environment. It provides RCA unbalanced analog outputs and a coaxial (RCA) S/PDIF digital output. With the optional LA-450 output kit, the CD-450 gains balanced XLR analog outputs plus an AES/EBU digital output terminated in an XLR connector. For remote operation, the optional RC-450C remote controller is available.

WHEATSTONE CORPORATION

Tel: 252-638-7000
E-Mail: email@wheatstone.com
NAB Booth Number: L12171
New Product(s): Wheatstone D-600, Wheatstone A-5000
Description: The Wheatstone D-600 is a digital, on-air production console available in mainframe sizes up to 40 positions. Inputs feature four-band BQ, dynamics processing, ducking and eight-

character source displays. Four stereo busses provide both digital and analog outputs. All switches, faders and displays are addressable via serial interface.

The Wheatstone A-5000 is an analog Radio console using the same mainframe as the Wheatstone D-500 series digital console, allowing future conversion to full digital operation. Standard features include four stereo busses, two internal mix-minus assigns, full machine logic, electronic switching, LED illuminated switches and fully hot-swappable modules.

360 SYSTEMS

Contact Person: Linda Frank, Visible Ink 818-249-8885; Sandra Inbody-Brick, 360 Systems 818-991-0360
Tel: 818-991-0360
E-mail: info@360systems.com
Website: www.360systems.com
NAB Booth Number: L11272
New Product(s): SHORT/CUT™ '99, TCR4™ AND TCR8™

Description: SHORT/CUT™ '99 is a two-track digital audio editor that records to internal hard disk or optional external removable media. It is completely self-contained, including keyboard, speakers, large waveform display, scrub wheel and tape-style transport controls. File formats common to most DAWs, news servers and automation playout systems are supported, including .WAV, .BWF and .AIF. Short/cut '99 will read and generate sound files that can be transferred via the Internet as E-mail attachments.

TCR4™ AND TCR8™ are new synchronous digital audio hard disk recorders. The four-channel TCR4 and eight-channel TCR8 are designed specifically for broadcast, video production and video post-production applications. Both models offer 24-bit audio quality, massive internal hard disk storage, high-density removable disks, random access hard disk storage, complete timecode implementation and VTR emulation. ☐

In addition to new products being introduced on the floor of the NAB this year, there will be several super sessions held to explore today's hot issues.

For more information, visit the NAB website at www.nab.org/conventions.

REACH FOR RATINGS!

All antennas are not equal. Because of their design and our pattern engineering and testing, Shively antennas deliver range, accurate coverage and flexibility.

Single or multi-frequency, high power, low power, omnidirectional or directional.

Shively Labs

because ...
... it pays
to be heard.

P.O. Box 389,
Bridgton, ME 04009 USA
Tel.: (207) 647-3327
FAX: (207) 647-8273
1-888-SHIVELY

e-mail: sales@shively.com
Web: www.shively.com

- An Employee-Owned Company -

CLASSIFIEDS

■ GENERAL MANAGEMENT

Station Manager/General Sales Manager
Dominant 3-FM cluster in Clarksburg, WV. Great situation for a motivated AE ready to move up to a manager, or a goal-oriented manager who wants to become a part of the largest radio group in the state. Brand-new facility in growing area. Fax or send resume to Gary Mertins, Director of Sales, West Virginia Radio Corporation, 1251 Earl Core Rd., Morgantown, WV 26505. Fax 304-296-3876 E.O.E.

GENERAL SALES MANAGER

A Northern New England combo. Candidate should be dedicated, aggressive and possess strong sales management experience. We offer competitive salary and incentive plans, along with a retirement plan and health insurance. If you don't mind being challenged both personally and professionally, a long-term future with this company awaits you. Wonderful area in which to live. All responses will be treated with utmost confidentiality. Send cover letter and resumé to Blind Box 206 at *Radio Ink*. EOE

■ SALES MANAGEMENT



CUMULUS

GET THE BEST OF BOTH WORLDS!!

