



MIKE ROGOVIN
TRITON MEDIA GROUP



RAUL ALARCÓN JR.
SPANISH BROADCASTING SYSTEM



EDWARD E. ATKINSON III
SALEM COMMUNICATIONS



GEORGE BEASLEY
BEASLEY BROADCAST GROUP



CAROLINE BEASLEY
BEASLEY BROADCAST GROUP



DON BENSON
LINCOLN FINANCIAL MEDIA



SPENCER BROWN
TRITON MEDIA NETWORKS



EDWARD CONDON III
SAGA COMMUNICATIONS



JIM DAVID
RJR



LEW HICKEY JR.
CUMULUS MEDIA



JOHN HICKEY
CUMULUS MEDIA



RYAN KELLY
ENTERCOM COMMUNICATIONS



BRIAN FRANKLIN
ONE MEDIA GROUP



MARK KATZ
KATZ MEDIA GROUP



JEFF HALLEY
RADIO ADVERTISING BUREAU



SCOTT KERMAN
CBS RADIO



JOHN ROGAN
CLEAR CHANNEL RADIO



DEBORAH KANE
ENTERCOM COMMUNICATIONS



SUSAN HARRIS
CLEAR CHANNEL RADIO



TRACY KELLER
ESPN



WILLIAM KEMP
ARBITRON



WENDY KRAMER
ENTERCOM COMMUNICATIONS



DAVID LANDAU
DIAL GLOBAL



JEFFERY LIBERMAN
ENTRAVISION COMMUNICATIONS



LEONARD LIBERMAN
LBI MEDIA



ALFRED LIGGINS
RADIO ONE



DAN MASON
CBS RADIO



MARK MASTERSON
TALK RADIO NETWORK



CINDY MORRIS
HOBBS RADIO



STEVE NEWBERRY
COMMUNITYWORTH BROADCASTING



TOM PITZER
CUMULUS MEDIA



BOB PITTMAN
CLEAR CHANNEL COMMUNICATIONS



STEVEN PRICE
TYNNERBROS MEDIA



CHARLIE RAPPILY
PREMIERE RADIO NETWORKS



BRIAN ROGERS
HOBBS RADIO



NEAL SCHORE
TRITON MEDIA GROUP



TOM SOWERS
CLEAR CHANNEL RADIO



BOB SHEPPARD
WESTWOOD ONE



GORDON SMITH
RJR



STEVE SMITH
JOURNAL COMMUNICATIONS



JEFF SMULYAN
EMMS COMMUNICATIONS



PETER TILTON
CREATER MEDIA



JULIE TALBOTT
PREMIERE RADIO NETWORKS



MIKE VALLE
ENTRAVISION RADIO



NICK VERBITSKY
UNITED STATIONS RADIO NETWORKS



CHARLES WURFELD
IQPC BROADCAST HOLDINGS



JEFF WILKS
WILKS BROADCAST GROUP

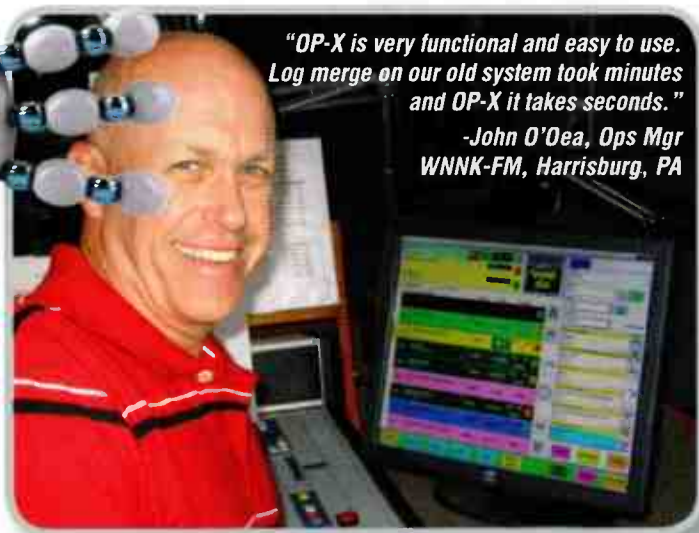


KEN WILLIAMS
DIAL GLOBAL



OP-X AUTOMATION

SIMPLE • POWERFUL • REDUNDANT



"OP-X is very functional and easy to use. Log merge on our old system took minutes and OP-X it takes seconds."

*-John O'Dea, Ops Mgr
WNNK-FM, Harrisburg, PA*



**Ask us about
our iPad
app!**

- Modular Operation in Op-X allows for a tiered system at a fraction of the cost of its competitors.
- Each studio client is capable of accessing all Audio Server modules on the network.
- Remote voice-tracking allows for creation of content for remote studios also running Op-X.
- The revolutionary design of Op-X's clock builder turns the previous task of scheduling satellite programming into a few simple clicks.
- Share serial devices from any machine using the Op-X Serial Server.
- Importing logs now gets its own module that takes confusion out of the process.
- Engineers will enjoy Op-X because it's easy to install, maintain, and has automatic backup features.

iPad app Features

- Live show real-time control from almost anywhere
- A powerful tool for remotes or voice tracking
- Take a show on the road
- Start, stop, copy and paste functions from the log
- Insert audio items into the log
- Initiate audio playback from hot buttons
- Run macro command from hot buttons
- Secure access to your system



RADIO AUTOMATION SOFTWARE



**Broadcasters
General Store**
352-622-7700
www.bgs.cc



the John Tesh Radio Show

PPM LOVES TESH

"Just wanted to give you a great update on The John Tesh Radio Show here in Seattle! I just got the April 2011 PPM numbers in, and John's performance on Star 101.5 (KPLZ/FM) has been incredible. Keep in mind that we're a Hot AC, and our main competitor is a Mainstream AC."

Women 25-54 - The John Tesh Radio Show is #1 with a 7.5 Share!

Women 35-54 - The John Tesh Radio Show is #1 with a 8.4 Share!

Kent Phillips



Program Director/Morning Host KPLZ

Fisher Radio/Fisher Broadcasting - Seattle



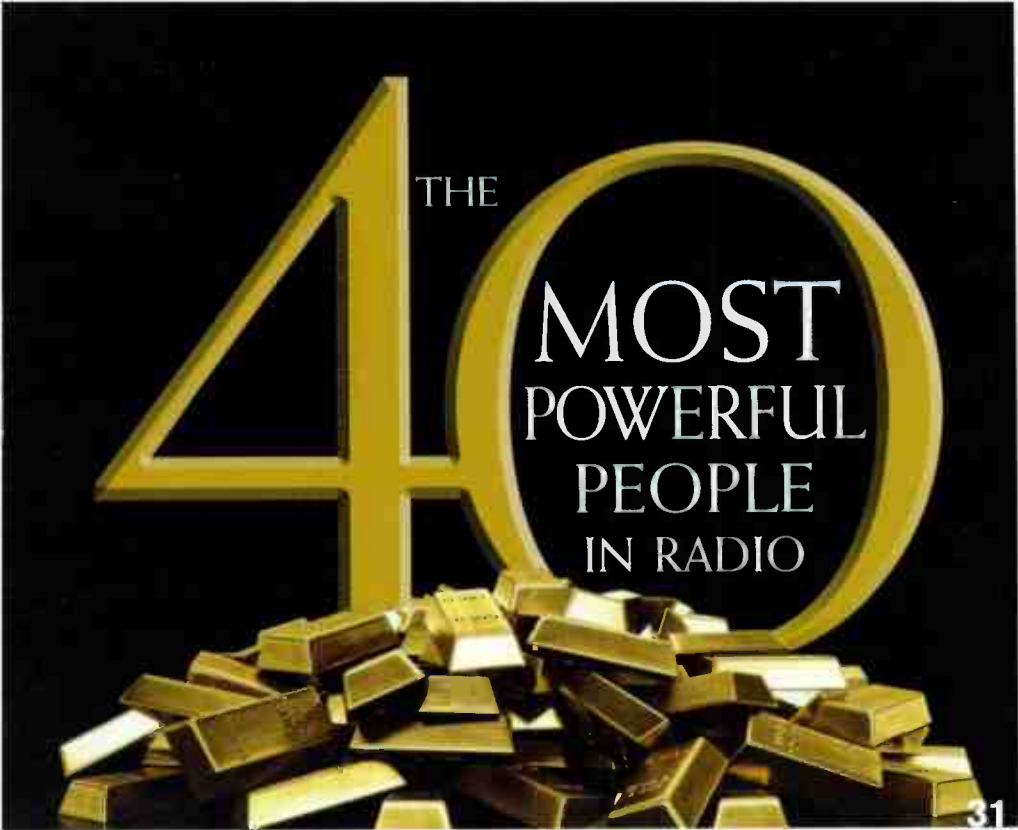
Intelligence For Your Life Radio

with John Tesh

TESH.COM

Over 375 Affiliates - Every daypart & format

Contact: Scott Meyers • The TeshMedia Group •
888-548-8637 or 516-829-0964 scott@meyers.net



PUBLISHER
B. Eric Rhoads eric@radioink.com

VICE PRESIDENT/GENERAL MANAGER
Deborah Parenti deborah@radioink.com

EDITOR-IN-CHIEF
Ed Ryan edryan@radioink.com

MANAGING EDITOR
Brida Connolly brida@radioink.com

CREATIVE DIRECTOR
Kenneth Whitney ken@radioink.com

PRODUCTION COORDINATOR
Nicolynn Kuper nicolynn@radioink.com

VP/ASSOCIATE PUBLISHER 561-351-8639
Lois Ann Choo-jan lois@radioink.com

MARKETING CONSULTANT 646-808-6505
Renee Cassis renee@radioink.com

MARKETING MANAGER 937-371-8666
Evelyn Yaus evelyn@radioink.com



CHAIRMAN/PUBLISHER
B. Eric Rhoads eric@radioink.com
Twitter: @enchrhoads
Facebook: ericrhoads

VP/OPERATIONS
Tom Elmo tomelmo@radioink.com

WASHINGTON, DC, COUNSEL
John Wells King Garvey, Schubert & Barer

EXECUTIVE EDITOR EMERITUS/LOS ANGELES
Dwight Case

Our Mission: Radio Ink's role is positioned to empower radio management to be more successful by providing timely, actionable, reality-based ideas, inspiration, and education in a quick, easy-to-read format, for radio professionals.

EDITORIAL OFFICES:
2090 Palm Beach Lakes Blvd. • Suite 300
West Palm Beach, FL 33409
Phone 561-655-8778 • Fax 561-655-6164
E-Mail: comments@radioink.com

Subscription Information:
Phone 800-610-5771 • Fax 561-655-6164

IN THE ISSUE

- 08 PUBLISHER'S LETTER**
Profound Change for Radio
- 11 MANAGER'S TOOLBOX**
- 12 WIZARD OF ADS**
By Roy Williams
The State of the Union As I See It
- 14 REGULATORY MATTERS**
The Ups and Downs of De-regulation,
15 Years Later
- 17 DIALOGUE**
By VP/GM Deborah Parenti
Social Media Nirvana: **Jim Kerr**
- 20 REMOTE CONTROL**
By Johnny Lathrop
13 Tips to Improve Your Boring Remotes
- 21 SOCIAL MEDIA**
By Stephanie Winens
Facebook's Recent Contest Rule Changes

22 RADIO INK LIFETIME LEADERSHIP AWARD
WBEB/Philadelphia's Jerry Lee

29 ON AIR



- 31 The 40 Most Powerful People in Radio Bumped From the List**
- 70 Ones to Watch**
- 72 The Top 40 Ranked**
- 74 Top 40 1996-2011**

76 THE HISTORY (AND FUTURE) OF TOP 40
By Lee Abrams

78 TOP 40 CROSSWORD PUZZLE

79 BLAST FROM THE PAST



FEEDBACK:

Send e-mail to edryan@radioink.com. Submission of a letter constitutes permission to publish that letter in any form or medium. Letters may be edited for space or other reasons. You can also leave comments on all of our online stories at www.radioink.com. Become a *Radio Ink* fan on Facebook at facebook.com/radioink; follow us on Twitter @radio_ink.

Copyright © 2011 by Streamline Publishing, Inc. and Radio Ink (ISSN 1064-587X). All rights reserved. Radio Ink is published twice monthly, January through June and August through November and monthly in July and December. Twenty-two issues each year by Streamline Publishing, Inc., 2090 Palm Beach Lakes Blvd., Suite 300 West Palm Beach, FL 33409. Radio Ink is a registered trademark of Streamline Publishing, Inc. Radio Ink, Radio Ink Online, Radio Ink Magazine, and Radio Ink are registered trademarks of Streamline Publishing, Inc. All rights reserved. POSTMASTER: Send address changes to Radio Ink, Box 2, West Palm Beach, FL 33409. Periodicals postage paid at West Palm Beach, FL and additional mailing offices. Subscriptions: USA subscription rate: One year \$199. Canadian and European subscription: \$249 for one year. All other rates, conditions and charges of address change airmail from most recent issue and its rate in the Circulation Department, Radio Ink, 2090 Palm Beach Lakes Blvd., Suite 300 West Palm Beach, FL 33409. 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.

AMERICA'S RADIO NEWS NETWORK

- **Back to Back 3 Hour Long Form News Blocks**
- **10 to 12 Stories With 4 to 6 Audio Actualities Each Quarter Hour**
- **Nonpartisan Journalism**
- **Fast Paced, Co-Anchored**

Safe Buy Environment



Co-Anchor Amy Holmes



Co-Anchor Ernie Brown



Co-Anchor Molly Paige



Co-Anchor Jay Altm



Co-Anchor Lori Lundin



Co-Anchor Chris Salcedo

Starting July 20th

LIVE 9 AM - Noon (EST)
6 AM - 9 AM (PST)

LIVE Noon - 3 PM (EST)
9 AM - Noon (PST)



Enterprise Journalism
We Are America's Watchdog

LIVE 3 PM - 6 PM (EST)
Noon - 3 PM (PST)

LIVE 6 PM - 9 PM (EST)
3 PM - 6 PM (PST)

Listen Live at www.americasradionewsnetwork.com • Reserve Your Market Now • 888-9406397



B. ERIC RHOADS
FROM OUR CHAIRMAN

Profound Change For Radio

Radio is experiencing profound change — changes in leadership, and changes in technology. This issue each year reflects who is in control of the industry and who possesses power in terms of influence, employee and station count, billing, and overall industry leadership. And in 2011, we are also reflecting major changes at two of the largest employers in radio: Clear Channel has a new top executive, and Cumulus Media is consuming Citadel.

Additionally, in the past 12 months we've seen a significant part of Bonneville transferred to the capable hands of Hubbard Radio, and we've watched Oaktree Capital aggressively fund Townsquare, which has consolidated Regent, Gap, and Gap West and bought stations from New Northwest as it becomes a growing industry player.

We've seen Bob Pittman's influence on the radio industry begin the moment his appointment as Clear Channel Communications chairman of media and entertainment platforms was announced. The business media latched on to this high-level player's move into the radio space, signaling change and a potential new direction for the industry. Pittman's arrival reinforced what we've all been saying, too often to deaf ears: Radio is strong. It is not dying like other legacy media. Pittman has also indicated that radio is the perfect media to meld itself with digital, all as part of his master plan for Clear Channel. And if Pittman says it, Wall Street and advertisers pay attention.

This year also saw the masterful chess game played by Lew Dickey to take Citadel out of the hands of Farid Suleman, whom many feel has lost the respect of the industry because of his brash management style. Though the merger had not closed at this writing, it has essentially passed regulatory scrutiny and is expected to be completed in the fall.

With the closing, Cumulus will become the second-largest radio company in terms of stations (CBS Radio is still second in billing, with far fewer stations, by itself a significant accomplishment).

Citadel employees are hopeful Dickey will bring stability and positive change to a demoralized company. The industry is watching Lew Dickey; he has a wonderful opportunity to show he can rise to the occasion and build a greater radio company, not only by the numbers, but by creating an environment in which every employee is able to thrive.

Pittman and Dickey hold a tremendous amount of influence over this industry, both because of sheer numbers and because their actions tend to be emulated. Pittman can open doors at the highest levels of corporate America, and, though he's a tough and tightly focused leader, he is also known for building people up, encouraging his troops, and allowing autonomy — things that have not necessarily been the Clear Channel way. Dickey, too, because of his clout, will set a lot of the tone for radio, though his operating style is less about autonomy and more about systems. Still, he may allow employees more freedom than his predecessor.

We must not forget Clear Channel Radio President/CEO John Hogan and CBS Radio President/CEO Dan Mason in this mix of industry leaders. Though Hogan is perceived to have an "iron fist" style, he has headed Clear Channel Radio through many iterations and led a number of successful, innovative initiatives. Though any CEO in Hogan's position might be criticized for imposing demanding systems and operational cuts, he may have little alternative with Clear Channel in the hands of private equity ownership.

Mason may not have huge numbers of stations and employees, but his are among the best properties in the biggest markets, and his average billing per station exceeds that of larger competitors. Because he is a former programmer and has a deep lifetime passion for the industry, his reputation as a leader and innovator is second to none.

To reach me, write:

B. Eric Rhoads, CEO/Publisher

RADIO INK

2030 Palm Beach Lakes Blvd., Ste. 300

West Palm Beach, FL 33409

Phone: 561-855-8778

Fax: 561-855-6164

eric@radioink.com

facebook.com/eric.rhoads

Twitter: @ericrhoads

CUSTOM CONCERT TRIPS

You Pick the Artist & Venue

100% Trade

**Airfare
Hotel
Show Tickets**

Sun & Fun Media

Top Vacations All Over The World – 100% Trade
800-735-0060 • www.sunfunmedia.com
Largest vacation trade company in radio since 1996

The **LAURA INGRAHAM** Show



NOW OVER 300 STATIONS Ranked **6th** Largest Syndicated Show

TRN


The **Michael Savage** Show



NOW OVER 300 STATIONS Ranked **4th** Largest Syndicated Show

TRN

The **JERRY DOYLE** Show



NOW OVER 215 STATIONS Ranked **8th** Largest Syndicated Show

TRN

THE **RUSTY HUMPHRIES** SHOW



NOW OVER 200 STATIONS Ranked **9th** Largest Syndicated Show

TRN

THE **MORGAN EXPERIENCE**



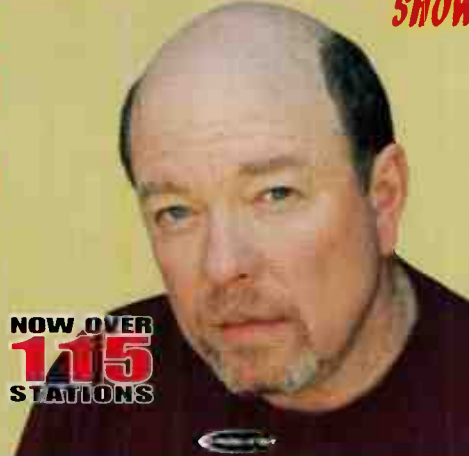
Ranked **10th** Largest Syndicated Show

Presented by

TRN-PWR CARL GLOBAL

for Affiliation Call 866-876-5077 for Ad Sales Call 212-419-2891


THE **PHIL HENDRIE** SHOW



NOW OVER 115 STATIONS

TRN

SCIENCE FANTASTIC WITH **DR. MICHIO KAKU**



NOW OVER 125 STATIONS

TRN

Talk Radio Network Entertainment and The Washington Times Presents

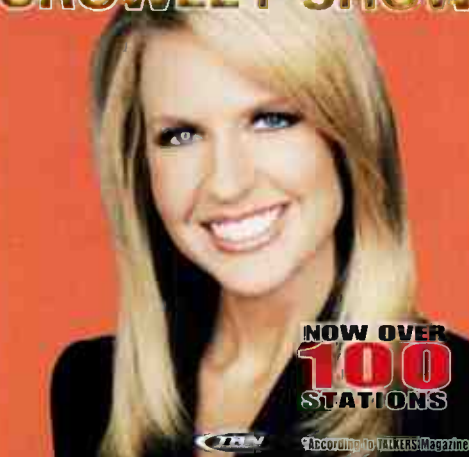
AMERICA'S MORNING NEWS



NOW OVER 120 STATIONS

TRN

The **MONICA CROWLEY** SHOW



NOW OVER 100 STATIONS

TRN

According to TALKERS Magazine



We're faced with great opportunities to shift our industry to an unparalleled era of success. But to see that new golden age, we must not ignore what lies before us. We cannot cling to our transmitters as our only means to build audiences and relationships with consumers. We must embrace new forms of technology, not as a mere promotional tool to support our transmitter-driven businesses, but as a means of reaching vast new audiences and generating vast fortunes.

We cannot look at ourselves as being in the radio business alone. We should see ourselves as product movers and problem solvers. We need to use every tool available to provide a service to companies that need to sell product. We must build our brands into multi-platform services and command relationships with consumers at every touchpoint.