- ▼ Be a stone's throw away from the 15th Largest Market (Minneapolis)—yet be able to enjoy a small-town, family lifestyle. (population 125,000)
- ▼ Earn 70-80 K and take off in the world of radio consolidated mega groups.
- ▼ Work for a publicly held company.
- ▼ Be a market manager in waiting with the 3rd largest broadcast group in the nation.

Our standard benefits package outshines most. Openings for Director of Sales in Mason City, Iowa, and Rochester, Minnesota.

For a confidential interview, call 612-819-6044

Sales Management Opportunities

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

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

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

Mail resume with cover letter to:
Gerry Schlagel

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

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



Citadel Communications Corporation

"Opportunity Fueled By Growth!"

■ SALES

Are you looking for a career rather than a job?

In a few short years Prophet Systems Innovations has become the standard by which others are measured. Our digital automation system has been integral in the recent changes in the broadcast industry. We are now looking to other markets as we continue our growth plans. PSI is actively seeking assertive sales personnel, detail-oriented support techs, talented programmers and creative engineers. Do you have what it takes to be part of our team? Visit our website at www.prophetsys.com, then call Human Resources Manager Candy Spady at (800) 658-4403.



'nuff said!!

ACCOUNT EXECUTIVES

Springtime in paradise awaits! A ground-floor opportunity with Clear Channel in a newly formed group is available in Palm Beach, Florida. Join a growing market. You place a strong emphasis on selling local direct business. Minimum of 2 years' radio sales experience. Send resume to:

Scott Hyber

3071 Continental Drive

West Palm Beach, FL 33407

Communication strictly confidential

Equal Opportunity Employer

NTR DIRECTOR

Clear Channel/Milwaukee has an immediate opening for a qualified individual to fill the position of New Business Development Director. You will be responsible for creating and coordinating programs for our four-station cluster and our magazine publishing division. You will also be involved in developing synergy sales programs with our outdoor advertising partner, Eller Media. You should be very well versed in all aspects of non-traditional, event marketing and vendor program revenue generation. You should have at least 3 years' experience in outside sales; and while broadcasting sales experience is a plus, it is not required. If this describes you, then you should send your resume and salary requirements to: Terry Wood, Vice President/General Manager, Clear Channel, P.O. Box 20920, Milwaukee, WI 53220. Clear Channel is an EOE employer.

■ MISC

Here's your chance to join an innovative team on a mission to create one of the nation's leading Christian radio stations. Qualified candidates must have a big market sound and excel in production, promotions and/or news. Drive positions include: executive producer and "Super" host, writers, producers, and a top-notch news team. Please send tape and resume to: Human Resources, Lock Box 10064, Chicago, IL 60610

■ SITUATIONS WANTED

SALES MANAGER 316-343-9896

CLASSIFIED AD RATES

Call 800-610-5771 or
fax to 561-655-6134.

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

E-mail to sueallen@radioink.com

PROGRAMMING

LOOKING FOR VALUES?



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

Wonderful Words of Life

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

Heartbeat

:60 spot about life issues (English only)

Call for a free audition kit.

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

MARKETING AND PROMOTION



"A Big Hit!"
"Highly Recommended!"

Scott Smith, Promotion Director, KZPS, Dallas TX

GOLF, FOOTBALL, BASEBALL... Grab attention with these sports action playing centers! 15 min set up, indoors or out.

Golf - chip real golf balls through flaps that open in the target area. Football and baseball - players toss balls through the target flaps.

Make your remotes more exciting and interactive!

www.chipoff.com/golf/

Call Now! 1 888 656-2447

INFLATABLE MONEY MACHINE



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

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



Contact: Lenny Freed
330.273.3200 ext. 137

Copyright 1998 Scherba Industries, Inc.

EQUIPMENT

AUTOGRAM

Audio Consoles

www.autogramcorp.com

email: info@autogramcorp.com

(800)327-6901 fax (972)423-6334

INTERNET RESOURCES

BUYSELLRADIO ONLINE

www.buysellradio.com

FIND BUYERS!
FIND SELLERS!
FIND INVESTORS!