Though none of us anticipates an end to transmission-driven radio, the world is changing rapidly, and fickle audiences may embrace new things we cannot yet anticipate. Cox Media Group recently shifted its management structure, and every regional manager is now in charge of all of Cox's media properties in his or her region. Cox understands that it is now a unified media company. Radio needs to look upon new forms of media in the same way. We need community portals, couponing operations, video, and other forms of digital media under our control in each market.

Radio's tendency has always been to fight technology, but that's a battle we can never win. Good technology always prevails, and the introduction and adoption of technology today is at hyper speed.

Radio is changing, and that change needs to come from being on the cutting edge. CEOs must find the consultants who can change cultures and techniques and reflect the newest discoveries in business operations and management. Each of us as individuals needs to seek new approaches to old problems, through lifelong learning and rabid curiosity. There are always new and better and more effective ways to do things, and staying ahead of the curve is better than chasing to

catch up. I know that's easier said than done. I face it as well.

In 2012 *Radio Ink* will reach a milestone: 20 years of serving radio. We have always pushed change in the face of great controversy, and sometimes we've been right and other times wrong. John Kluge once told me, "Eric, never stop pitching. No matter whether or not you've accomplished something, never give up." We see our role at *Radio Ink* as a tool to challenge you, elevate your thinking, create conversations, and ultimately help this industry overcome its obstacles and thrive. It's never easy and is often disquieting.

My love affair with radio started before I entered the industry in 1969, and it will continue through my last breath. Though I don't fear for radio's survival, the changes we face require action, not "Wait and see, we can do it later" approaches. We've all heard stories of industries that failed to invest in their future and crumbled. We should be proactive, investing the time to learn and making the financial investments in technologies that help us be everywhere our audiences want to visit us.

My congratulations to the 40 Most Powerful People in Radio. I encourage you to remember that there is a weight to every decision you make. Not only does it impact the life of every employee in your company, what you do often affects the industry as a whole. Please remember these words from *Proverbs*: "There is wisdom in multiple counselors." The fastest way to grow a company is to hire great people, give them their boundaries, and give them permission and autonomy to use their experience and their brains. No executive is smarter than the total brainpower of his or her employees and customers. Great things happen when you listen more than you preach. **INK**

B. Eric Rhoads
B. ERIC RHOADS, CEO/PUBLISHER

UNDERSTANDING THE CLIENT IS THE KEY TO YOUR SUCCESS

By Rod Schwartz

1. When evaluating ideas and preparing proposals for a prospect, what's best for the client's business always trumps what's best for you.
2. Don't offer to solve a problem before you know what the problem is. Don't present a proposal before you've come to an understanding with your client on what you're trying to accomplish.
3. Therefore, strive to understand — really understand — your prospect's objectives for the ad campaign. What must we accomplish, and in what time frame, for this advertising to prove worthwhile?
4. Advertising that works is considered an investment. Advertising that doesn't work is just another expense.
5. Climb out of your comfort zone when preparing and presenting your proposals. The wrong question, "How much can he afford to spend?" can lead us to ask for less than is warranted by the client's objectives — a recipe for failure! Ask instead: "How much does he need to buy to make this thing a success?"

Remember: *Accomplishing the advertiser's objectives is the surest way to nurture a long and satisfying relationship and, in turn, grow your own sales.*

Rod Schwartz, a 38-year radio advertising sales and management veteran, is owner and creative director of Grace Broadcast Sales (<http://gracebroadcast.com>) and administrator of Radio Sales Cafe (<http://radiosalescafe.com>), GBS's professional networking site for radio advertising sales executives.



SALES MANAGER'S CHECKLIST

10 RULES SUCCESSFUL SALES MANAGERS FOLLOW EVERY DAY

By Sean Luce

1. Recognize one of your reps! Twenty-five percent of good reps who leave do so because of lack of recognition.
2. Manage your account management system. You are ultimately responsible for each account on the station.
3. Contact a customer. Keep your ear to the street and know what's going on in the market.
4. Always look for sales reps. Having a bench ensures you will never be held hostage.
5. Quit talking and listen. Your reps always know the problems in the sales department before you do.
6. Manage your inventory — or it will manage you.
7. Drive rate. Don't become the Groupon of radio pricing.
8. Follow up with your reps. Nothing breeds lack of trust more than not following up when you say you will.
9. Limit the distractions. Stay organized on your goals and don't have five things going on in your office while you have a one-on-one with a sales rep.
10. Make sure you see every presentation that goes out of the building. The sales department is your brand. Make sure it meets your expectations.

Sean Luce is head national instructor for the Luce Performance Group.
E-mail: sean@luceperformancegroup.com



BONUS: THREE BOOKS EVERY SALES MANAGER MUST READ

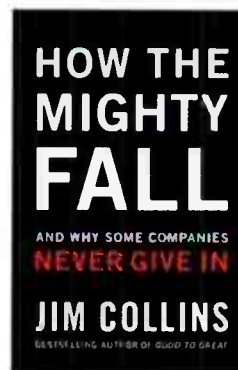


NEVER EAT ALONE: AND OTHER SECRETS TO SUCCESS, ONE RELATIONSHIP AT A TIME

By Keith Ferrazzi

HOW THE MIGHTY FALL: AND WHY SOME COMPANIES NEVER GIVE IN

By Jim Collins



MADE TO STICK: WHY SOME IDEAS SURVIVE AND OTHERS DIE

Chip and Dan Heath



ROY WILLIAMS
THE WIZARD OF ADS

The State Of The Union As I See It

The radio business has striking similarities to the car business.

Political conservatives are fond of saying that greedy labor unions killed the American auto industry, but I saw the whole thing happen, and I remember it differently.

In the '50s and '60s, American automakers ruled the world. They built great cars. No one wanted anything else. But then General Motors decided it could cut costs and raise profits by eliminating redundancies. "Why design

and manufacture a whole different car for Chevrolet, Pontiac, Buick, and Oldsmobile when we can just hang a different trim package on one basic car and sell it under four different brand names? Think of the money we'll save!" Soon, most of GM's vehicles were built on a few common platforms. Ford and Chrysler followed GM's example. Profits skyrocketed. "How can this be a mistake? Look at the money we're making."

In the radio business, we called it consolidation. "We'll buy five stations in a market, eliminate four GMs, four SMs, four PDs, and most of the announcers. Then we'll bring in syndicated shows with localized drop-ins to make the shows sound local. Think of the money we'll save!"

The problem with eliminating redundancies is that it's a one-trick pony. Cost-cutting isn't sustainable as a business model unless, like Wal-Mart, you can use the power of your distribution pipeline to bludgeon your suppliers into working for free. But, unlike retail, radio doesn't have high external costs of inventory. Radio's inventory cost is internal salaries. When we bring out the knife, we're not cutting someone else, we're cutting ourselves.

Foreign carmakers delivered better gas mileage at a lower cost. American carmakers responded with additional chrome, more cup holders, and zero percent financing. The carmakers went for glitz and glamour and avoided the real issue. It took a while, but their avoidance of the real issue, gas mileage, caught up with them.

But brand loyalty doesn't go away overnight. The majority of the car-buying public stayed with GM for more than a decade before they finally said, "Enough." GM then watched a steady stream of once-loyal customers begin investing their dollars in foreign brands.

Radio audiences won't go away overnight, either. And I believe that's exactly where we're at right now. Just as American automakers responded wrongly to the challenge

of foreign carmakers, most American broadcasters are responding wrongly to the Internet. It seems to me that most radio stations see the Web as an opportunity for glitz and glamour, cup holders and chrome.

But the "gas mileage" of advertising is "measurable results."

My media buyers talk to radio AEs all day, every day — more than 2,000 stations last year, one at a time. This puts our finger firmly on the pulse of radio. And right now it feels like radio is abandoning its core competency.

A radio station needs an impressive Internet presence or it will be perceived as out of touch. But I strongly believe radio should not look to the Web as a growth center for profits. That would be short-term and counter-productive. I believe a radio station's digital assets should be given away as added value for radio's broadcast advertisers. Create a solid Web-based benefits package for your advertisers, and give it to them for free. But make doubly sure the Web message is a clear reinforcement of the radio message, and be sure this message is trackable. Your station needs to get credit for the difference you make in the advertiser's business.

The American public wanted a car that got better mileage. American carmakers ignored this and paid the price. American business owners want advertising that works. Radio works.

Don't get caught up in the online frenzy. Yes, the Internet is real, and it's here to stay. But you're not in the Internet business.

You have a broadcast license, a tower, a staff of radio professionals, and a huge audience. I believe this adds up to a powerful sales pitch — if you believe in what you're selling.

I say this with great hesitancy because it's definitely in bad taste, but the AE who gets excited about his station's online presence reminds me of a frenzied little dog trying to hump somebody's leg.

Don't be that little dog.

Philadelphia's indomitable Jerry Lee is no one's little dog. Jerry has always been a maverick, and he's always been successful. And Jerry is not looking at online streaming to be radio's miraculous savior. Jerry is pouring his energy into figuring out how to make his station's ads work better than ever. And from what I can tell, he's moving WBEB to a whole new level of success.

Keep your eye on Jerry Lee. In my opinion, he's a very good brand of crazy.

Jerry and I still believe in radio.

Do you? **INK**



Roy H. Williams is president of Wizard of Ads Inc.
E-mail: roy@wizardofads.com

↑ 66%
LOS ANGELES KFWB

↑ 150%
SAN FRANCISCO KNEW

↑ 200%
HOUSTON KSEV

UN COMPLICATED

We simply measure our success by yours.

daveramsey.com/arc

**RATINGS AND REVENUE
DAVE DELIVERS**



LIVE Weekdays 2-5pm/ET | 24/7 Refeeds Available | For Syndication, Call 877.410.3283 | daveramsey.com

*Los Angeles - AOH P25 54, San Francisco - AOH W25 54, Houston - AOH M25 54

World Radio History

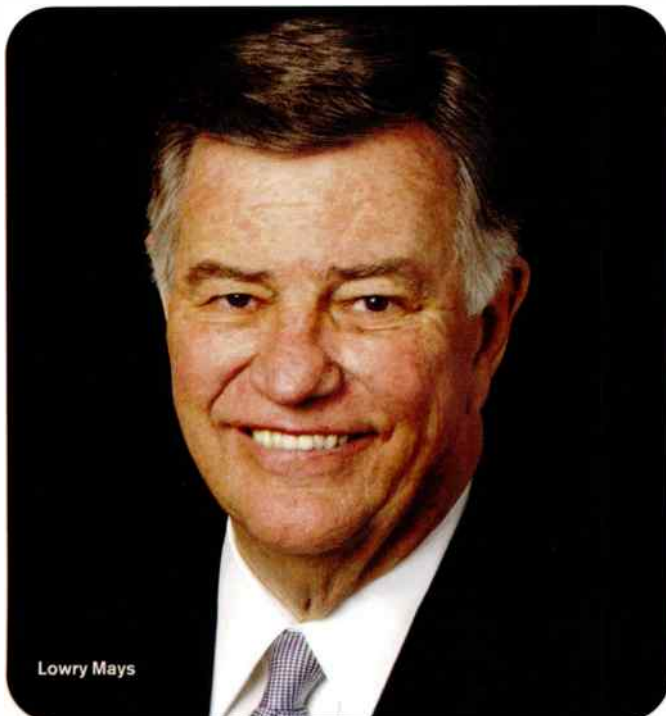
The Ups And Downs Of Deregulation ... 15 Years Later

"The radio industry is healthier and more robust today than ever before. That just wouldn't be true if radio stations across the country weren't pleasing listeners each and every day. Radio is delivering more and better services to consumers."

Those were the words, back in 2003, of then-Clear Channel Communications Chairman and CEO Lowry Mays. At the time Mays was seated in front of a U.S. Senate committee, defending the deregulation and consolidation that came with the Telecommunications Act of 1996.

Clear Channel, a company that started out in 1972 with only one station, had by 2003 accumulated more than 1,200, putting Mays atop *Radio Ink's* list of the 40 Most Powerful People in Radio (that spot would be held by someone named Mays for eight consecutive years). And Clear Channel was, of course, far from the only company to latch on to the new rules (see chart, right).

The Telecom Act brought a whirlwind of change for the radio industry during what were robust times for radio, and for the U.S. economy. But in recent years that has changed dramatically, and radio, though it is now recovering, has been through perhaps the most difficult years in recent history. Meanwhile, the debate over radio deregulation has never ceased.



Lowry Mays

CONSOLIDATION OVER THE YEARS

In the 10 years from 1996-2006, Clear Channel picked up over 1,000 radio stations before settling back to 840 as of this year.

1996

Company	Stations	Revenue (in millions)
Jacor	113	\$389,180
Clear Channel	101	\$291,040
Amer. Radio Sys.	93	\$376,850
CBS Corp.	79	\$1,015,350
SFX Broadcasting	75	\$270,450
Chancellor	51	\$271,850
Evergreen	42	\$398,650
Cox Enterprises	41	\$198,730
Heffel Broadcasting	37	\$138,050
ABC Radio Inc.	21	\$289,500

2001

Company	Stations	Revenue (in millions)
Clear Channel	1,134	\$3,546,416
Cumulus Broadcasting	307	\$323,642
Citadel Comm.	212	\$419,626
CBS Radio	140	\$2,057,440
Entercom	120	\$560,350
Cox Radio	79	\$495,550
Univision	74	\$394,170
Radio One	69	\$395,810
Citadel/ABC	24	\$416,970
Emmis	23	\$280,622

2011

Company	Stations	Revenue (in millions)
Clear Channel	840	\$2,472,170
Cumulus/Citadel	555	\$1,049,889
CBS Radio	130	\$1,360,000
Entercom	113	\$415,450
Salem	94	\$170,025
Cox Radio	84	\$384,825
Univision	70	\$334,075
Radio One	52	\$238,575
Greater Media	22	\$159,600
Hubbard Radio	21	\$177,375
Emmis	20	\$145,050

Source: BIA/Kelsey



Reed Hundt

“PEOPLE THOUGHT THEY WOULD BE GOING UP FOR A NICE VIEW AND FOUND THEY WERE GOING DOWN AT A TERRIFYING RATE, SOON AFTER THE TELECOM ACT WAS PASSED AND FOR A COUPLE OF YEARS AFTER.”

Looking back over a decade and a half, the question is as fresh now as it was when Lowry Mays testified before the Senate Commerce Committee in 2003: Are radio, and radio listeners, better off as a result of the Telecom Act?

Reed Hundt was the chairman of the FCC at the time deregulation went into effect, and it was the job of his commission to formulate rules and implement the law. We caught up with Hundt to get his thoughts on the Telecom Act, 15 years later. “Specifically for radio, I would say two things,” he says. “First, in the first few years, the law did not work out the way the people in the industry hoped. There were a lot of consolidations, but unfortunately for the buyers, the consolidations occurred in a time of rising stock prices, and people had to pay a lot of money. Many of the buyers regretted what they paid.

“But in the last five years, radio has reached a new equilibrium, and everyone in the industry is confident that it is a viable industry going forward. I guess you could say if you took the short-term view, the law disappointed the industry. If you take the long-term view, everything worked out OK. The industry has proved to advertisers that it had an enduring value. Newspapers may not last, but radio will.”

Quality Control

Susan Ness was an FCC commissioner in 1996, and she says when the FCC was working on the rules, she felt the elimination of the national ownership cap would be a disservice to the radio industry. “I felt that way, not so much as someone who was an FCC commissioner,” says Ness, “but rather as someone who had, for decades before that, been a communications lender and banker to media companies. So I was very much familiar with radio and television and cared tremendously about radio in particular. I had done radio when I was in college. I cared tremendously about the quality of that service. I think it deteriorated fairly dramatically when you had so many companies that were bulking up with radio stations, sometimes eight in a market.

“So many stations across the country had homogenized. It took away a lot of the creativity, the ability to try out new ideas and new formats. I thought voicetracking was a real disservice to the local markets. Would I have done that had I been in Congress? No.”

Ness goes on, “Today, fast-forward 15 years, I think radio has a different role to play. I don’t think it is as much consumed with news. That having been said, I am sitting in the DC market, where the top revenue-generating station in the country is a news station, WTOP-FM. That’s a great job. I think for the most part, a lot of public service that had been the hallmark of radio prior to the 1996 act has been washed away, and it really is a much different media than it was then.”

Hundt also had concerns back in 1996, particularly about over-consolidation. “In the first few years, my worries, unfortunately, came true,” he says. “In more recent years, everything has sorted out pretty well.

“Today my view is that there will be a number of creative people brought into the industry. You can find radio stations and buy them. Radio has two unique values. It is very low-cost to broadcast a signal. Number two, there is a hard, solid base of listeners, in home and in cars and in some public spaces, like waiting rooms or even restaurants. The base is very, very solid. This is different than newspapers, where nobody knows if there is a bottom. It is even different than broadcast TV, where no one knows for sure what the base is. In radio, we have hit the base, and the industry is bouncing upwards now.”

Shakeouts Needed?

Hundt continues, “The shakeout and the decline in station values during the middle of the ’00s opened the door to people being able to buy stations. Even today, entrepreneurs can buy stations. Furthermore, radio as a digital business is very strong, in part because the audibility is great. So it is a good value, and entrepreneurs can enter the business. Those are the main things that you care about.”

And he’s optimistic about the future: “I think radio, as a medium, will penetrate new and different audiences. I think that radio, as a digital medium, will have an over-the-air platform, but will also have Internet-based platforms. So I think for entrepreneurs in radio, there will be significant market growth. I also think there will be plenty of competition from other forms of media. It’s going to be important for people to be very entrepreneurial in radio. They always have been entrepreneurial, but they are going to have to be very entrepreneurial.”

Ness also believes a shakeout was necessary, since she thinks too many stations under one roof are just not manageable. “The marketplace really dictated what had happened there,” she says. “It is very difficult to manage, effectively, that number of stations. When you get down into smaller markets, there is an economic factor to be weighed. Once again, my preference would be to see smaller organizations owning clusters of stations in different markets. They are hungrier. They are more innovative.

“That is not as a regulator, or a national policy. It is from my perspective, the perspective of the business of radio. From a corporate perspective, it really depends on how viable you can make the stations in a market. Would it contribute overall to the market in which you are operating?”

Looking back at the Telecom Act, Ness sees it as a turning point in many ways. “It facilitated the transition from analog to digital,”



Susan Ness

“MY PREFERENCE WOULD BE TO SEE SMALLER ORGANIZATIONS OWNING CLUSTERS OF STATIONS IN DIFFERENT MARKETS. THEY ARE HUNGRIER. THEY ARE MORE INNOVATIVE.”

she says. “It facilitated the transition to competition. I think, overall, the act was useful, but had a limited shelf life. One other thing that I will mention, with respect to radio in particular, is that audio itself has evolved over a period of time. It will be very interesting to see how the marketplace uses audio service — in particular, audio that is used to broadcast over the airwaves.

“One of the things that I tried to do was, at the same time that we introduced satellite radio, I tried to make sure that terrestrial had the opportunity to go digital. It took many, many more years. Between the time that we approved the service and the time that it was actually up and running, I think the industry lost ground on that.”

Hundt says the years since the Telecom Act have been a roller coaster: “People thought they would be going up for a nice

view and found they were going down at a terrifying rate, soon after the act was passed and for couple of years after. I also think, now, the roller coaster has instead become a nice journey into an interesting future. Let me say, this kind of unpredictability comes with deregulation. Regulation guarantees predictability, but also keeps things a little bit boring. Deregulation brought more unpredictability than anybody expected, but that’s why it is called ‘unpredictability.’ But it has been a pretty good trip for those that have hung in there.” **INK**

SO WHAT DO YOU THINK? IS RADIO HEALTHIER AND MORE ROBUST THAN IT WAS BEFORE 1996? SEND YOUR LETTERS AND COMMENTS TO EDRYAN@RADIOINK.COM.



Hispanics let their voices be heard loud and clear with Voces de Nuestro Mundo, presenting the latest on social issues that matter to the community. Voces de Nuestro Mundo is the power of radio, the power of your voice. Air it for free. www.vocesdenuestromundo.org radio@maryknoll.org





Social Media Nirvana

Jim Kerr, Triton Digital Media's VP of strategy, is a social media evangelist. His passion for the subject is evident, as is his wealth of experience when queried about any aspect of digital media. Jim outlines some important points your station needs to consider in devising a successful social media strategy. And, yes, it takes a strategic approach to achieve a successful social media landing!

What are the most important social media tools a radio station needs to include in its arsenal?

A listener database with both text numbers and e-mail addresses. Yes, social media is about community sharing, but it is also about communicating with your community, and there is nothing more powerful than one-on-one communication.

A website. A website? What's so social media about a website? Well, you're not really part of the community if you don't have a home there, are you? And the community encompasses not just Facebook and Twitter, but multiple other touchpoints as well. Your website is the "home" that brings all these places together.

A Facebook account. There are a ton of reasons to have a Facebook account, from the obvious "Fish where the fish are" to the possibly more powerful but less obvious use of the Facebook Graph for finding out more about your listeners.

A Twitter account. Twitter is all about immediacy, what's happening now. With that in mind, you can use it for everything from a chat with a star guest in the studio to alerts on local events and on-air exclusives, and more. Take the immediacy of Twitter and combine it with the power of retweeting, and you have the potential to move large numbers of people quickly.

What is the greatest growth area for a station's social media platforms?

The greatest growth area for a station's social media efforts has been and always will be its content. Every great viral social media phenomenon comes down to one thing: a piece of content that moved large numbers of people to share it with their friends. In fact, you often find that viral content has no infrastructure at all — the user uploaded a funny video to YouTube or posted a photo to Twitter, then it spread like wildfire. So the more



a radio station is able to create compelling content, the more socially successful it will be, no matter how much time it puts into social media.

In terms of platforms, the greatest growth area for radio will be to integrate Facebook applications with websites and streaming players. Applications, as opposed to just sharing links and social media posts, allow you to integrate the social media experience with your content. When you can have listeners share the actual experience in real time of taking part in your radio station, you have reached social media nirvana — the same place you'll find Farmville and Mafia Wars.

What is the biggest misperception stations have about what social media tools can and can't achieve?

The biggest misperception is that there is no practical value in embracing social media. Too many stations go in half-hearted, with the understanding that they are doing it because it's something they're expected to do, not something that can provide real value. This lack of appreciation or understanding of the value of social media is a real problem.

Because, make no mistake, social media can provide substantial returns. The community you build can provide everything from direct revenue via things like "Daily Deals" e-mails to unbelievable marketing possibilities. Not to mention metrics and other things that provide valuable information about your audience and how you are doing at reaching them.

How can a station turn social media into revenue?

If you build a large database of fans, followers, listeners, and users, you have a de facto asset you can monetize. If you don't know how to monetize a large database, you are going to get steamrolled by companies like Groupon. If you don't know how to adapt your content to the knowledge of your users from social networks and your own database, you are going to get steamrolled by companies like Pandora. And if you don't know how to create a local experience tailored to your own social community, you are going to get steamrolled by companies like Patch. In short, if you don't know how to monetize these valuable assets, then you need to make it a priority to educate yourself on media business today. **INK**

Deborah Parenti is VP/GM of Radio Ink. E-mail: deborah@radioink.com



FORECAST

2012

DECEMBER 6, 2011
HARVARD CLUB, NEW YORK, NY

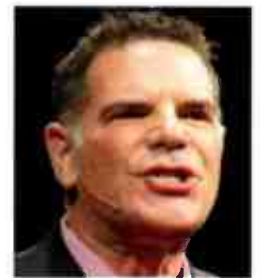
Do You Know Where Radio Is Headed In 2012?

Join radio's top minds as they look toward the coming year for the radio business.

Forecast has become radio's most well-attended financial conference. Fostered by a no-press policy that affords panelists the freedom to remark candidly about their thoughts on the radio business, session discussions are extremely frank and deeply informative. We expect this to be the strongest Forecast event to date. Seating is limited to 200, so we suggest that you book soon to guarantee a seat and capture the early registration price.



Peter Smyth,
Forecast '12 Co-Chair
Chairman/President/
CEO, Greater Media



Jack Myers,
Forecast '12 Co-Chair
Chairman, Media
Advisory Group

PLATINUM SPONSOR



SILVER SPONSOR



CORPORATE SPONSOR



PORTFOLIO SPONSOR



Everything Music Licensing Should Be ... SESAC is



Brutally Frank Sessions. Tough Questions.

AGENDA*

Tuesday, December 6, 2011
Harvard Club, New York

Continental Breakfast: 8:00-8:30 AM

Welcome and Opening Remarks

8:30-8:45 AM

B. Eric Rhoads, Chairman/Publisher, *Radio Ink*
Peter Smyth, Forecast '12 Co-Chair
Chairman/President/CEO, Greater Media
Jack Myers, Forecast '12 Co-Chair
Chairman, Media Advisory Group
Deborah Parenti, Vice President/
General Manager, *Radio Ink*

8:45-9:30 AM

Opening Keynote - TBA

Session 1: 9:30-10:15 AM

Economic Forecasting: Revenue Expectations for 2012

Experts focus on economic predictions, the impact of the 2012 elections, how radio revenues will be affected, and the platforms and initiatives where those revenues are most likely to come from and grow.

Break: 10:15-10:35 AM

Session 2: 10:35-11:15 AM

Prospects for Radio as an Investment in 2012: Wall Street or Main Street?

A panel of leading bankers and equity investors considers the near- and long-term future of the radio industry and what it will take to expand, as well as the future for IPOs, private equity and debt financing, and privatization options over the next 12 months. Who's investing today - and what are the hot buttons that will make or break a deal in today's environment?

Session 3: 11:15 AM-12:00 PM

Digital Media Economics 2010-2020: What Radio Can Learn From the Internet Business Model!

What can the traditional radio business model learn from the Internet business model? What does radio, as a media business, need to look like by the end of the decade to enhance growth over the years to come? And what is the best business structure in today's environment to ensure radio's future as an integral part of the expanded media world?

12:00-1:15 PM

Luncheon

12:15-12:30 PM

Lifetime Leadership Award Presentation to Jerry Lee

12:30-1:15 PM

Keynote: To Be Announced

Session 4: 1:15-2:00 PM

Political Money: How to Maximize Radio's Potential for 2012 Dollars

The 2012 elections should be the most expensive in history. There will be more money on the table, and more competition for it by more media, than ever before. The impact of issues/potential money from Capitol Hill - and where the experts see it coming from - makes this a panel you can't afford to miss.

Session 5: 2:00-2:40 PM

Local Revenue Initiatives - Does Local Make 'Em Loyal?

A close-up look at local revenue streams. Where is the greatest potential for growth, and what are the best ways to capitalize on it? What is the role of digital? How does radio in the local marketplace compete - and/or take advantage of broader national resources as well as social media marketing platforms? These and other compelling issues are explored.

Break: 2:40-3:00 PM

3:00-3:20 PM

To Be Announced

Session 6: 3:20-4:00 PM

What Do Advertisers Want?

Does radio need to reposition itself in the advertising marketplace? How can it fine-tune its sex appeal? A panel of leading clients and ad agencies offer their perceptions of radio: what works, what doesn't, and what it will take to earn their business and marketing partnership opportunities in 2012.

Session 7: 4:00-4:40 PM

Better Content for Better Cash Flow

Digital media platforms have changed not only the delivery of content, but the role of content itself. The laser focus of today's social media tools requires a more finely tuned approach to entertaining and engaging audience if maximum potential is to be reached - especially in a more highly competitive media environment. As social media tools extend stations' growth potential, the role of content in improving performance and increasing top-line revenues and bottom-line EBITDA is a crucial topic sure to elicit some provocative discussion and debate.

Session 8: 4:40-5:30 PM

Leadership Speak-Out

5:30 PM

Closing Remarks

5:45 PM

Top 40 Cocktail Reception, honoring the 40 Most Powerful individuals in the radio industry

* Agenda subject to change



TO REGISTER

Call 561-655-8778 or go to www.RadioInk.com/Forecast.

Seating is limited to 200 persons. Registration includes invitation to the 40 Most Powerful People In Radio VIP Cocktail Reception.

13 Tips To Improve Your Boring Remotes

So my first remote as a rookie account executive, at Hilltop Liquor Store, was an epic failure. At the time, I considered my \$1,600 sale a win for me, without a clue that I was playing with the owner's hopes and dreams by accepting his idea. In retrospect, a remote was not in the owner's best interest. I was a contributor to the "We tried radio once and it didn't work" objection.

Roy Williams says, "The risk of insult is the price of clarity." I should have had the foresight or courage to tell my client that a remote was not a good idea.

The remote failed for several reasons, but I was afraid I would insult the client by questioning his intelligence:

"Why do you believe you need a remote?" "You're off the beaten path in the heart of the Bible Belt, with no compelling offer to get people to stop at this little liquor store. Besides the obvious." In fact, I believe listeners even drove down the road another mile to the next liquor store to avoid embarrassment or being called out

"on the air" at the liquor store. No joke — that's why drive-through liquor stores are so popular where I'm from!

I've learned a lot since then, and I'd like to share some thoughts about what works with today's tools in radio to make a live broadcast successful!

AE/Talent Event Checklist For Success:

- Agree on the right day and time. Ask the client what their busiest day and time is, then book the event. It's the lemonade-stand theory: Are you setting yourself up to win from the start?
- Why are we doing the event? What is the compelling offer? Why should people come to the event? Does the offer have sex appeal (BOGO, ridiculous offer)? What is the client willing to kick in as a giveaway (TV, free oil changes for life, gas coupons, etc.)?
- Scout the highest-visibility locations for the station van and display setup, and invest in a quiet portable generator for electrical — no more tangled extension cords. Is the station vehicle visible from the road?
- Meet with client and talent days before the remote (not minutes before) and discuss copy points. This is also a good time to test broadcast and sound equipment. No surprises!

- AE and talent must arrive 45 minutes before the remote to allow for setup and potential last-minute technical issues (batteries in mic, station giveaways). Use a microphone, not a cellphone. Talking and interviewing a client or listener with a mic looks professional.
- Have the personality do their show from the broadcast, talking up intros out of stopsets. Listeners can hear you having fun! Never "can" your breaks; it loses spontaneity. Get the client on the air, or have them designate someone to speak for them. Residual comments from the listeners to the client confirm your station's effectiveness.
- Always bring a laptop to the event so listeners can become station VIPs in station loyalty programs.
- Promote the event with 15-second event promos (who, what, where, when, and why?), and always have the talent cut the spot. Have fun! And don't use clichés. "In business since 1967" — who cares?
- Issue a press release for the event. Promote the event heavily using digital assets like the station website, Facebook and Twitter, targeted e-blasts to specific ZIP codes, and bounceback coupons from the business.
- AE: Take pictures or Flip video, and use the station website, Facebook, and Twitter before and during the event.
- Video recap of the event: Don't be afraid to beat your chest and brag on what the station accomplished! Have the board op at the station record some live breaks to include in the recap.
- In return, ask for a recommendation letter from the client about the successful event broadcast!
- Send a handwritten "Thank you" from the entire team for having the station help "host" their event.

The AE and talent should always wear station gear and make sure the event has a carnival, kid-friendly atmosphere, and never smoke, curse, drink alcohol, or gossip (beware of live mic). And don't sit down — not the talent or AE or the client and his employees. We get lazy when we sit, and people are intimidated by walking up to a table with bored salespeople. Besides, this is show business!

I love radio! We move people! I suggest the word *remote* should no longer be acceptable. Let's call them *events*! Radio still has that last point of contact before consumers make a purchase, and again: This is show business.

Consider this checklist before you book your next "remote." Good luck! **INK**

Johnny Lathrop is President/Market Manager for Townsquare/Tyler-Longview, TX.
E-mail: johnnylathrop@townsquaremedia.com



Listeners gather at a KTYL-FM (Mix 93.1) event.

KD
KANOPY
The Best Under the Sun!

Stand Out, Get Noticed!



Majestic
10x10 Remote Booth

- 1 - 10 x10 Aluminum Frame
- 1 - 500 Denier Polyester Top
- 1 - Full Side Wall
- 2 - Half Rail-Curtains
- 1 - 6' Table Cover
- 1 - Color Logo Printed on All Fabric Carry Bags & Ground Spikes

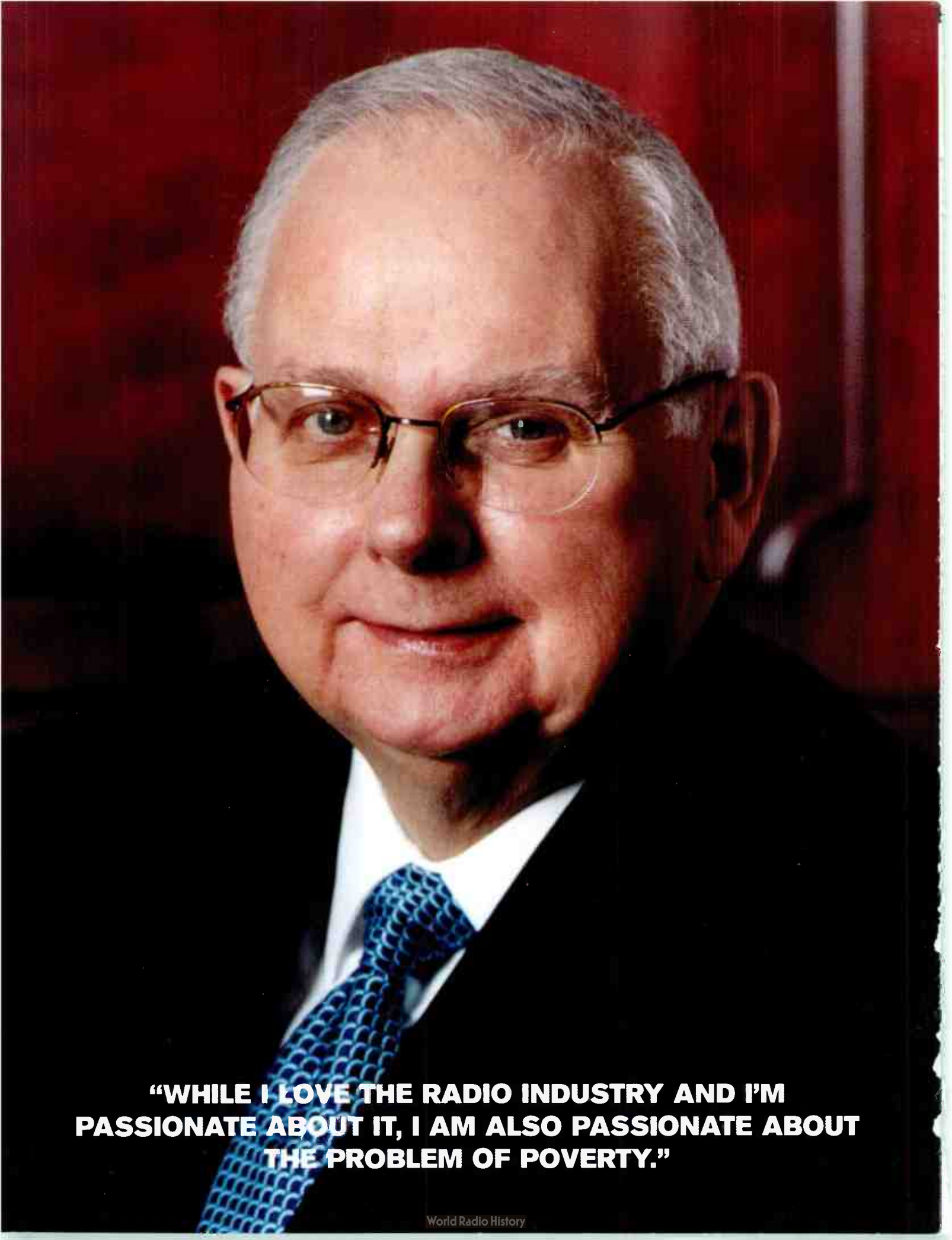
Reg. Price: \$1891.00

Sale Price:
\$1599.00

- 13 Different Colors of Fabric
- Patented Fittings Means No Binding
- Commercial Grade Aluminum Frame
- Great Customer Service
- Warranty on Frame, Fabric, & Print

Call Now

1.800.432.4435
www.kdkanopy.com



**“WHILE I LOVE THE RADIO INDUSTRY AND I’M
PASSIONATE ABOUT IT, I AM ALSO PASSIONATE ABOUT
THE PROBLEM OF POVERTY.”**

RADIO INK LIFETIME LEADERSHIP AWARD

Jerry Lee

{By Editor-In-Chief Ed Ryan}

Jerry Lee owns Philadelphia. In the age of consolidation, his single radio station, AC WBEB (B101), is a powerhouse, a winner in ratings as well as revenue. Says Lee, "WBEB is a major number one."

2011 marks Lee's 50th year in the radio business; he took his first job back in 1961, at a station in Baltimore. He says his success today in America's number seven market is due in large part to the way he markets and promotes WBEB: He's not afraid to outspend his competitors, and he's a juggernaut when it comes to research. All broadcasters know that if you overspend on marketing and promotion and don't get revenue results, it can be enough to kill a station. Lee has figured out the formula, and he may go down in radio history as the most successful independent operator of all time.

Over the years Lee has become less involved in the day-to-day at WBEB and more involved in shaping the bigger picture, and these days he focuses much of his time and energy on working to improve society and create the next big idea. Two of his current major interests are poverty and government spending, and he's also known for his work in the field of criminology. For radio, Lee says the next big idea is creating engaging commercials, researched through facial coding, that generate real results.

Jerry Lee has been a great asset to radio. His contributions to the industry are hard to equal, and his countless volunteer hours with the NAB and RAB are unmatched. He always looks at radio as a half-full glass, consistently focuses on creating results for advertisers, and is a tireless promoter of our industry. And he never has a negative word to say about anyone — including his competitors.

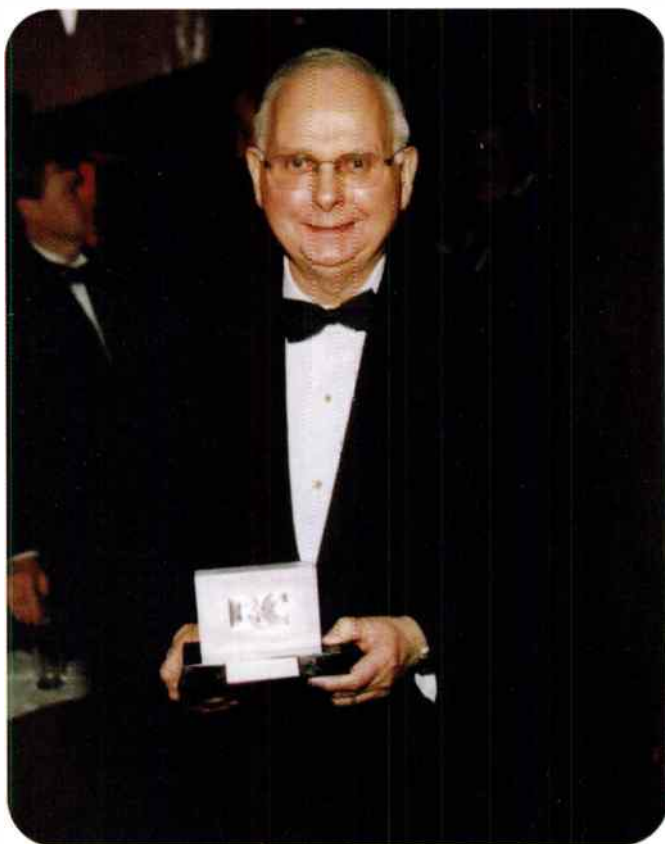
Radio Ink is proud to honor Jerry Lee with the 2011 Lifetime Leadership Award, to be presented at Forecast 2012, set for December 6, 2011 at the Harvard Club in New York.

Do you ever get tired of people praising you for your successes in radio?

I will take all the accolades. I never get tired of that.

How have you been able to be so successful for so long?

You could sum it up in a word: *research*. We do more research than any other station in the country. We probably do more research than all the radio stations in Philadelphia combined. Besides doing extensive music testing, we test every TV commercial we run promoting the station. We actually have a system for testing the morning show bits — we test those on a real-time basis. We are so focused on using good research to find answers, more so than anybody in the country.



So your theory is that if radio had continued as a mom-and-pop business, either you wouldn't have had to spend so much on promotion and marketing, or your competitors would have continued to spend as much as you. Is that right?

Well, I had always spent more than everybody else, but yes, it would have been very difficult for me to become the number one radio station in the market. Because of consolidation, with stations drastically cutting their promotion monies and their budgets, and me drastically increasing promotion, it was a wonderful thing for me.

Why do you think people don't try to steal your model?

It's true in any field: People will steal an idea, but they won't implement it. They will steal parts of it. I am not the only good broadcaster out there. There are a lot of other good broadcasters out

there. I don't have all of the answers, by a long shot. I make a lot of mistakes.

Talk about your management style and why people like to work at WBEB.

Basically, I give people a lot of freedom to do what they do best. I am not a hands-on manager. I don't micromanage anything. Frankly, I really have to give the credit to [VP/GM] Blaise Howard, because Blaise runs the station. My role at the station is to dream up the next big idea and make sure that happens. I really don't run the station day to day. Everybody reports to Blaise, and Blaise reports to me.

What is the next big idea?