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

CALL 319-243-8679!

MARKETING AND PROMOTION

CAPS — SHIRTS — BANDANNAS — TOWELS

Inexpensive Prizes That Work! English, Ethnic, Rock, EZ, Classical. Free help with the art. We ship direct to your prize winners.

Promotion Factory, Monroe, NC.

800-277-0031

Gorgeous screen printing and embroidering.

CUSTOM RADIO STATION GRAPHICS



E-Z UP INSTANT SHELTERS™



E-Z UP

"World's Fastest Shelter™"

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

Double stitched tops in colorful designer solid colors or combinations

E-Z UP INSTANT SHELTERS™ ARE PERFECT FOR:

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

Authorized Dealer:



BSR/E-Z UP: Division BSR Products

1-800-57-COVER (268373) 149 Rolling Hill Rd. Mooresville, NC 28115 1-704-663-0955

PRODUCTION

Radio Potato800-468-6874
PRODUCTION MUSIC, VOICES, OUTSOURCE PRODUCTION. Also great News-Talk Jingle Packages!!
Radio Potato. Call 800-468-6874 for a free demo.

YELLOW INK INFO

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

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

Are you looking for something really

BIG?

MAXIMAGE™

3D Advertising Since 1980

TEL: 800-766-2546

FAX: 901-274-2089

www.maximage-pd.com



URBAN NEWSPHONE

URBAN NEWSPHONE.....323-255-7301
New FREE Service For Your IVR ("Inside Line")
Phone Lee Bailey @ 323-255-7301 /
leebailey@leebailey.com

BOOKS



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

Finally... A Training Program Designed to Help Your Senior Salespeople to the Next Level!

RAB & Streamline Press Present...



A Special 7 Video Series... Ken Greenwood's "The 7 Strategies for High Performance Selling"

There is a new wind blowing. Old selling techniques are finally giving way to a new understanding of the selling process...to "The Seven Strategies for High-Performance Selling!" RAB and Streamline Press are pleased to present a landmark series based on the highly-acclaimed book by Ken Greenwood.

This all-new Professional Development Series training program includes seven video modules, participant guides, a manager's handbook and complete unit testing.

"The Seven Strategies for High Performance Selling"...THIS IS THE NEXT LEVEL!

To order call 1-800-232-3131 or log on to RadioLink
at www.rab.com.



With each copy, you will receive the complete 7-video series, 5 75-page participant guides and the manager's handbook.

1 or 2 Copies:
Price: \$795

3 or 4 Copies:
Price: \$695

5 or More Copies:
Price: \$595

Ask about special pricing options for orders that include additional participant guides.

Shipping, handling and sales tax where applicable will apply.

**STREAMLINE
PRESS**

RADIO ADVERTISING BUREAU
Radio

UPCOMING ISSUES

MAY 1999

May 10

Alfred Liggins, CEO of Radio One, is our cover interview. In addition, *Radio Ink* will honor the 25 most successful African-Americans in Radio. Managers also will receive an in-depth handbook on how to manage in a cluster environment.

Sales Deadline – April 23

May 24

Walter Sabo and the *Radio Ink* editorial staff dig deep into the success of Talk Radio. Talk Radio has been the most successful Radio format of the past year. We'll tell you why.

Sales Deadline – May 7

JUNE 1999

June 7

Who are the 25 most intriguing women to watch in Radio? *Radio Ink* will list them and explain why they are headed for the top. This issue will include more articles on post-consolidation management techniques as well as a very fascinating cover interview.

Sales Deadline – May 20

June 21st

The World's Greatest Facilities issue is back — and it's bigger than ever. If you think yours is the best facility, notify us now. Editorial deadline for this issue is June 1.

Sales Deadline – June 4

JULY 1999

July 5

The 40 Most Powerful People issue. What a difference a year makes in Radio. Who will fall off the list? Who are the newcomers? Who has risen to new heights on the most-talked-about list in Radio. One thing is for sure, there will be surprises.