The big idea I'm working on now that is going to make me a phenomenal amount of money over the next three years is engaging commercials. We have literally become the authority on engaging commercials in the country, and we are starting to see some phenomenal results with it. We go in to an advertiser, we produce a new commercial for them, and their sales will go through the roof.

The basis of our engaging commercials is something called facial coding. There was an article recently in the *New York Times* [June 7, 2011] where they talked to the guy we work with on facial coding, Dan Hill from Sensory Logic in Minneapolis. They interviewed him about the facial expressions of Rep. [Anthony] Weiner and compared how Weiner behaved, facially, with Eliot Spitzer and Bill Clinton, when they were accused of indiscretions. The *Times* had a video on their website about it, featuring Dan Hill and how he works. He is the leader in facial coding in the country. Our whole plan on engaging commercials, all the research is done through facially coded spots. It is just incredibly exciting.

Why is facial coding so successful for advertisers?

Go to www.writetoengage.com; it will take you a half hour to find out everything you'll ever want to know about engaging commercials. This is all based on the research that was done. You will see in it individual commercials, second by second. You will see when they engage the listeners. So we now know what works and what doesn't work.



"I'VE ALWAYS ADMIRERED JERRY FOR HIS UNWAVERING COMMITMENT TO R&D. HE HAS CONSISTENTLY BEEN AN INNOVATOR IN OUR INDUSTRY AND HAS DEMONSTRATED, AGAINST THE ODDS, THAT A WELL RUN STANDALONE OPERATION CAN BE COMPETITIVE AGAINST THE INDUSTRY'S LARGEST OPERATORS."

Lew Dickey, Chairman/CEO, Cumulus Media



"JERRY IS A CLASS ACT AND BELIEVES IN THE POWER OF RADIO. HE IS A GREAT COMPETITOR, AND ALTHOUGH HE DID NOT SELL ME HIS JAMES BOND CAR, I ADMIRE AND RESPECT ALL HE HAS ACCOMPLISHED."

John Hogan, President/CEO, Clear Channel Radio

Based on that, we did a webinar, and now we can nail it every time. Our batting average is almost perfect for developing great commercials. We have trained copywriters all over North America on how to do this. We have a great stable of copywriters. I can produce a great commercial for any advertiser.

Looking back, do you think the industry is better or worse off as a result of consolidation?

In many ways, I think it's better. I think we are doing as much public service as we ever have. I watch some of my competitors' groups that just do some outstanding public service. It is just a different game than it was. It is not that one is necessarily better than the other, it is just a totally different game.

A lot of people object to voicetracking. I don't do voicetracking, but I am not against it. I say, whatever works. If you can take a great voice from a major market and use it in a small market where you couldn't afford to get a good voice, that might be a good thing to do. You have people against things the





Look into your future...

B101 is there.

You are inspiration to us all.

Your vision, leadership, guts, independent way,
creativity, and energy define what success
in radio broadcasting is.

Congratulations Jerry.

From your friends at iBiquity Digital.

hdradio.com

groups are doing just because the groups are big I don't buy that.

In the end, the audience decides. If you are voicetracking and it doesn't work, the audience will tell you that. Then you do something about it. I object to people saying that big is bad. I don't buy that big is bad.

With your Philly success, why not expand and grow?

Actually, I did buy one more station. We were going to run oldies on it, when there was no oldies in the market. When we bought WFIL, it was just a basket case in terms of infrastructure; everything was bad at the station. We spent a lot of money bringing it up to first class. Two weeks before we were ready to go on the air, with our new, improved sound and everything, two oldies stations went on the air the same day. It killed us.

We had a great oldies format on the AM, but we could not compete against two FMs coming on. So I eventually sold the station.

I have had no interest in buying anything since. The major reason is that while I love the radio industry and I'm passionate about it, I am also passionate about the problem of poverty. If I were expanding, I would have to be worrying about debt service, and I



"JERRY IS A PASSIONATE AND TIRELESS BELIEVER IN RADIO BROADCASTING. THROUGHOUT HIS CAREER HE HAS EXEMPLIFIED THE BEST ATTRIBUTES OF WHAT IT MEANS TO SERVE YOUR COMPANY, YOUR AUDIENCE, AND YOUR COMMUNITY. HE MAKES ALL OF OUR INDUSTRY BETTER MERELY BY HIS INVOLVEMENT IN IT."

Jeff Smulyan, Chairman/CEO, Emmis Communications



"JERRY HAS BEEN ONE OF THE MOST INNOVATIVE AND DEDICATED PEOPLE TO ADVANCING THE CAUSES FOR ALL OF RADIO. HE DESERVES A HEARTFELT THANKS FROM ALL OF US IN THE BUSINESS!"

Mark Mays, Chairman, Clear Channel Communications

couldn't do the things that I am able to accomplish in my mission on poverty.

You are very involved in the radio industry outside WBEB. Why?

I feel that I need to do everything possible to build the industry. I've been serving on the Committee on Local Radio Audience Measurement for over 30 years. I have been on the NAB board for 23 of the last 36 years. I am on the board of the Broadcasters Foundation; I have been on that since 1979. Most of these areas, I have been on longer than anybody. I just believe in giving back.

Tell us how the industry has evolved since your first job.

Radio used to be a mom-and-pop business, up until the Telecommunications Act in 1996. That changed the whole industry. Up to that point, radio really was a much more comfortable business. People spent more money promoting their stations and a lot more money doing research to find out what their audience wanted. That started to go away with the advent of consolidation. It became very bottom-line-oriented.

I was on the NAB Board the year before consolidation, and we were always talking at board meetings about how much we wanted Congress and the SEC to change. Everybody would say to me, "I know you're against consolidation," because we had a single station. But I was one of the greatest advocates of deregulation.

The reason I was an advocate of deregulation was because I knew what was going to happen. I predicted, accurately, that in consolidation, everybody would be trying to lower their costs in order to look better on Wall Street. That is what happened. Before consolidation, we were spending \$1 million a year on marketing the station. The first year after consolidation, we went to \$2 million. The next year we went to \$3 million. The next year we went to \$3.5 million.



Congratulations to
Jerry Lee

for receiving the 2011 Radio Ink
Lifetime Leadership Award



Jerry, you are a great leader, visionary and true champion of the radio industry. We all want to congratulate you for receiving an award that is so well-deserved.

- Love, your B101 family



WBEB FM, Philadelphia
World Radio History

We became the number one station in the market. We could never have done that if it hadn't been for consolidation, because everybody else cut their advertising, and we went through the roof.

What is your take on digital?

I think my view is different from everybody else's. First of all, we are one of the few stations in the country that doesn't stream. We stopped streaming over two years ago. The reason we stopped streaming is that it's a bad business model. You are paying a lot of money [for performance royalties] versus roughly 3 percent on terrestrial radio to BMI, ASCAP, etc. The problem is going to get worse, because the Copyright Royalty Tribunal has no incentive to do anything but raise rates. They can do anything they want. As an industry, we have absolutely no negotiating power. Theoretically, you get to the point where they want 90 percent of the money. Why go that direction? It's bad now, and it's only going to get worse.

The other thing about digital, my feeling is that you use your website in combination with your advertising to make everything you do at your station more valuable. For me to go out and sell digital things — my website, etc. — to me, I am playing with pennies against dollars I could make by becoming sharper at selling my product. The money is from selling the commercials. You put all of your energy in there. Internet does not create the desire. Radio and television create a desire. The Internet is a great fulfillment mechanism, and a great information mechanism to get more data on what you want to buy. It performs a great role. It does not create a desire for the product. We work very closely with the advertiser to help them take advantage of our website to move product.



"JERRY LEE STANDS ALONE IN THIS INDUSTRY AS A LEADER WHO IS NOT ONLY WILLING TO ASK THE HARD QUESTIONS (AND OFTEN ONES THAT NONE OF THE REST OF US WOULD THINK TO ASK), BUT ALSO IN OFFERING CANDID AND WELL CONSIDERED THOUGHTS ON ALMOST ANY CHALLENGE OR OPPORTUNITY THAT COMES OUR WAY. JERRY TAKES NOTHING FOR GRANTED AND ALWAYS DIGS A LITTLE DEEPER THAN THE REST OF US. AND WHEN IT COMES TO INDUSTRY INITIATIVES, JERRY LITERALLY 'PUTS HIS MONEY WHERE HIS MOUTH IS.'"

Ginny Morris, Chair, Hubbard Radio



"IN A BUSINESS WHERE THERE ARE MANY SHINING STARS, JERRY'S SHINES THE BRIGHTEST. HIS REMARKABLE SUCCESS WITH WBEB IN PHILADELPHIA COMBINED WITH JERRY'S PERSONAL PHILANTHROPY IS A SPLENDID EXAMPLE OF WHY RADIO REMAINS VITAL."

Eddie Fritts, founder, The Fritts Group



Talk about the national poverty issues you've been working on.

Poverty is a three-legged stool: education, crime and justice, and jobs. You need [to affect] all three of those to affect poverty. For example, I am working on saving Medicare \$30 billion a year. By saving \$30 billion a year, it helps poor people. The first people to get hurt in a recession or any downturn are the poor. My mission in life is to try to impact poverty. I feel very good about it; I think we are making significant progress in this arena. I can now get through to almost anybody, and they will listen to what I am doing.

I have to give the lion's share of the credit to the work of Jon Baron. He is the head of the Coalition for Evidence Based Policy in Washington, which has now become one of the most influential groups in the country for solving social problems. I happen to have the good fortune of being his founding funder. I serve on his board, we have the head of the Kennedy School of Government, ex-head of the FDA, a Nobel laureate. We really have some phenomenal people on the advisory board for this. We are getting so many things done, it is unbelievable.

What do you want your legacy to be?

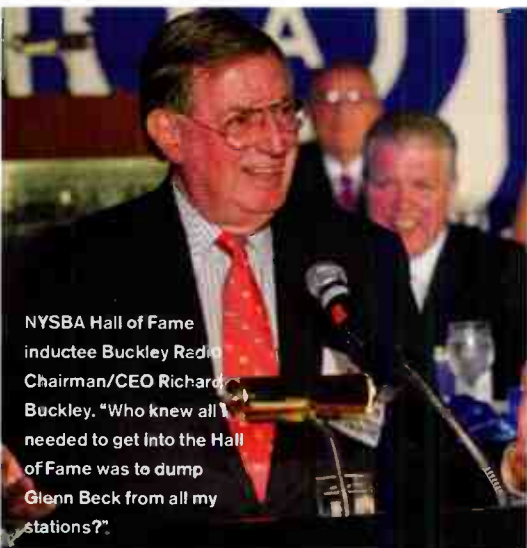
That's a good question. I want to be known as the person who reformed the federal government. **INK**



10LocalCoupons.com CEO Eric Straus: "I haven't been in radio for a decade and they still invite me to these things. Must need a pretty boy to sit onstage."



Joe Reilly, outgoing NYSBA president, reacts to the announcement that NAB President/CEO Gordon Smith will be giving him his award, and not Deborah Norville.



NYSBA Hall of Fame inductee Buckley Red... Chairman/CEO Richard Buckley. "Who knew all I needed to get into the Hall of Fame was to dump Glenn Beck from all my stations?"

The New York State Broadcasters Association recently held its 49th annual executive conference at the picturesque Sagamore Resort Hotel on Lake George.



At the NYBSA conference (l-r) Deborah Norville, Ernie Anastos, and Anastos' wife, Kelly. "Who let all these radio people in, Ernie?" "Good question, Deborah, I thought this event was only for us pretty people."

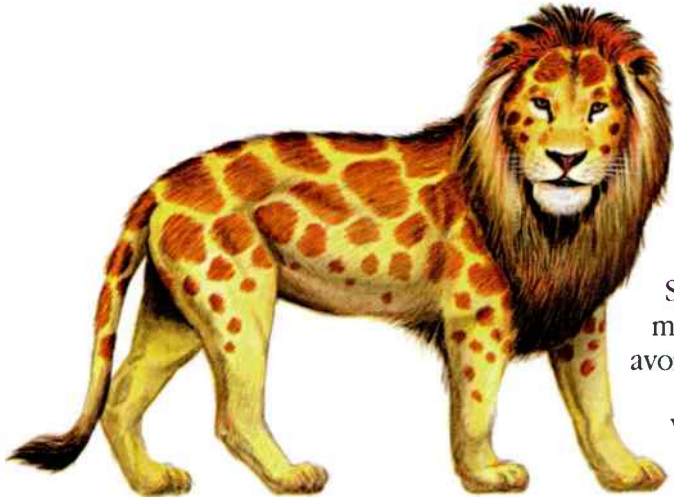


Bruce Reese and Steve Newberry weren't in New York for the NYSBA festivities, but they were able to get a picture with Norville a few days earlier, at the NABEF Service to America Summit in DC. Yes, guys, she makes you both look very handsome. NYSBA photos: Michael Gallitelli

Leaders...

The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant.

Max DePree, The Art of Leadership.



At Szabo Associates, this is our philosophy. With over 40 years of experience, we help our clients understand the realities of debt collection. It is our mission to serve your debt collection and credit information needs to help you run your business more efficiently.

Since 1971, we have focused solely on collections for the media industry, allowing us to collect more quickly and avoid costly litigation more often than our competitors.

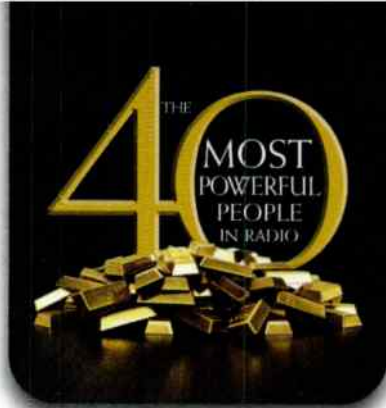
We are a different breed of collections service—our team has the necessary diplomacy and negotiation techniques to collect, yet has the sensitivity to protect your valuable client relationships. As the industry leader, we also offer free use of the world's most comprehensive database of agencies and advertisers called DebtorNet[®], which can give you advanced warning if specific advertisers or agencies have a poor credit or payment history.

For those of you who have already partnered with us, your business over the years has helped us to become the industry leader—and we thank you. If you are looking to partner with the leader for your debt collection needs, please contact C. Robin Szabo, (800) 361-7183, robin@szabo.com or visit szabo.com for more information.

Szabo—a different breed of collection service.



Szabo Associates, Inc.
3355 Lenox Road, N.E., 9th Floor
Atlanta, Georgia 30326
404-266-2464
FAX 404-266-2165
www.szabo.com
info@szabo.com



Getting a handle on power in the radio industry is difficult,

because power is not easily defined. On the *Forbes* 400 list, the determination is made by wealth alone. Numbers don't lie, but power boils down to more than numbers. What determines power is a combination of the numbers and an individual's ability to impact and influence an entire industry and its direction.

The process of determining who wields the most power in radio begins several months in advance of our annual list. The editors and writers at *Radio Ink* conduct research into the companies and individuals being considered, which includes looking at annual sales, the number of stations, the number of employees, and power ratios of billing per station. Those things are easy to get a handle on.

But what if a company has significant billing or stations, but its executives are not known to play a role in influencing or leading the industry?

We observe individuals and companies to determine who is launching initiatives that are influencing the industry's direction. For example, when Clear Channel was public, its decisions on ad lengths or inventory clearly had an impact on other public radio companies. Our staff keeps a daily watch on who is exhibiting industry leadership. Not everyone on the list is a group head or at a large company; some individuals simply possess such influence that their presence on the list cannot be denied. One does not necessarily have to have clusters of stations all over the country to wield power and influence (though it helps).

To add to the debate, we consult with experts in banking and research and on Wall Street for input. Once all of our research is complete, we begin the process of debate and discussion and, usually, more research. Names are added, some are bumped, positions change, and rankings are jostled numerous times in the process. Along the way, a company is bought or sold or someone is hired, fired, or retired, wreaking havoc with a list near completion. The list is evaluated and re-evaluated up to the very last moment before the ink kisses the paper.

We've also found that some companies and individuals lobby hard to be added to the list or ranked higher. We listen carefully to make sure we're aware of their perspectives, their new initiatives, and their changes, but we try our best to remain objective. And though our process is probably not flawless, our editorial board calls out anyone who appears to have been unduly influenced by a PR firm. Countless hours are devoted because we take this role seriously, and we know you do as well. We have watched companies downgraded on Wall Street when an individual is dropped from our list, and we've seen the list impact people's lives in many ways. We are cautious about every change because we know how it can affect an individual's status with their board, their investors, and even their employees.

2011 marks the 16th release of *Radio Ink's* 40 Most Powerful People in Radio. Amazingly, there are four names that appeared on the 1996 list that made it again this year. There are also 16 people who are freshmen to the list.

After much contemplation and debate, we did make one procedural change for 2011: We determined that to make the list, an executive has to be in terrestrial radio. There's substantial debate about what is radio and whether the consumer cares about the delivery mechanism for audio entertainment. Though we have internal disagreement about this issue, we all agreed that because *Radio Ink* is a radio industry publication and not a consumer magazine, we should reflect the broadcast radio industry.

So for now, we have determined that everyone who makes the Top 40 list will be in broadcast radio. That is why you will no longer see Sirius XM CEO Mel Karmazin on the list, or anyone from Pandora. We reserve the right to change our minds in the future, depending on the state of our industry — and keep in mind that neither of those companies should be ignored. Though Pandora wasn't the rock star Wall Street expected and has yet to earn a profit, it has a huge listener base. Sirius XM is ahead of Clear Channel in revenue, but it throws the list out of whack because most of its revenue comes from paid subscribers, so it's not an apples-to-apples comparison with broadcast.

The 2011 list was the most difficult to rank in recent memory. With a lot of activity in the industry, especially over the past few months, the list went through a serious shake-up. But change is good, as they say. Though you'll debate our decisions and rankings, we believe this is an accurate reflection of the state of our industry at this moment in time.





It's rare to have an individual land on our list of the 40 Most Powerful People in Radio and steal the number one spot in his debut year. In fact, it's never happened before. But it's also rare that an executive lands in a position in radio and becomes an immediate lightning rod for attention from the business press, which typically ignores radio executives. But Bob Pittman's background with one of the largest mergers in history (AOL-Time Warner) and his role in running what was at the time the largest media company in the world, as well as his history with other significant corporations, including founding the then-revolutionary MTV, mean he's no ordinary broadcast executive.

Pittman not only attracted instant attention to America's largest radio conglomerate, he took on the role of radio's biggest cheerleader. He doesn't have a track record of failure, and his presence in itself makes others believe radio must be a great business. He brings clout and credibility on Wall Street and with the advertising industry.

And because of his rich history as a tech visionary at AOL and his success with multiple high-tech online brands, Pittman's arrival sends a signal that radio too is moving in the direction of becoming a digital force, combining the best of the old and new media worlds. His message that radio is far from dead and his assertion that radio has maintained and even grown its audience shares were the chatter in the business press from the day he arrived at Clear Channel.

Pittman considers evangelism one of his most important roles, but says modestly, "I don't believe that I'm the one doing the convincing. The radio story itself is what convinces people, and our job is to tell the story clearly and often. This is one of those few stories where the facts are better than the perception — the kind of story that's fun and easy to tell."

Of course, Pittman's new role is deeper than mere evangelism for Clear Channel and the radio brand. Owners Bain Capital and TH Lee have a mission to turn the giant ship into more successful waters, and they have a history of seeking out leaders who have the courage to implement significant change where needed. Clearly Pittman was placed into operational control over the massive company and its direction, and his authority extends over all others within the organization, including the radio CEO.

Now that he's eight months into his new position, we asked Pittman what has surprised him most. "How extraordinary the people are here and how strong the relationships are with our consumers and our existing clients," he says. "Also, I'm extremely impressed with how far along broadcast radio is in serving listeners online, and on mobile devices as well. And with only 3 percent of all radio listening,



1 BOB PITTMAN
Chairman/Media & Entertainment
Platforms
Clear Channel Communications
NEW to list

including Internet-only options, being digital, we have an enormous opportunity there and are ahead of the curve like no other medium."

Pittman is quick to give kudos to Clear Channel Radio President/CEO John Hogan. "Clear Channel is an extraordinary company, and John Hogan and his team have done an amazing job," he says. "I invested in this company and decided this was my future for a reason. I believe that its success is due to extraordinary people making extraordinary products and then working with marketers and advertisers to use these resources. Our report card is about how well we serve consumers — if people love our products, the money will follow."

Can Pittman bring to radio what has eluded it for so long: a substantial increase in revenue share? Radio touts over 93 percent penetration and similar numbers have been seen for years, but it continues to get relative crumbs of the advertising pie. "It's because we have not asked the marketers who haven't spent their ad dollars on radio

to spend money with us," Pittman says. "In radio, we basically wait for marketers to decide they want to buy radio, then we fight for our share of the buy. That's great, and we should continue to do that, and do it with creativity. But to increase radio's slice of the ad pie, we also have to proactively go talk to marketers about using radio. That's not about CPMs and ratings, that's about ROI on dollars spent by the marketer."

Pittman goes on, "To get these new marketers to radio, we have to offer solutions to needs, not spots. It's selling, not transacting or trading with our agency counterparts. Look at the Internet. I was part of building that into a major advertising category, and I'll tell you what we did. We met with companies at the CEO, COO, and CMO levels and talked about partnering with them to solve their marketing challenges with the assets we had. We defined advertising as 'renting our consumer relationship to third parties.'

"Online, not radio, got the declining newspaper, Yellow Pages, and magazine advertisers because we were working on solving problems, not selling ads. There was no 'Internet category' then, there were just marketers in need of solutions, and we talked to those marketers about partnering with us to solve their needs. In radio, in addition to selling in our traditional ways, we need to start a whole new dialogue with marketers about how radio can give them a better ROI on their marketing dollars than their other options."

On the subject of digital, Pittman has called Pandora a "playlist on shuffle," and he hardly backs off that statement. "Pandora is a very good product, but it's not radio," he says. "Its value to the consumer is that it allows the user to create a playlist by just entering a song instead of having to think of every song on the playlist. They've

The Best In Entertainment



Bob & Tom

Ryan Seacrest

Delilah

Elvis Duran



Nikki Sixx

Blair Garner

Steve Harvey

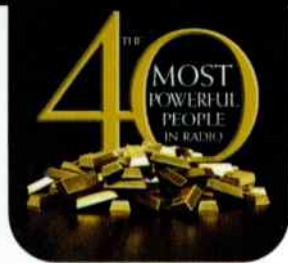
John Boy & Billy

**PREMIERE
NETWORKS**

818.377.5300

World Radio History





automated playlist creation, and that competes with other music-collection services, but not much with broadcast radio.

"But whether Pandora is a business or not is another question. When I was at AOL we had a very successful product called AOL Instant Messenger. But we could never figure out how to make it a business. It was an important feature on AOL, but could never support itself. Is Pandora a business, or just a feature that needs to be attached to a business? That is the big question."

Pittman observes, "The functionality of more conveniently creating a playlist is a long-term benefit, but it's a feature that I think all digital music-collection or radio services will eventually offer. With that increased competition, it might be even harder to find a workable business model for them. But I wish Pandora well because anything that calls attention to music and calls itself radio, even if it's not quite radio, helps focus attention on radio. And that's good for all of us in radio."

Recently Clear Channel picked up Thumbplay, which will make it possible to provide something close to Pandora via iHeartRadio. About that deal, Pittman says, "Our strategy is to be wherever our listeners are — no matter what device they use — with the programming, features, and services they expect. The 'custom radio' Pandora-like product we bought in the Thumbplay acquisition gives us an exciting new feature. But having spent the time I have with Internet products, I knew we couldn't just bolt the Thumbplay product onto iHeartRadio. In order for this next-generation product to be the quality that users expect, we know it has to be a completely seamless and integrated experience."

With that in mind, Pittman says the beta version of the enhanced iHeartRadio should be ready this fall. "We are well into the development cycle, and the quality of the new platform and product is exceeding my expectations and those of John Hogan and his management team as well," he says. "Plus, we added some great new people to our digital team, and that will be felt in the iHeartRadio product, our local digital products, the partnerships we're developing, and even on our broadcast radio properties."

So in, say, two years, what will we know about Clear Channel that we don't know now? Says Pittman, "If I told you that, you'd have nothing to look forward to!"

2 JOHN HOGAN

President/CEO
Clear Channel Radio
2010 Rank: 1

John Hogan has been behind the wheel at radio's largest company for a decade now. You would think that kind of responsibility would be pretty stressful, but Hogan says, "You know, I've never thought of my job that way. Rather, every day brings something new and different, and it's endlessly interesting. I feel like there have never been so many avenues for radio to grow and interact with our audiences. I have the opportunity to work with an incredible team across the leading platform of brands in the radio business; I have an iconic, amazing partner in Bob Pittman; and our private equity partners, Bain Capital Partners and TH Lee, have been consistently supportive and helpful."

Clear Channel has nearly 850 stations, generating almost \$2.5 billion in revenue and dwarfing its closest competitors: Cumulus in number of stations (555, once the Citadel deal closes) and CBS Radio in revenue (\$1.3 billion in 2010). It was never a question of whether Hogan would be at or near the top of this list. As the boss at Clear Channel Radio, he has power over a lot of employees at a lot of stations in a lot of markets, churning out a lot of revenue. The only question was who's really running the show: Hogan or Pittman.

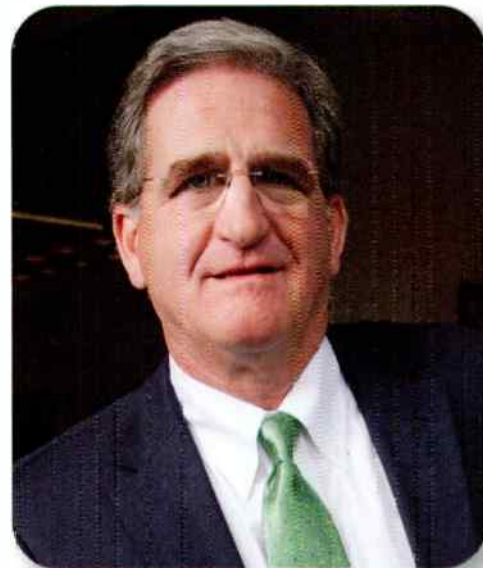
We detailed our reasons for making Bob Pittman number one on the previous pages, but it wasn't an easy call. Since 2002, Hogan has never been lower than eighth on this list, hitting number one in 2009 and 2010. He has had power, he still does today, and there is no sign that will change.

But clearly, the addition of Pittman has had an impact not only on the company, but on Hogan as well. "I've really enjoyed working closely with Bob Pittman and being able to utilize his broader world experience," Hogan says. "His innovative product and consumer skills have given me the opportunity to imagine the company, our consumer products, and our offerings to our advertisers in ways that expand well beyond what have been the traditional boundaries of radio. These opportunities are exciting for me and our employees, advertisers, and music-industry partners. The entire team and I are more stimulated and working harder than we have in years. We are excited about the future of Clear Channel Radio."

Hogan says his team was able to weather a tough 2009 by being strategic and creative — and he adds that Clear Channel is doing terrifically well. "We've emerged as a better, stronger, more diverse and nimble company," he says. "I'm continually impressed by how our people at every level are working on ways to give our customers what they want, need, and expect from us, and to be everywhere our audience wants to find us. Our brands and platforms remain the most powerful and interesting in the business, and our team — managers and staff — are smart, innovative, and passionate about what they do. We have great relationships with our audiences, from listeners to advertisers, our performance in audience and revenue growth is consistently high, and we have operating margins that are truly remarkable."

Asked to assign a letter grade, Hogan gives his team an A. "I can't imagine any other company that has the kind of commitment to both customers and to building the radio business across new devices and platforms — which we're doing while continuing to fire on all cylinders in the core radio business."

Hogan says he is "absolutely" happy with Clear Channel Radio's performance, but adds, "We can always do more. Especially because I think the combination of our assets



WE WILL BUY ALL OF YOUR STREAMING SPOTS* MAKE UP TO \$270,000 PER YEAR OR MORE

Our new video in-stream platform allows us to pay you unbelievable rates!

- Easy to setup.
- Takes less than 30 minutes.
- No long term contracts, cancel at any time with no obligation.
- No selling required! We will buy all of your unsold inventory.



Have 100k hours/mo?

250k hours/mo

750k hours/mo

Make Up To:

\$36,000/yr

\$90,000/yr

\$270,000/yr

**Our Standard Broadcaster Terms of Service Apply to This Offer.
Examples, Actual Results May Vary.*

Once setup, you can log in to your administrative dashboard and see the revenue you are making on a daily basis. It's really that simple.

Introducing the first all-in-one internet radio solution designed to make you profitable. No streaming bill, no terrestrial barter time, just premium revenue, 100% sales.

To get started right away, go to broadcasters.radioloyalty.com and sign up. Or, call us at 1-800-706-1848 option 2 (8am to 5pm Pacific Time) and one of our Broadcaster Support Managers will guide you through the easy implementation.

Join over 1,000 other stations that already use the RadioLoyalty™ platform



and our people offers limitless potential. We have a team that's set to 'fast' on a 24/7 basis, and our results show the benefit of their work and commitment. I especially love how we've continued to focus on growing the core business while making huge strides in digital.

"iHeartRadio is a great product today, and we'll be launching a new version later this year that will be dramatically better. I'm really excited about it, although I can't give away all our secrets today. But I can tell you that we will offer digitally the kind of incredibly popular radio experience that features the legendary local brands and personalities that 237 million people listen to every month, plus a Pandora-like custom radio feature, and it will be fully integrated like nothing else."

Where Hogan sees some room for improvement is in telling the Clear Channel story: "We haven't done as good a job of communicating our successes as we could have, about our company or the radio industry as a whole.

"We need to be better at letting people know that we've actually increased the number of people who listen to radio each month to over 237 million; that we've maintained a 93 percent-plus share of Americans who listen to radio every week; that we, radio, deliver powerful results for advertisers at about half the CPM of TV; and that unlike newspapers, directories, or TV, radio hasn't been disintermediated by digital — instead, digital is an opportunity for radio. Today, only 3 percent of all radio listening is digital, so we've got a lot of digital growth ahead of us."

At the end of the day, Hogan wants Clear Channel employees to know how much he appreciates and values what they do. "I can't always spend the time with them personally or at the radio stations," he says, "so I don't have as many opportunities as I'd like to tell them what great work they do, how big an impact they have on their communities, and how much their passion, hard work, creativity, and commitment mean to me, and to the continued success of our company.

"It's all about our people. The Clear Channel Radio team continues to rise to every challenge, and it's an honor to work with those I consider to be the best in the business."

3 LEW DICKEY JR. Chairman/CEO Cumulus Media 2010 Rank: 3

Though Lew Dickey has long established himself as a significant industry player, his relentless pursuit of Citadel Broadcasting showed his skills at navigating stormy waters. Facing a resistant Citadel board under the strong control of CEO Farid Suleman, Dickey was in a race against other broadcasters who came very close to getting the deal to own this valuable asset. Dickey started the pursuit of Citadel more than a year ago, with investors prepared to give him up to \$500 million in capital to purchase more radio stations.

At the end of 2010, Dickey boldly went public with his intentions to go after Citadel Broadcasting, and he faced — and overcame — tremendous resistance. And we don't expect him to stop with Citadel. Dickey is armed with deep investor confidence and a significant war chest; he says, "Our goal is to become the industry's premier consolidator."

When the Citadel deal closes, Cumulus will be the third-largest radio company in the United States in terms of annual revenue (about \$1 billion, according to BIA/Kelsey) and second-largest in number stations. The combined company will have more than 550 radio stations in 120 markets and employ more than 4,000 people. As Dickey says, "It's been a productive year for us."

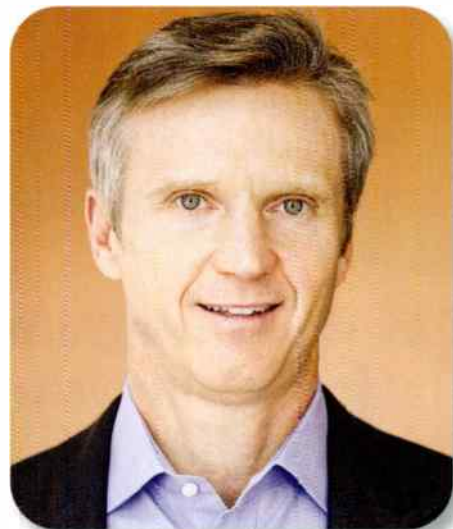
The Citadel deal brings to Cumulus the ABC stations Dickey wanted so badly the first time they were up for grabs, back in 2007. Citadel ultimately purchased ABC's 22 stations for \$2.7 billion, taking on a debt load that would eventually send it spiraling into bankruptcy.

This year, after a deep and debilitating recession, the former ABC stations were on the block again, and Dickey picked them up, along with more than 200 Citadel stations, for \$2.4 billion. What exactly does that mean? "We began the year as a company with \$265 million in revenue and \$125 million in market cap," Dickey says. "With the acquisitions of Citadel and Cumulus Media Partners (of which we owned just 15 percent), we expect to end the year with \$1.2 billion of revenue and over \$1 billion in market cap."

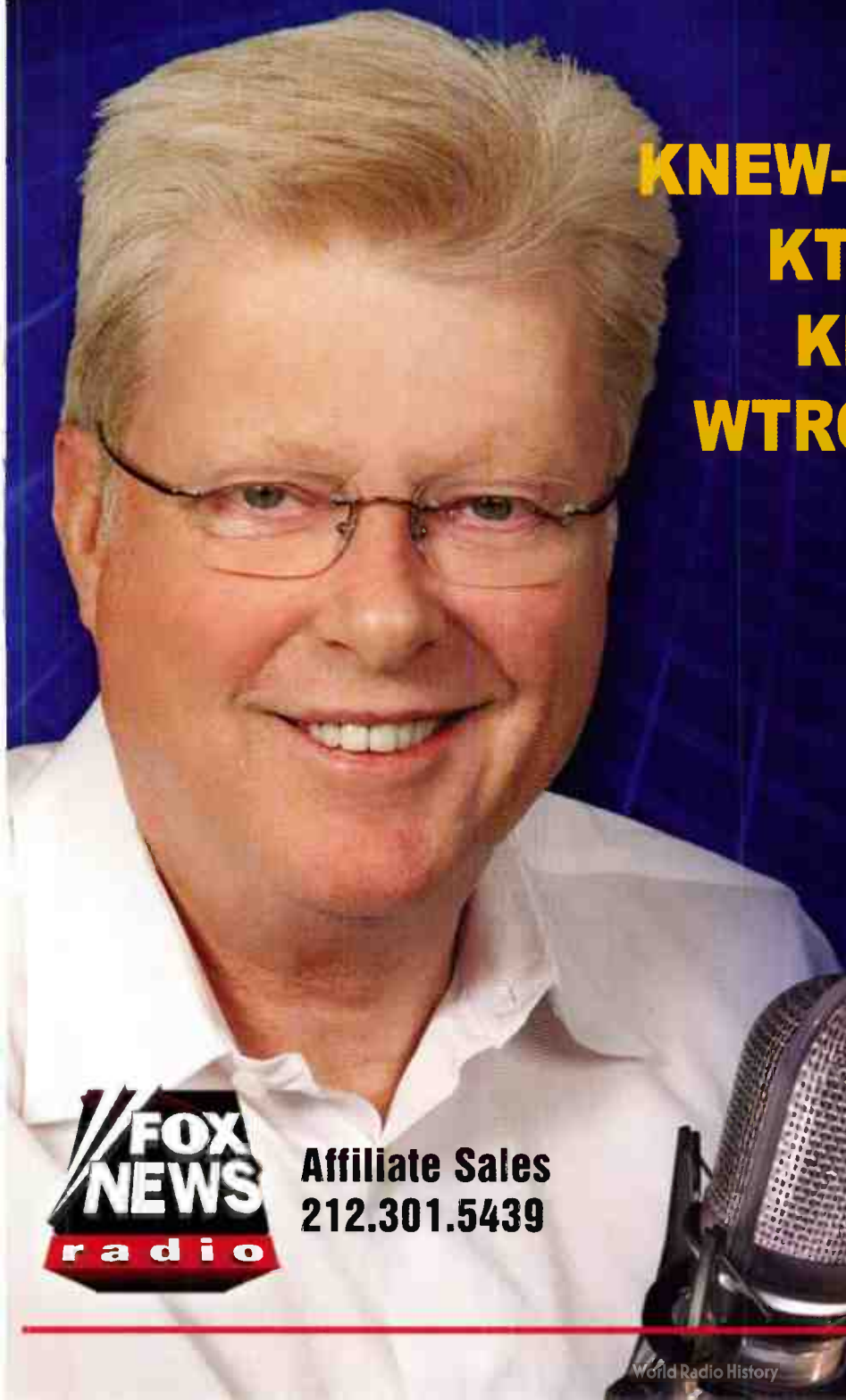
Dickey sees his team as more than up to the change and any challenges. "The business model in radio has high operating leverage," he says. "In a tough economy, when consumer and advertising spending is anemic, the need to defend cash flow becomes paramount. I'm extremely proud of our team in the way we defended cash flow and preserved the solvency of our business during the great recession. It enabled us to be opportunistic and significantly expand our business as the cycle turns."

In 2011 and beyond, integration will be key for Cumulus. "We are about to absorb 4,000 broadcast professionals into our ranks," says Dickey. "The process of identifying key talent and putting them in the right positions to succeed will be a major focus of our executive team during the first 12 months post-close."

Dickey says he's a builder by nature, and wired to constantly strive for improvement. "We have a terrific opportunity to build a significant media company based upon innovation and increased professionalism in each and every component of our business," he says. "We have done many things well, but we also have many areas where we are actively experimenting as we constantly evolve our systems and practices to reflect the size and scale of our platform, as well as the constantly changing competitive landscape in media and technology."



THE POWER OF FOX BEHIND THE PERSONALITY OF GIBSON



Now On

KNEW- SAN FRANCISCO

KTTH- SEATTLE

KRMG- TULSA

WTRC- SOUTH BEND



**Affiliate Sales
212.301.5439**

GIBSON ON FOX

12:00 - 3:00 pm / et



4 DAN MASON

President/CEO
CBS Radio
2010 Rank: 2



Dan Mason moves down two slots on the list this year, but that's primarily driven by the tremendous power play orchestrated by Lew Dickey and by the addition of Clear Channel's Bob Pittman to the list. There are just so many spots close to the top, but consistent success — though others are making blockbuster moves — should not be seen as a negative.

Mason of course leads the radio side of the giant CBS Corp., heading a division that pushes out over a billion dollars in revenue with only 130 stations. CBS Radio is also taking big steps forward with its digital products, and sales are

really clicking with Michael Weiss in charge of that department.

Mason is happy with the direction CBS is headed in. "I am pleased at the progress we have made over the past several years," he says. "We have successfully navigated our company through the 'Radio is dead' era and look forward to continued growth, combining long-established great radio brands with state-of-the-art digital technology. A perfect CBS Radio would be one with complete convergence of our broadcast properties and all of the digital assets the company has to offer. Complementing what we do on air with what we can do one-on-one online only serves to make the overall experience for the listener better."

When the now-famous "Mason Memo" on back-announcing songs began circulating around the industry, it really struck a nerve with the rank and file of radio. Was Mason surprised by that? "Yes and no," he says. "The music industry noticed [back-announcing] was absent, and I suppose when we made such a public announcement that we would not just back-announce songs but also showcase the music in a way that would highlight the passion we have for the artists we feature, it was refreshing and welcome news. But so many great radio stations across the nation were already doing this as part of their overall presentation of the music to their listeners, so I was slightly surprised at the reaction."

Mason continues, "What I suggested was clearly not a brand-new idea — we just brought the topic to the forefront of the discussion and reinvigorated all of our stations to make this a part of their daily routine." That's a bit modest. Only someone with as much influence as Dan Mason, behind a brand like CBS Radio, could make such a splash with such a simple but powerful message.



5 DAVID FIELD

President/CEO
Entercom Communications
2010 Rank: 5

David Field has risen to the top at the industry's fourth-largest revenue producer, heading up 113 stations in 24 markets. He joined the family firm (his father founded the company) in 1987 after a stint as an investment banker with Goldman Sachs. He became Entercom's president in 1998, adding the title of CEO in 2002, and has changed the nature of the company since then, leading it to substantial growth.

A member of the NAB Radio Board and the RAB Board of Trustees, Field has always been an active and high-profile advocate on a wide range of industry issues, including electronic audience measurement and FM chips in cellphones. His biggest press over the past year, however, stemmed from the battle with Lew Dickey and Cumulus Media over Citadel.

As Field told investors after Cumulus emerged victorious earlier this year, "It's no secret we were the other player for Citadel. We were interested. We liked the former ABC stations, but not the smaller markets. We bid what we thought was fair." Explaining the decision to throw in the towel, Field said, "We have interest in getting bigger, but we also have discipline."

That decision was well received by Wells Fargo Securities analyst Marci Ryvicker. "One thing about [Entercom] is certain — they have been very disciplined when it comes to using their cash," she said. "What underscores this more than anything, at least

TOP 40 FACTOIDS

- The five top-billing radio companies generated a combined \$5.7 billion in 2010.
- Top 40 Veteran Dan Mason has been our list 11 times, seven times in the top five.
- Of the top 10 revenue-generating companies on our first-ever list, in 1996, only two still exist: Clear Channel and CBS.



in our opinion, are the deals that Entercom has not done — specifically Susquehanna (which went to CMLS in 2006), ABC Radio (which went to Citadel — and led to Chapter 11 — in 2007), and most recently Citadel (which is currently in a merger agreement with CMLS).”