Sales Deadline – June 18

July 19th

Our yearly format review. Is Country still King? Will Rock Alternative pass Classic Rock in popularity? Can Jammin' Oldies possibly last? Are there any new formats being created? You'll know after July 19.

Sales Deadline – July 1

*To discuss any upcoming editorial content with our editorial staff, call Ed Ryan at 561-655-8778 or contact him by E-mail at edryan@radioink.com
To discuss advertising in any of our upcoming issues, call Jeff Strahl at 561-655-8778, or contact him by E-mail at jeffstrahl@radioink.com.*

**If you are
completely
satisfied
with your
job...
no need to
read this.**

Unappreciated?

Here's the radio sales job that consolidation won't touch. If the profile below is you.....call me today.

10. You are the most convincing person you know.
9. You are fearless in asking for large budgets.
8. You are willing to discuss money up front with CEOs.
7. You have the ability to question like Mike Wallace.
6. You are assertive, not aggressive.
5. You are always closing.
4. You love South Florida weather.
3. You have a passion for winning!
2. You are driven by competition.
1. YOU LOVE LOTS AND LOTS OF MONEY!

Radio Ink Magazine is an equal opportunity employer. Compensation is VERY competitive. Communication is strictly confidential.

**Call Veronica Cooper at
561-655-8778, Extension 213,
between 3 and 5 p.m. Eastern Time.**

BLAST FROM THE PAST



THE BEATLES WERE NOT AMUSED when a very young Bruce Morrow asked them to sing an a cappella version of *My Generation*. Hey, Cousin Brucie, that was The Who, not the Beatles.



ROSS BECKER OF WKMO ELIZABETHTOWN, KY IS A HAPPY MAN!

You would be happy too if your station just added \$160,000 in billing in three days!

Here's what happened.

The sales staff at WKMO convinced 20 Elizabethtown business decision-makers to spend one hour in a conference room at Ross Becker's station. Each meeting included an account executive, a business decision-maker and a Radio Concepts, USA representative.

Some things were said that needed to be said. Information was shared. As a result, 17 annual contracts were signed, totaling \$160,000! That's a lot of inventory at \$13.50 per unit!

Believe it or not, Ross did it with the help of a jingle company. All of those businesses are now using musical imaging from Radio Concepts, USA.

Ross will be happy to share the story with you. Call him at 502-769-1400 and you'll understand why you should reserve a conference room in your market.

Radio Concepts, USA
Our First Focus is Radio Sales
Call Toll Free: 800-950-5787

Ratings That Bump Up In The Night

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

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

COAST TO COAST WITH
ART BELL

PREMIERE
RADIO NETWORKS

541-664-8829

Source: Fall 1996 Arbitron Metro Survey Area

World Radio History



Powergold 98[®]

Advanced Music Scheduling Software for Windows 95/98/NT

- Powerful Import Wizard makes it fast and easy to import your data.
- The world's first 32-bit music scheduling system.
- New Version 2 incorporates a year of user feedback and suggestions.
- Intuitive, graphical user-interface, and you can customize almost everything.
- The most powerful feature set in the industry.
- Schedule jingles, liners, voice tracks and more for your digital playback system with the same power and control you have with song scheduling. No add-ons required!
- Y2K compliant.

"The most POWERFUL music scheduling tool on the planet! It's like the difference between analog and digital, mono and stereo, am and fm...dos and windows...simply POWERFUL."

Doug Stannard - KROK/KVVP

"Powergold 98 has taken music scheduling to the next level. Amazingly intuitive and easy-to-use, yet with incredible depth. Definitely the Mercedes of music scheduling software!"

Mark St. John - Zapoleon Media Services

1.800.870.0033 or 1.501.221.0660

e-mail: brenda@powergold.com



Designed for Microsoft
Windows 95/98/NT

Download a free trial version today at www.powergold.com