Meanwhile, Field points to other accomplishments over the past 365 days. “We made great progress over the past year in building our mobile, social, and digital platforms to expand our connections and deepen our engagement with our audiences,” he says. “These investments have enriched our listener relationships and also made us a more formidable marketing organization, with a wide range of tools and products to build creative and effective multi-platform marketing programs to address our customers’ needs.”

And Field is optimistic about the days ahead. “At our core, our most valuable asset is the relationship we have with the 30 million Americans who listen to our radio stations each week,” he says. “That is why nothing is more important than our product. Building great brands and delivering highly compelling programming that engages our audiences is absolutely paramount, particularly in our increasingly competitive world. I am enormously proud of the Entercom programming team for all that they do to connect us with our audiences and create programming that consistently measures up to the highest standards.”

Field is characteristically positive about the industry as well: “I think everyone in this industry should be exceedingly proud of how radio is performing. At a time of unprecedented change and competition that is causing many other media to erode, local radio usage remains incredibly robust and growing. Over 93 percent of Americans listen weekly. Recent studies, such as the latest ‘Infinite Dial’ study from Edison and Arbitron, reveal strong audience passion for our medium.

“And despite all the hype about satellite and Internet radio distribution platforms, local radio retains well over 90 percent of all radio consumption. It would be hard to imagine how local radio’s usage trends could be any stronger in the hypercompetitive world in which we live.”



6 JEFF SMULYAN

Chairman/CEO
Emmis Communications
2010 Rank: 6

Having just spun off three stations to Randy Michaels’ Merlin Media for at least \$110 million, Emmis is now more stable and, perhaps, ready to grow again. When the sale of Chicago (WLUP and WKQX) and New York (WRXP) closes, Emmis will be down to 20 stations in six markets, but it will carry considerably less debt.

The past few years have not been easy for Smulyan’s crew in Indianapolis, but Emmis is still upright and, thanks to the Merlin Media deal, on financially firmer ground.

Smulyan says, “When the world goes upside down, you have to have a great group of people come together to survive. Somebody once said to me, when you go through something like this, the one lesson is, first, you survive. I am very proud that it looks like we’ve done that. I think our people were incredibly creative and focused on doing that.”

Smulyan has never been one to shy away from a tough question; asked to grade his company, he responds, “If you look at the stock price, the grade is certainly in the low D’s. If you look at what we’ve overcome — with what we call a perfect storm, you can go from anywhere to being upside down. We had a bad economy, we had the PPM disproportionately affect some of our big urban stations, and we were nationalized in Hungary. All of that led to too much debt because we lost a lot of cash flow. I think the fact that we’ve weathered it and come through it, in some ways, this is the best management we will ever do here.

“I have always said that you do your best thinking and your most creative work in adversity. Right now we think we are on the verge of taking off. Now we are working through the final stages of all of those problems.”

In addition to finding a way to shed Emmis of that cement-like debt, in his spare time Smulyan has led the industry drive to get FM chips in all cellphones. He’s been one of a handful of group heads, too few actually, who are working with the NAB on this still-uphill battle — though the issue has been brought to the forefront perhaps more than ever before by the incredible performance of local radio in recent weather-related and other disasters.

As always, Smulyan is eager to talk about the Emmis culture and Emmis people. “I think we have always been fortunate,” he says. “We have always been able to attract very creative people who sort of understand our culture. I am incredibly pleased. Are you always looking at your talent and evaluating? Sure, but right now I feel like I have a group that’s all dressed up and waiting to go places.

“I think there are going to be some fun times for Emmis now. I think we’ve weathered the storm, and if the economy doesn’t go into a double-dip recession, which I don’t think it will, I think you are going to see us doing some things, probably with some different capital structure and with different partners.”

Finally, what would a perfect Emmis look like? “If there were a perfect Emmis? We would like it to be larger.”

TOP 40 FACTOIDS

- Jeff Smulyan has been on the Top 40 list for 16 consecutive years.
- This is Bob Neil’s first year NOT on the list (see Bumped From the List, Page 70)
- Stu Olds was on the list for 15 consecutive years.



7 PETER SMYTH

Chairman/President/CEO
Greater Media
2010 Rank: 11

Peter Smyth runs the 11th-largest radio company in terms of revenue, but his influence and leadership vault him from 11 in 2010 to number seven on this year's Top 40 list. Smyth, who began his radio career in 1977 as a Boston AE, joined Greater Media in 1986 as GM of WMJX-FM/Boston. Following a series of company promotions, he was named president and COO in October 2000 and in March 2002 was promoted to Greater Media's president and CEO. He added the title of chairman of the board in October of 2008.



At the industry level, Smyth has served as the chairman of the RAB board and is a longtime member of the boards of the NAB and the HD Digital Alliance Oversight Committee.

Sharing what he has learned over the past few years about running a big company in a tough economy, Smyth says, "I've learned that the old saying that 'past performance is no guarantee of future results' is true. After years of a predictable business model, the past three years have thrust radio into unanticipated whitewater. Events have a way of transforming 'running a company' into 'leading a company.' Where we are going, both as a company and as an industry, requires leadership to set the direction and priorities, as well as managerial attention to the correct level of investment and implementation of that vision."

Does he have the right people in the right positions, exactly the way he wants things, moving forward? "There's always room for improvement," Smyth replies. "That said, our key managers are all very solid and our station brands are in good hands. But as the business model for radio changes and we morph into local media companies providing integrated solutions, the challenges will become more significant. All our managers know that they need to be working on making this transformation and that it's critical for their future success. That's how we will move forward as a company, with each location responding to their local opportunities."

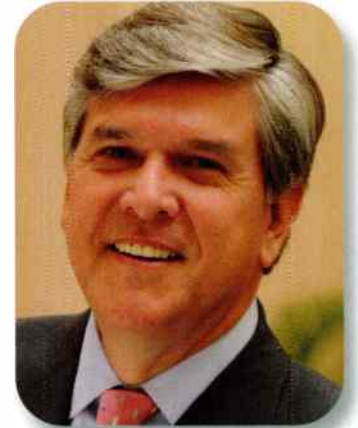
And how does he feel about where Greater Media is today? "I believe that we have the right properties and are in the right markets," says Smyth. "As a matter of belief and my personality, I am always looking toward the future and pushing our people to do the same. I think we're where we want to be today, but tomorrow, next year, and the next two years is, candidly, unknowable. We will remain entrepreneurial and opportunistic, but we don't want to chase a vision that is not supported by our markets."

As for future goals, he says simply, "I want Greater Media to be greater. I want it to continue to be more innovative, more profitable, and an even better place for people to work and advertisers to partner with."

8 GORDON SMITH

President/CEO
NAB
2010 Rank: 27

The biggest jump in rank for a list alumnus this year. Gordon Smith has always been on our radar, but we didn't feel a higher position on the list was merited in his earliest days at the NAB. But Smith has been the NAB's president and CEO for almost two years now, and we've seen how powerful he can be and how masterful a politician he is on Capitol Hill and within the ranks of the industry. In fact, we've not seen a leader this respected and this strong for a while, and we believe his influence on industry issues is substantial. Smith's stated goal: "To ensure that no regulatory or legislative policy will undermine radio broadcasters' ability to serve their listeners and grow their business."



The big issue when Smith came on board, and it continues today, was broadcasters' fight with the RIAA over performance royalties for broadcast radio. "Last year, we came closer than ever to an agreement with the recording industry," Smith says. "NAB opposes any performance fee legislation that would put local stations at risk and hurt artists' efforts to break into the business. We made an offer that would condition our support for a royalty on a number of things — reduced streaming rates for local radio stations, removal of the Copyright Royalty Board from rate-setting, radio chips in mobile devices, and a resolution of AFTRA issues that would end the silly requirement forcing stations to delete commercials when they are streaming."

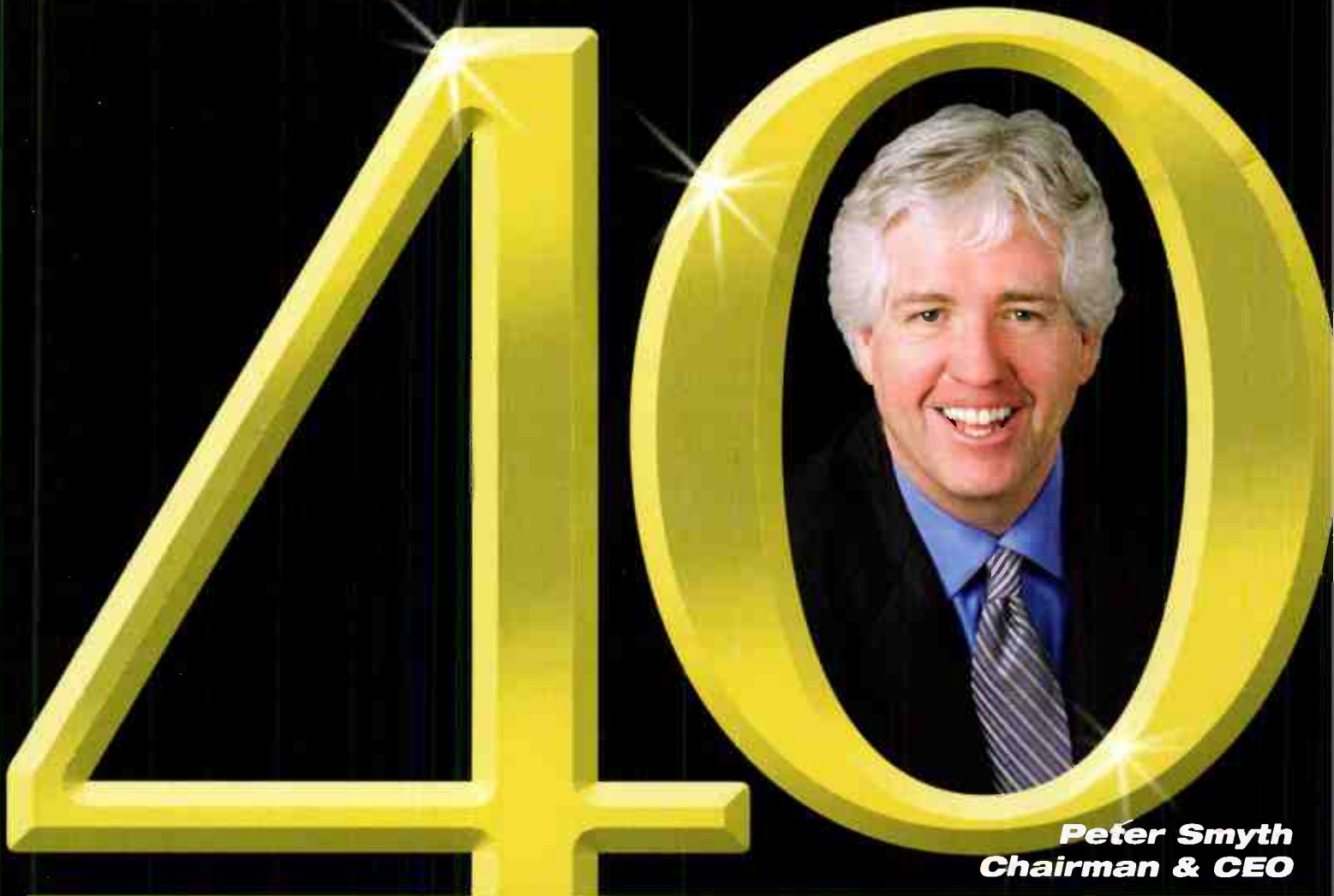
"We think our offer was fair, but the RIAA and the MusicFirst [lobbying organization] rejected it. We hope they come back to the table so we can reach a mutually beneficial agreement. Education and innovation are critical in resolving this issue."

Another issue that's receiving a big push from the NAB is getting FM radio chips into all cellphones. Smith says, "NAB and others in the industry are working diligently to inform the public, as well as mobile telephone operators and policymakers, about the benefits of radio-enabled mobile devices in providing local news, entertainment, and emergency lifeline information."

Looking toward the future, Smith says the NAB is prepared to represent the industry and help radio deal with the ever-changing world of technology. "Through HD technology, radio will continue to evolve into a more multi-media platform, offering interactive and visual content and integrating with the Web," he says. "NAB has a robust technology program that is committed to fostering innovation and spurring the development of new technologies. Indeed, the future is bright for radio broadcasters who continue serving local communities, embracing new technology, and evolving their business models to meet rapid change."

Congratulations on being recognized as one of...

RADIO INK'S



Peter Smyth
Chairman & CEO

MOST POWERFUL

People in Radio

Your Greater Media family



Greater Media, Inc.
a family-owned company

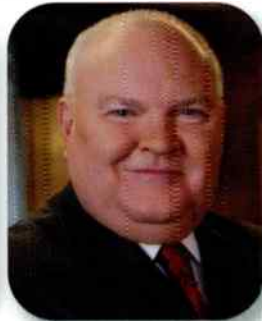


9 GINNY MORRIS

Chair
Hubbard Radio
NEW to list

BRUCE REESE

President/CEO
Hubbard Radio
2010 Rank: 12



work in it." Morris began her career at KSTP-AM in Minneapolis, a station that had lost money for Hubbard for 26 straight years. She turned that stick around and has never looked back. Morris is very active in the industry, including with the NAB and RAB, because, she says, "I love the business. I feel privileged to be able to do it."

Former NAB Joint Board Chairman Steve Newberry said of Morris, "Ginny Morris is the essence of what we all hope our broadcast owners and leaders will be."

Ginny Morris and Bruce Reese share the number nine slot because the paint is still drying on the Hubbard Broadcasting purchase of most of the Bonneville International radio stations, and we concluded there was still a bit of a transition integrating the new properties. In addition, we don't expect much to change right away in how the former Bonneville stations will be run — which means they will be run with excellence, as before. Reese simply moves his stations under the Hubbard umbrella, and, with the companies having similar corporate cultures with a strong emphasis on investment in people and product, it's likely the most noticeable difference will be who signs the paychecks.

Morris' father, Stanley S. Hubbard, started the family business and remains chairman and CEO, while Morris runs the day-to-day for Hubbard, which now consists of 21 stations in six markets: Chicago; Washington, DC; Minneapolis; St. Louis; Cincinnati; and Salt Lake City. In all, Hubbard now employs more than 700 people.

In a recent *Radio Ink* cover interview (June 6), Morris said, "I fell in love with the broadcasting business and the people who

Bruce Reese is one of only a handful of power brokers who have been on our list all 16 years we've produced it, and he says Morris and the Hubbard family have said they bought the Bonneville stations and hired the staff "so we would keep doing what we've done in the past." He continues, "There are no big philosophical differences in the way Hubbard operates and in how we have operated. Over time, we'll learn from each other."

While Hubbard may have only 21 stations, it pulls in \$178 million in revenue according to BIA/Kelsey, and that makes it number nine on that list. Of course, it also has something nobody else in radio can boast: the highest-billing radio station in America. WTOJ, an FM news station in Washington, DC, turned a lot of heads in 2010 when it took in \$57 million, including about \$3 million in digital revenue. WTOJ beat the number two station by almost \$15 million. To put that in perspective: If WTOJ were a company, it would rank number 23 in revenue among all U.S. radio broadcasters.

10 DOUG FRANKLIN

President
Cox Media Group
NEW to list



The formation of Cox Media Group at the beginning of 2009 reorganized Cox newspapers, television, and radio under one business unit. Subsequently, direct marketing and digital media, including the national advertising rep firms of Cox Reps, were also brought into the CMG fold. Meanwhile, Bob Neil, who as Cox radio head was a perennial on the 40 Most Powerful list, retired in May. These evolving developments made it apparent that a fresh look at Cox was in order, and the conclusion was that Doug Franklin, who became CMG president earlier this year, was best suited to represent radio's number five revenue producer on this year's Top 40 list.

"I have inherited an outstanding group of leaders and employees driving our radio stations," Franklin tells *Radio Ink*. "We have an A+ team that delivers strong audience and sales results. I'm particularly impressed with the enthusiasm and energy our radio employees have about radio's future and strength as an important platform for our communities and advertisers."

What would he like to see CMG doing better? "Every traditional media company is trying to figure out how digital will play a role

in their business," he says. "While CMG has embraced the new digital landscape to a large extent, we must do a better job of quickly transforming our traditional media with digital innovation."

What's Franklin most proud of so far? "I am, and have always been, so proud of our people," he says. "One of the best examples of this is when tornadoes slammed into the Birmingham area this spring. Our local urban radio stations stayed on the air during the crisis, turned off the music for three days, and switched to a talk format to give listeners the latest in emergency information. Some of our personalities even relayed locations of those trapped in debris to emergency units so they could be rescued. When Joplin was hit, our stations in Tulsa partnered with other businesses to raise \$30,000 to help those affected by tornadoes. CMG people truly are part of the community because they care, and I'm honored to be part of this great culture."

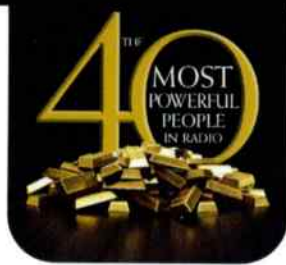
Asked what else he'd like to see CMG accomplish, Franklin says, "Transitioning our media businesses through innovative projects and initiatives is imperative. I believe the radio industry needs to lock arms to compete in a digital space that is far different than our traditional broadcast model. I want to position CMG for the future so the next generation of employees, owners, and customers can enjoy the same awesome businesses we inherited from our predecessors."



Cox Media Group proudly supports our president, Doug Franklin. With nearly 35 years at CMG, Doug now oversees the successful transformation of our award-winning television, radio, newspaper and direct marketing businesses across the country.

**Congratulations, Doug,
on being named to
Radio Ink's 40 Most
Powerful People in Radio.**

COX MEDIATM
GROUP



11 ALFRED LIGGINS

President/CEO

Radio One
2010 Rank: 13



Radio One's portfolio of 53 stations in 16 markets generated \$239 million in 2010, making it the seventh-largest radio company, according to BIA/Kelsey.

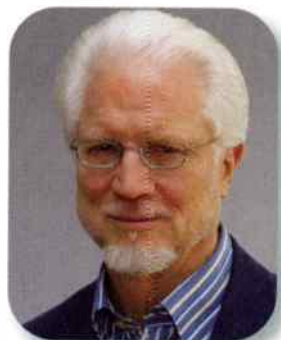
Revenue took a little hit at the beginning of this year when Radio One was overaggressive with pricing, and the problem was compounded by the sputtering economy and the tsunami in Japan, which put a damper on the company's auto business. "We definitely underperformed our peers," Liggins said during Radio One's Q1 conference call. "It's disappointing, but this is a short-term disruption."

Radio One is of course the largest radio broadcaster primarily targeting African-American and urban listeners; its markets are Atlanta; Baltimore; Boston; Charlotte; Cincinnati; Cleveland; Columbus, OH; Dallas; Detroit; Houston; Indianapolis; Philadelphia; Raleigh-Durham; Richmond; St. Louis; and Washington, DC. Additionally, Radio One holds a controlling interest in Reach Media, owner of *The Tom Joyner Morning Show* and other businesses associated with Joyner.

12 EDWARD ATSINGER

CEO

Salem Communications
2010 Rank: 14



Twenty-four years at Salem's helm makes Ed Atsinger one of the longest-running CEOs on our list. Over the last year, Salem has retired \$47.5 million in debt, but it's still been able to make a number of significant acquisitions and declare a \$4.5 million dividend. "All in all, this last year has been quite productive," Atsinger says. "I can say that in terms of accomplishing our defined objectives since the beginning of the great recession, our management team feels pretty good about our performance. Salem, along with the rest of the radio industry, is still bucking a headwind driven largely by inaccurate perceptions about radio's reach and frequency. As our industry's resiliency is once again on display in this recovery phase, radio's extraordinary reach and effectiveness is increasingly evident."

Salem's employees are about the best in the business, according to Atsinger: "Our folks are more productive with fewer people in more challenging times, and they continue to drive growth and execute on our mission. In 2009, which was perhaps one of the most difficult years the radio industry has faced, our employees rolled up their sleeves, took on additional responsibilities, and produced the largest free cash flow year in Salem's history. In no small measure, this allowed us to successfully refinance all of our debt in December of 2009. Every aspect of that achievement can be traced back to the extraordinary efforts of our management team and committed employees."

Where would he like to see improvement? "First, we need to put a major push on improving our overall creative efforts," Atsinger says. "We need better copy, better production, and a more adaptive creative effort that is in touch with the way our listeners consume our product. This is critical because of the rate of change that is taking place, not only in our industry, but across the entire media landscape. Second, we need to continue to improve on the integration of our digital and terrestrial assets. Our success in driving traffic from our terrestrial assets to our Web assets and then driving Web traffic back to the terrestrial creates an opportunity to monetize the convergence."

Local Focus Radio...
A national sales force with
POWERFUL relationships!

Congratulations and thank you
for your powerful support
of Radio!



Ph: 404-234-7884
Kay_Olin@localfocusradio.com
www.Localfocusradio.com



Kay Olin
President, Local Focus
MIW



13 JOHN DICKEY

Co-COO/EVP

Cumulus Media

2010 Rank: 18

JON PINCH

Co-COO/EVP

Cumulus Media

2010 Rank: 18

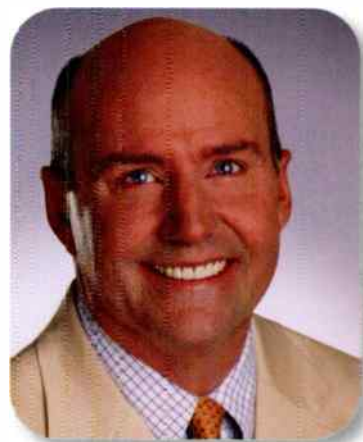


14 CHARLIE RAHILLY

President

Clear Channel Radio National Advertiser Platforms Group

2010 Rank: 15



Charlie Rahilly has been leading Clear Channel Radio's National Ad Platforms Group since it was launched about 18 months ago, and is responsible for all the company's divisions facing national advertisers — specifically, Katz Media Group, Premiere Networks Sales, CC Radio Sales, and CC Connections.

Rahilly says the end of last year was melancholy at Katz. "We mourned Stu Olds' passing and celebrated his life last

December," he says. "The Katz leadership team really stepped up, ensuring that we continued to perform at the highest level for our client broadcasters. As Stu fell ill last fall, I recall one of our last e-mail exchanges, about Katz total billings at a significant new record for 2010. He was rightfully proud of his team's record accomplishment on behalf of our client broadcasters."

Though he believes there's always room to improve and grow, Rahilly notes, "We're organized to develop relationships and conceptualize and execute campaigns better than ever. We've achieved some great custom integrated wins, and we're positioned to scale up with more and deeper relationships."

He reports that his leadership team is "executing effectively across the various segments of our business" and adds, "I want to continue to improve the depth of our relationships with the country's largest marketers and their agency networks. Media suppliers today must work in a highly collaborative, co-creative manner with marketers, and we can continue to improve our efforts here. We'll continue to help more marketers better understand radio's central and habitual role as people navigate their daily journey."

When the Citadel deal closes, Cumulus will go from owning 347 stations to more than 550, and revenue will exceed \$1 billion. To manage that size company, you need good people by your side. For Lew Dickey, that's his brother John Dickey and Jon Pinch. Asked if he's satisfied with where Cumulus is today, John Dickey says, "On the eve of one of the most significant transactions in our industry, I couldn't be more pleased with where Cumulus is today and where it's going tomorrow."

But he declines to give the company a specific grade, saying, "We're so close to what we do, it would be hard to be objective. I'll leave that to others."

So is it a goal of Cumulus to be the dominant player in radio? "We have never been focused on being the biggest," Dickey replies. "We always focused on being one of the thought leaders in a consolidating industry."

Pinch has been with Cumulus for over a decade, and he says that in two years, Cumulus will simply look like a larger version of what it is today: "The non-political culture and flat organization is a hallmark of our company that will never change." The company's real goal, in his view, is "to lead the industry with revenue and cash-flow growth." Pinch goes on, "Our systems are based in the sound fundamentals of our business, and we have always been opportunistic with regard to company growth."

Pinch also didn't bite on giving Cumulus a grade: "I don't believe you can grade a company. Performance varies market to market and station to station. Within a market or station, performance varies from department to department. Cumulus has made significant progress over the past several years and will continue to outperform our competition moving forward. I'm very satisfied with our management team throughout the country. They are dedicated professionals who understand that our business has changed and that in order to grow we must embrace this change."



Do You Know Where Radio Is Headed In 2012?

Join radio's top minds as they look toward the coming year for the radio business.

TO REGISTER

Call 561-655-8778 or go to www.RadioInk.com/Forecast.



15 SCOTT HERMAN

EVP/Operations

CBS Radio

2010 Rank: 17

Scott Herman has been with CBS Radio for 32 years, at the corporate level for eight, and in his current role for four. (And we believe Herman is next in line to run CBS Radio at some point in the future.) Herman describes his job as like being an offensive lineman for CBS Radio managers: "If I'm doing my job well, they have the flexibility and the ability to do what they need to do to stay on top and be industry leaders." Herman is also the current chair of the RAB Board.

Herman says the success of CBS Radio comes from consistency in how stations are managed. "We work very hard to recruit and retain exceptional market managers who know how to roll up their sleeves and lead by example," he says. "It's not just finding a great person for a position, but finding someone who is also the right fit for the situation at hand."

As far as a letter grade, he says, "I would give us a solid A — nobody gets an A+ unless everything is accomplished, and I don't believe the job is ever done. We're doing everything better than we've ever done it before, and everyone understands the strategic direction and vision of the company. We continue to grow our audience shares, lead the clusters we broadcast in, generate NTR, and grow and innovate in the digital space. I feel very good about our team, as we are both strong and consistent. Most importantly, we are a company run by broadcasters, and we know the business we're in very well."

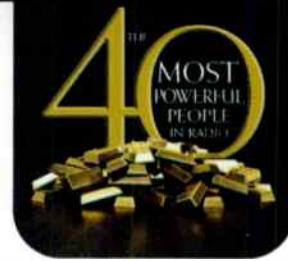
Thirty-two years at one company is unusual in any industry. In radio, it's as rare as a 15 share. "I've taken one approach my entire career, and that's to do the absolute best job I can and let everything else take care of itself," Herman says. "I have only asked for a job once in my career. Every other time, I was just doing my job and someone asked me to do another one. I know I'm an anomaly in this business, having spent virtually my entire life at one company, but I've given CBS my best, and in return, they've treated me very, very well."

The Source
For Imaging & Promos.

 **firstcom.**
MUSIC

hear the difference at firstcom.com
Call 800.858.8880 for licensing details.

WHO HAS THE POWER IN RADIO?



BY REVENUE

Rank	Group	2010 Revenue
1	Clear Channel Communications Inc.	\$2.5 billion
2	CBS Radio	\$1.4 billion
3	Cumulus Broadcasting Inc.*	\$1 billion
4	Entercom Communications	\$415.5 million
5	Cox Radio Inc.	\$384.8 million
6	Univision	\$334.1 million
7	Radio One Inc.	\$238.6 million
8	Emmis Communications	\$185.3 million
9	Hubbard Radio	\$177.4 million
10	Salem Communications Corp.	\$170 million
11	Greater Media Inc.	\$159.6 million
12	Townsquare Media	\$133.1 million
13	Spanish Broadcasting System	\$130.4 million
14	Saga Communications Inc.	\$112.9 million
15	Beasley Broadcast Group	\$94.2 million
16	Lincoln Financial Media Co.	\$90.5 million
17	Bonneville International Corp.	\$78.4 million
18	Entravision Communications	\$71.6 million
19	Journal Broadcast Group Inc.	\$69.3 million
20	Liberian Broadcasting Inc.	\$62 million
21	ABC/Disney	\$61.3 million
22	Inner City Broadcasting Corp.	\$54.8 million
23	Wilks Broadcast Group	\$52.8 million
24	Lotus Communications Corp.	\$48.3 million
25	Sandusky Radio	\$44 million
26	NextMedia Group Inc.	\$43.7 million
27	Multicultural Radio Broadcasting Inc.	\$39.9 million
28	Tribune Co.	\$38.8 million
29	Nassau Broadcasting (New Members)	\$37.9 million
30	Renda Broadcasting Corp.	\$37.1 million
31	Buckley Broadcasting Corp.	\$31.5 million
32	Pamal Broadcasting Ltd.	\$31.2 million
33	Midwest Communications Inc.	\$30.8 million
34	Border Media Business Trust	\$30.7 million
35	Forever Keymarket Communications	\$30.7 million
36	WEAZ-FM Radio Inc.	\$27.6 million
37	Three Eagles Communications Inc.	\$26.8 million
38	Main Line Broadcasting	\$25.9 million
39	South Central Communications Corp.	\$25.4 million
40	Fisher Communications Inc.	\$25.3 million

*Assets as combined with Citadel Broadcasting; merger pending.

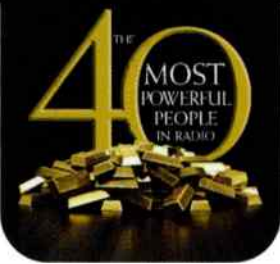
BY STATIONS

Rank	Group	Stations
1	Clear Channel Communications Inc.	845
2	Cumulus Broadcasting Inc.*	555
3	Townsquare Media	165
4	CBS Radio	130
5	Entercom	113
6	Salem Communications Corp.	94
7	Saga Communications Inc.	91
8	Cox Radio Inc.	84
9	Univision	70
10	Forever Keymarket Communications	64
11	Radio One Inc.	52
12	Three Eagles Communications Inc.	51
13	Entravision Communications Corp.	48
14	Midwest Communications Inc.	47
15	NRG Media	45
16	Nassau Broadcasting Inc. (New Members)	44
17	Beasley Broadcast Group	43
18	Multicultural Radio Broadcasting Inc.	39
19	Max Media (VA)	39
20	ABC/Disney	36
21	Journal Broadcast Group Inc.	33
22	NextMedia Group Inc.	33
23	MCC Radio	33
24	Triad Broadcasting Co.	32
25	Lotus Communications Corp.	27
26	Border Media Business Trust	27
27	Pamal Broadcasting	26
28	Aloha Station Trust	26
29	Renda Broadcasting Corp.	25
30	Emmis Communications	23
31	Greater Media Inc.	22
32	Hubbard Radio	21
33	Liberian Broadcasting Inc.	21
34	Wilks Broadcast Group	21
35	Hall Communications Inc.	21
36	Spanish Broadcasting System	20
37	Main Line Broadcasting	19
38	Inner City Broadcasting Corp.	17
39	Buckley Broadcasting Corp.	17
40	Lincoln Financial Media Co.	14

BY MARKETS

Rank	Group	Markets
1	Clear Channel Communications Inc.	151
2	Cumulus Broadcasting Inc.*	115
3	Salem Communications Corp.	36
4	ABC/Disney	32
5	Townsquare Media	29
6	CBS Radio	29
7	Entercom	24
8	Univision	20
9	Entravision Communications Corp.	19
10	Cox Radio Inc.	18
11	Multicultural Radio Broadcasting Inc.	18
12	Radio One Inc.	16
13	Aloha Station Trust	16
14	Saga Communications Inc.	12
15	Nassau Broadcasting Inc. (New Members)	12
16	Beasley Broadcast Group	11
17	Midwest Communications Inc.	9
18	Journal Broadcast Group Inc.	8
19	NextMedia Group Inc.	8
20	MCC Radio	7
21	Emmis Communications	7
22	Greater Media Inc.	7
23	Hall Communications Inc.	7
24	Buckley Broadcasting Corp.	7
25	NRG Media	6
26	Triad Broadcasting Co.	6
27	Lotus Communications Corp.	6
28	Pamal Broadcasting Ltd.	6
29	Hubbard Radio	6
30	Wilks Broadcast Group	6
31	Spanish Broadcasting System	6
32	Forever Keymarket Communications	5
33	Renda Broadcasting Corp.	5
34	Inner City Broadcasting Corp.	5
35	Max Media (VA)	4
36	Border Media Business Trust	4
37	Liberian Broadcasting Inc.	4
38	Main Line Broadcasting	4
39	Lincoln Financial Media Co.	4
40	Bonneville International Corp.	4

Source: BIA/Kelsey



16 MARK GRAY

President
Katz Radio Group
NEW to list



The untimely death of Stu Olds led to a realignment at Katz Media Group, and in March, Katz Radio Group President Mark Gray assumed expanded duties. As KRG's president since 2006, Gray already presided over all of Katz's radio sales companies, including CBS Radio Sales, Christal Radio, Eastman Radio, Entercom Radio Sales, Katz Radio, Univision Radio National Sales, Katz Group Sales,

Katz Marketing Solutions, and Katz 360, the company's digital arm. The added responsibilities now have Gray overseeing Katz Marketing Solutions, along with communications, marketing, and corporate diversity efforts. In summary, Mark Gray is one of the most powerful individuals in radio's national sales arena.

While he gives Katz Media Group an A- grade, he qualifies his own performance. "It's dangerous to be overly satisfied with one's performance," Gray says. "I'm pleased that our operating companies are performing at a very high level and that we're continuing to provide outstanding service to our clients. I'm optimistic about where we're going as a company and as an industry, but by no means are we letting our foot off the pedal."

And there are some things he would like to see Katz do better: "Our most important goal is to change the perception among some people in the advertising community about radio's relevance. That's why I gave us a grade of A- instead of an A+. Radio's been challenged in recent years, and we didn't fight back hard enough. We need to do a better job of telling radio's story and demonstrating how our medium fits into the advertising picture. We're flooded with stories about radio's success in helping advertisers sell products. But the industry is not doing a good enough job of telling these stories."

Reflecting on the past 365 days and looking toward the future, Gray observes, "I am proud that I got to spend many years working with my friend Stu Olds. I am dedicated to continuing his legacy by maintaining the Katz Radio Group's leadership position in the industry. I'm happy to say that 92 percent of national advertisers who took advantage of radio in 2010 returned this year, which speaks to the enormous effectiveness of radio. What's more, we had a strong political season in 2010 and we're now aggressively preparing to ensure 2012 is a record-breaking political year for radio."

17 STEVEN PRICE

Chairman/CEO
Townsquare Media
NEW to list



Steven Price and Townsquare have seemed to come out of nowhere. With financial backing from soon-to-be-public Oaktree Capital, Townsquare has been gobbling up distressed radio companies in small and medium markets and turning them around. Price makes his first appearance on the Top 40 list this year, having already accumulated 160 stations in 36 markets, starting with the former Regent properties.

According to BIA/Kelsey, Townsquare generates more than \$130 million in revenue, making it the 12th-largest radio company in the U.S., and fourth in number of stations.

Price, who spent a little time in government and with a private equity firm before becoming CEO of Townsquare, says his number one goal is to "ensure that our company produces the best possible consumer and advertiser experience across multiple platforms."

He goes on, "I believe that we are operating on many but not all cylinders. We have accomplished a lot in our first year, but I think there is room to improve in a number of areas."

Two years from now, Price expects Townsquare will be bigger, but won't be much different directionally. "We focus on small to mid-sized markets, and that won't change," he says. "We are involved in our communities, and that won't change. And we produce great content that is engaging to our audience across multiple platforms, and that won't change either. Hopefully, what will change is that we'll have much larger cumes and longer TSL and be the digital leader in all our markets."

TOP 40 FACTOIDS

- In the 16 years of the *Radio Ink* Top 40, only eight people have made it all the way to the top. That includes three years when there were ties (2006, 2007, 2010).
- In 1996, the first year of our list and the year of the Telecommunications Act, Clear Channel was one of the 10 top-billing radio companies in America. Over time, Clear Channel would buy five more of the 1996 top 10 billers: Chancellor, Jacor, Evergreen, SFX, and ARS.
- In 1996, the top five companies owned a combined 428 radio stations. In 2011, the top five companies own a staggering 1,808 radio stations. In 2011, the sixth through 40th companies combined own 1,325 radio stations. (Source: BIA/Kelsey)

**Thank you for your
leadership, support
and vision.**



**Congratulations Steven on your
selection as one of the 40 Most
Powerful People in Radio.**

*From your friends and colleagues
at Townsquare Media*



LEADERSHIP

**Discover radio's expanding landscape
and growth opportunities**



Panelist:
Lew Dickey
Chairman and CEO
Cumulus Media



Panelist:
Alfred Liggins
President and CEO
Radio One



Panelist:
Dan Mason
President and CEO
CBS Radio



www.facebook.com/radioshowweb
www.twitter.com/radioshowweb

Sponsored by: **DICKSTEINSHAPIRO**LLP

BREAKFAST

Thursday, September 15

Join your colleagues for breakfast and a Radio Show session featuring top leaders from radio. The panel will discuss radio's financial opportunities for growth through operations, new technologies and acquisitions.



Panelist:
Bruce Reese
President and CEO
Hubbard Radio



Moderator:
Lew Paper
Partner, Dickstein
Shapiro LLP



Opening Remarks:
Marci Ryvicker
Director, Wells Fargo
Securities, LLC

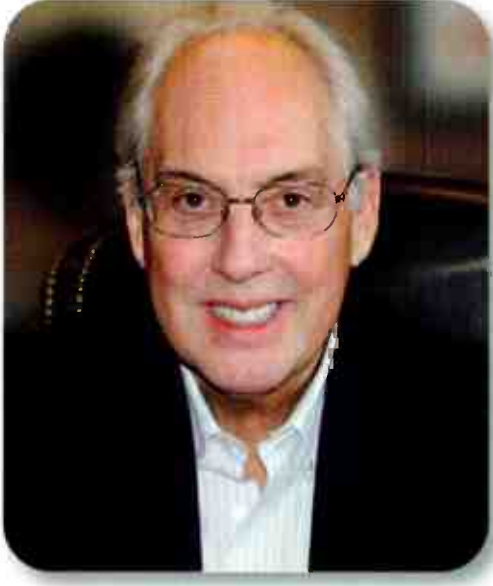
RADIO SHOW

Produced by NAB and RAB

September 14-16, 2011

Chicago, Illinois

www.RadioShowWeb.com



18 EDWARD CHRISTIAN

Chairman/President/CEO

Saga Communications
2010 Rank: 21

Saga celebrates 25 years as a broadcast company this fall, and Ed Christian, who started it, says he has no plans to end it. "I still get an energy boost as a broadcaster each day," he says. "If you look for the definition of *saga*, I will tell you that it is an ongoing adventure. I'm proud of my people. They have made this company survive and grow for a quarter of a century. The roadside is littered with names of bygone companies. We are still here, thanks to Saga people."

The Saga portfolio includes 91 stations in 12 markets, and according to BIA/Kelsey, Saga's revenue in 2010 was about \$113 million.

Grading the company has "so many dashboard metrics that it is impossible to give it one overall grade," according to Christian. He says, "Financial structure would be an A. We have always been fiscally responsible, even though we were challenged in 2009. Programming, I'm never satisfied and know that we can always do more and better — emphasis on the better. With that said, a solid B+, A-.

"Being the type of personality that I am, I can always find 'uh-oh's at a station, but that doesn't mean that our listeners and advertisers think we aren't doing a great job. Again, we can always do more and better."



Voices of Our World brings you today's key experts for in-depth analysis on public affairs issues. Sometimes all it takes is one voice for change to begin. Are you listening? Air it for free. www.voicesofourworld.org radio@maryknoll.org



voices of our world

SAM and DAVE
CAPTAIN and TENILLE
SLY and ROBBIE
SONNY and CHER
NEAL and AGO
ERIC B and RAKIM

One of these dynamic duos made the '40 Most Powerful People in Radio' list.

Congratulations from all of us at Triton Digital.



TritonDigital

www.tritondigital.com



19 JOSE VALLE

President

Univision Radio
NEW to list



Univision has gone through upper management changes over the past 12 months: Gary Stone's retirement as Univision Radio president at the end of 2010 was followed in April by Joe Uva's departure as CEO of parent Univision Communications.

And in March, veteran radio executive Jose Valle stepped into Stone's former post. The previous

VP/GM of Univision Radio in Los Angeles now oversees the company's 70 radio stations in 16 top Hispanic markets and five stations in Puerto Rico.

Valle gives the division he now leads high marks overall. "While I think the team has done a wonderful job and would rate Univision Radio highly, I believe even better things will come," he says. "Our challenge, as with any other radio broadcaster, is to continue to deliver relevant content and information to our audiences. On the sales side, our goal is to deliver marketing solutions to our partners so we can help them realize real results."

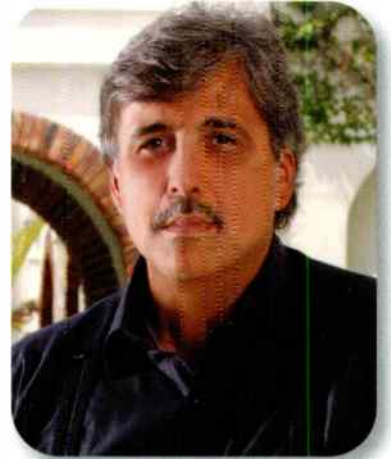
In assessing the accomplishments of the past year, Valle says, "The staff at Univision Radio is amazing. There is a strong core leadership team, but perhaps more importantly, we have leaders across every level of the organization, regardless of title or duties, who take great pride in serving the Hispanic community. The results of the census have led to more demand than ever — active clients are looking to raise the bar and do more with us on radio, and inactive clients want our help on where to start and how to win with this consumer. Along with the empowerment we are giving our market leaders, we have developed a plan that we believe in."

What would he like Univision Radio to do better? "As a brand that has a 50-year relationship with the fastest-growing community in the U.S., we want to ensure we meet the ever-changing consumption habits of Hispanics," Valle replies. "I would like the company to leverage more cross-platform collaborations across television, online, mobile, and radio — we are uniquely poised to realize these synergies. We are focusing on enhancing our digital footprint so listeners can connect with our radio brands anywhere. I would like to do more career development with our staff — provide them a challenging yet rewarding work experience."

20 RAUL ALARCON JR.

Chairman/CEO

Spanish Broadcasting System
2010 Rank: 20



Spanish Broadcasting System, under the leadership of Raul Alarcon Jr., has 20 stations in six markets, and those stations brought in \$119.5 million in 2010, according to BIA/Kelsey. That was down 3 percent on the year (though SBS radio did see a double-digit gain in Q1 2010), but it's more than enough to make SBS and Alarcon a major force in the ever-more-influential arena of Spanish-language radio and in the industry overall. SBS has had other troubles; with SBSA trading below \$1 on Nasdaq since early March and a delisting warning in effect, the SBS board in June approved a reverse split of

between one-for-five and one-for-10, but as of press time hadn't pulled the trigger. But SBS is never a company, or Alarcon an executive, to be counted out.

21 SUSAN KARIS

EVP/Operations, Western Region

Clear Channel Radio
2010 Rank: 16



TOM SCHURR

EVP/Operations, Eastern Region

Clear Channel Radio
2010 Rank: 16



Susan Karis and Tom Schurr are two of the most important people under the leadership of Bob Pittman and John Hogan, with Karis responsible for Clear Channel's Western region while Schurr handles the East. When you have as many stations as Clear Channel does, a job running a region can make an executive as influential as someone running a company.

Karis began her radio career as an AE, taking every management step along the way. She's been with Clear Channel for 11 years, and now oversees Los Angeles, San Francisco, Sacramento, San Diego, Seattle, Dallas, Phoenix, Denver, Houston, Austin, and San Antonio.

Hogan says, "Managing 11 Clear Channel major-market clusters, Susan is definitely defined by her high energy and consistent performance. She is an invaluable asset to our company and has performed at every level from sales manager to EVPO. She



Jose Valle | President, Univision Radio

CONGRATULATIONS

We Congratulate You On All You've Accomplished

The Univision Radio Family proudly congratulates Jose Valle on being named one of the most influential people in Radio by Radio Ink Magazine.



www.univision.net



KARIS/SCHURR continued

has become a key leader for Clear Channel Radio and is a well respected professional with her team, clients, and partners.”

Asked what she’s proudest of in her career so far, Karis says, “The impact I’ve had on so many people I’ve worked with.” She goes on, “Seeing people grow into new roles and achieving success is very meaningful to me. The region is strong, we produced great 2010 results, and we’ve had several team members move into new roles.”

Asked how long he’s been with CCR, company vet Schurr claims he’s “having so much fun that I have lost track.” These days, he says, “I oversee our major markets in the East. Lots of smart, creative, enthusiastic people.” It’s a big job, but in Schurr’s view, “Pressure is a privilege.”

Asked to reflect on the past year, he says, “We’ve made significant advancements in our strategy, structure, and culture and had some very important and exciting additions to our senior leadership team. And we are currently thriving in a less-than-robust environment.” Looking ahead, he’d like to “continue to build a company that is more about our future and less about our past.”

Hogan says, “Tom is a terrific leader, effectively overseeing a portfolio of 14 Clear Channel major-market clusters that compares in size to an entire radio company for some. He continues to demonstrate his leadership skills and has the vision to champion new initiatives with energy and enthusiasm. He is an extraordinary executive, easily adapts to the company’s needs, and is recognized for his ability to effectively train his team for advancement.”

22 GEORGE BEASLEY
Chairman/CEO
Beasley Broadcast Group
2010 Rank: 22



December will mark 50 years in radio for George Beasley, who started out with a 500-watt daytimer in Benson, NC, back in 1961. “I think it’s fair to say we’ve more than survived over the past 50 years,” he says, “and this reflects the fact that we are passionate about radio. The most positive attributes of radio broadcasting remain in place today. For example, radio remains a largely local, free, and mobile medium, capable of reaching a diverse range of devoted audiences and bringing great value to our advertisers. We have not been afraid of change and have embraced new technology and addressed changes in our society, the economy, and other factors over the past 50 years to position Beasley Broadcast Group to remain a leader in its markets.”

Beasley gives the company a B at this point, saying, “While our leverage is a little high, we’re addressing that every quarter and we’re doing a lot of things well, including matching or exceeding the revenue growth in our markets and bringing that growth to the bottom line. We’ve done a good job transitioning our content and stations into new media revenue streams, and we have good ratings and solid stations and clusters in our markets — but there’s always room for improvement. Our goal is that in two years our online and mobile operations become an even bigger part of the company overall, that we develop appropriate HD Radio revenue models, and that FM chips in mobile devices become a reality.”

Beasley says he is as committed to Beasley Broadcast Group as ever: “I would love to run it for another 50 years. At some point age becomes a limiting factor, but we’ve built very strong management teams at all levels in the organization, so I am confident in the company’s leadership.”



23 JULIE TALBOTT
President/Content & Affiliate Relations
Premiere Radio Networks (NEW)

Julie Talbott took her current post in December of 2009, and with the exception of ad sales, she oversees all divisions at Premiere, including more than 400 people in affiliate relations, marketing, programming/production, promotions, research, operations, engineering, finance, traffic/continuity, digital, and IT. Over the past year Premiere has added many new shows and services to its lineup, including *Sixx Sense* With Nikki Sixx and expanded offerings from Ryan Seacrest, and it partnered with Polycorn to give radio stations the opportunity to virtually participate in a remote broadcast at the CMA Music Festival and CMA Awards last year. Talbott says, “It’s been an amazing year, and we hope to continue evolving and growing our business.”

How would she grade Premiere? “I’d give Premiere an A- for establishing long-term objectives and putting meaningful strategies in place to achieve them,” Talbott says. And is she satisfied with her own performance? “Never — there are not enough hours in the day to get everything done. But I have a fantastic team that knows how to set priorities, brainstorm, strategize, and implement action plans in an effective manner. We’re in the audio content business, so we strive to provide multiple platforms for listeners to access our content in any way they desire.”

“To that end, I’d like to see Premiere continue rolling out top talent into all digital platforms while monetizing all parts of the extended brand. I’m most proud of the terrific people who make up Premiere and their ability to function as a well run team.”

Radio is our **heritage**
our **future**
and our **passion**

Atlanta

Boston

Philadelphia

Miami/Ft. Lauderdale

Las Vegas

West Palm Beach

Fort Myers/Naples

Wilmington

Greenville/New Bern

Fayetteville

Augusta



George G. Beasley
Chairman and CEO



Caroline Beasley
Executive Vice President
and Chief Financial Officer

George & Caroline Beasley

...a Dynamic Dad and Daughter Duo!

Congratulations on being
recognized in this year's Top 40!

3033 Riviera Dr.
Suite 200
Naples, FL 34103
239.263.5000

www.bbgi.com
NASDAQ: BBGI



BEASLEY BROADCAST GROUP, INC.



24 NEAL SCHORE

President/CEO

Triton Media Group
2010 Rank: 23

MIKE AGOVINO

COO

Triton Media Group
2010 Rank: 23



Since its 2006 launch, Triton Media Group has built an ever-expanding portfolio of products and services for traditional and online radio. The group includes Triton Digital, with over 6,000 station affiliates, and Triton Radio Networks, which owns and operates Dial Global, providing sales representation to national radio production companies as well as syndicated programming and services. Within each of these divisions is a plethora of platforms, from apps, social media, and mobile content to loyalty programs, jingles and production, packaged formats, and network sales.

At the top of the Triton corporate ladder are co-founders Neal Schore and Mike Agovino, with Schore responsible for the overall organization while Agovino focuses more specifically on the people and assets of Triton Digital. Queried on points of pride, both cite their team without hesitation. Says Agovino, "We started with an idea five years ago, and today we are far and away the largest provider of digital services to the radio industry." Looking back at the past year, Schore says, "We made huge digital innovation advancements with current products and new products under development. In addition, we expanded our programming, invested in upgrading our product mix, and focused on customized client initiatives."

Agovino adds, "Just about one year ago we closed on the acquisition of StreamTheWorld and began the process of integrating that organization with Ando Media. Today the merged entity is called Triton Digital Streaming, and we have the world's only truly integrated end-to-end system for live streaming — this is why 23 of the top 25 companies in radio use our streaming products. Along the way we also gained accreditation from the MRC for our measurement service, Webcast Metrics."

But they aren't ready to slow down; there's more on the radar they want to accomplish. "There is always much to do at Triton Media," says Schore. "I'm excited about our new products and services launching, certain strategic opportunities, and continuing to contribute to the broadcast community during this amazing time of media evolution." Agovino says, "We want to help radio become the 'traditional' medium that successfully crosses the digital divide and build an even bigger business."

REACH

31,208*

RADIO EXECUTIVES
EVERY
MORNING!

* (And Growing)

Radio Ink Daily Headlines

→

- DELIVERED to your prospects' e-mail address every morning
- DETAILED and FREE
Not just a headline teaser = longer exposure to your ad

SIGN UP FOR RADIO INK'S
FREE DAILY HEADLINES AT
WWW.RADIOINK.COM



25 **JEFFERY LIBERMAN**
President/Radio Division
Entravision Communications
2010 Rank: 32

Jeff Liberman, a *Radio Ink* Top 40 perennial, has more than three decades of experience in radio management and operations. He's been the president of Entravision's Radio Division since January 2001 and has been involved in the management and operation of Spanish-language radio stations since 1974.

From 1992 until Entravision acquired Latin Communications Group in April 2000, Liberman was responsible for operating that company's 17 radio stations in California, Colorado, New Mexico, and Washington, DC.

Entravision owns and operates one of the largest groups of Spanish-language radio stations in the United States: It has 48 radio stations (37 FM and 11 AM), 46 of which are located in the top 50 U.S. Hispanic markets.

The Hispanic market is big and expected to continue to grow, and Hispanic consumers in Entravision's radio markets will account for about \$403 billion in consumer spending in 2012. Entravision specializes in unique music formats including Radio Tricolor, a personality-driven, Mexican country-style format; Jose, a mix of Spanish-language Adult Contemporary hits from the 1970s to the present; Maria, hit romantic ballads of the past and present; El Gato, an upbeat and energetic mix of Regional Mexican hit music; and Super Estrella, a Spanish-language hits format broadcast in Los Angeles.

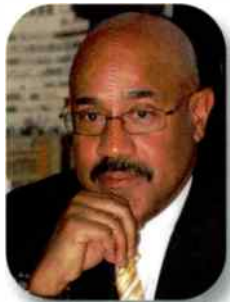


Thank you for your
LEADERSHIP
Congratulations
JEFF LIBERMAN

from your team at



ENTRAVISION
COMMUNICATIONS
corporation



26 CHARLES WARFIELD

President/COO
ICBC Broadcast Holdings
2010 Rank: 25

Charles Warfield started his career with Inner City Broadcasting in 1977 as corporate controller, and he's been president of ICBC Broadcast Holdings since 2000. He says he's very pleased with his 34 years in radio thus far but adds, "There is much more to accomplish in the coming years. I want to be involved in the recovery and growth of the radio industry in the face of today's economic and multi-media challenges."

Warfield oversees 17 ICBC stations in five markets that generate approximately \$55 million in revenue, and he's also very much involved in the larger industry. "I'm most proud of the company's leadership role in creating industry awareness of the challenges resulting from changes in audience measurement methodology," he says. "And I must acknowledge the job done by each of our market managers in employee retention and navigating the challenges of the past few years in our industry. In general, the stations are poised to participate in the improving environment."

27 WEEZIE KRAMER

Regional President
Entercom Communications/NEW to list

DEBORAH KANE

Regional President
Entercom Communications/NEW to list



Weezie Kramer is responsible for 37 profit centers in nine markets, and oversees e-commerce and digital. "I love the energy, pace, creativity, and competition in this business," she says. "There are lots of events over the years that have been exhilarating wins for me or the team that I've been on." Like nearly everyone else, Kramer would like to have one year where she bats 1.000: "Every market would crush its numbers and new revenue channels would be contributing 20 percent to total revenue. Just once would be fun! I'd like to be part of leading the industry back to consistent 5 percent-plus annual growth rates."

Deborah Kane has been with Entercom since 1989, starting as a sales manager. She's been director of strategic sales and SVP/sales, and moved up to RVP in 1999 and into her current role in 2007.

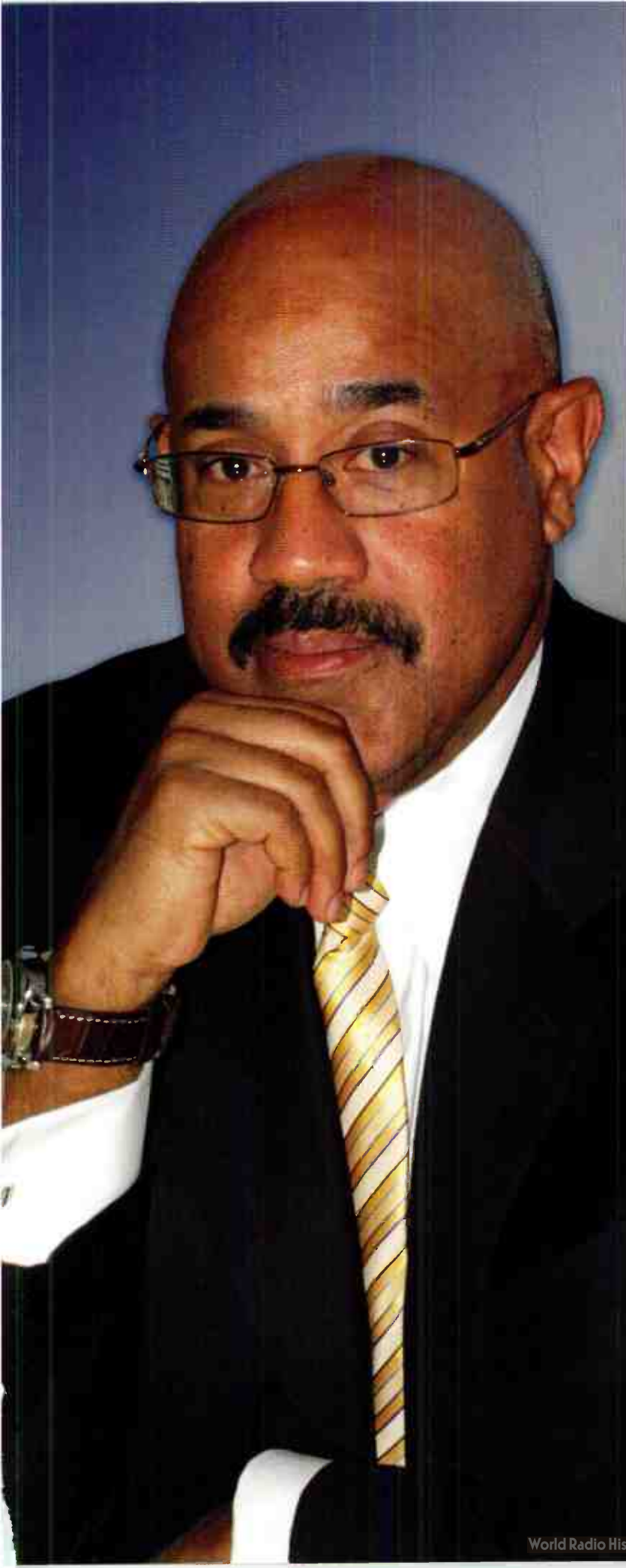


As we turn 60, Alliance for Women in Media Congratulates the top 40!

We are thrilled to welcome so many of the top 40 winners to our 60th anniversary celebration at the New York Marriott Marquis on November 3, 2011.

For more information on attending or supporting the event, please visit www.allwomeninmedia.org or call 703-506-3290.





CONGRATULATIONS TO

CHARLES WARFIELD

for being named One Of
"The 40 Most Powerful
People in Radio" For 2011

From the entire Family of

ICBC
BROADCAST
HOLDINGS, INC.

WBLS-FM & WLIB-AM
NEW YORK, NY

WWDM-FM, WMFX-FM,
WARQ-FM, WOIC-AM,
WHXT-FM & WZMJ-FM
COLUMBIA, SC

WJMI-FM, WKXI-AM,
WJQS-AM, WOAD-AM,
WZNO-FM & WJNT-AM
JACKSON, MS

KBLX-FM, KVTO-AM &
KVVN-AM
SAN FRANCISCO, CA



28 DAVID LANDAU
Co-President/CEO

Dial Global/2010 Rank: 30

KEN WILLIAMS

Co-President/CEO
Dial Global/2010 Rank: 30

SPENCER BROWN

CEO
Triton Radio Networks/NEW to list

Dial Global has been built up to a formidable full-service network by these three gentlemen, who among them oversee all aspects of the business — that covers formats, prep, programming, jingles, and imaging as well as national advertising sales representation in various forms to more than 6,000 stations. Over the past year, DG has also invested in the programming launch of the Dallas Cowboys Radio Network and DG Local, in addition to participating in the marketing mix modeling initiative in conjunction with Arbitron, Premiere, and Westwood One.

“We are pretty tough graders, especially with respect to ourselves,” say the trio in a joint response to our questions. “Objectively, we have had a good run, but we don’t think in terms

of sitting back and being satisfied with our performance. We want to continue to grow and are confident we will do so. We are proudest of the fact that we have built a company that respects its employees, its clients, and its shareholders and that we have never had to sacrifice one constituency for another.”

Looking ahead, they say, “We would like to continue to provide opportunities for our existing employees. That means we need to grow the company and offer them new challenges and opportunities. We like to think that Dial Global is a place where people can build a career rather than punch a clock. That is very important to the three of us.”

Every day we think about increasing revenue ...**Yours.**



Online radio needs to be run like a business, focused on profitability and maximum revenue per listener.

Get our free guide about the six key things our most successful customers are doing to significantly grow their digital revenue. Follow the link below to download your guide.

<http://www.abacast.com/six-key-things>



 **Abacast Clarity™**

Digital Radio System

360-326-4798 | www.abacast.com | 866-872-0781 toll free USA

RADIO INK'S TOP 40 MOST POWERFUL PEOPLE OF 2011

Dial Global Congratulates
**RADIO INK'S TOP 40 MOST
POWERFUL PEOPLE OF 2011**

For Your Continued Contributions To The Radio Industry



OAKTREE

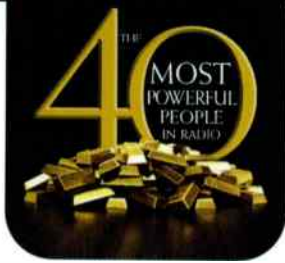


TritonDigital

World Radio History



DIAL GLOBAL

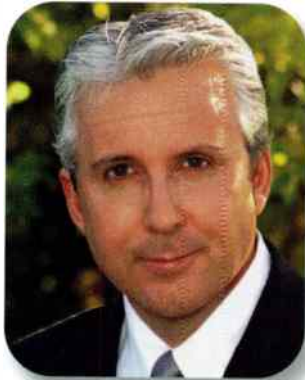


29 MARK MASTERS

President/CEO
Talk Radio Network
2010 Rank: 31

Talk Radio Network, launched in 1993, now has seven of the 10 biggest shows in talk radio syndication in America. With the entry of a much-needed national news format with America's Radio News Network and *America's Morning News* — a bold and expensive move — Masters has created a market-based competitor to NPR, with 12 hours of long-form news per day for commercial stations. Masters believes ARNN will flourish in light of NPR's recent issues, giving stations a spoken-word format with unbiased news coverage that won't generate controversy or "no buy" lists.

News is the format at America's top-billing radio station, but all-news is cost-prohibitive for most broadcasters to do locally. As the only provider of such a format, Masters gains a significant advantage in the network radio category. And by July 25, ARNN will be airing 15 hours a day, allowing stations to flip to the format full-time. Masters has also built the National Advertising Co., the largest new-business development rep firm for network radio.



"Most important is the strong bond of loyalty we've established over 18 years with our customer stations, national advertisers, employees, contractors, and hosts," Masters says. "This is a relationship business, and in the end, that is all that matters."


Masters is also working with content partners on a series of Web-based value-added solutions. "I like to do business with people who are entrepreneurial kindred spirits, who care about their customer's profit margin as much as they care about their own," he says. "In the industry, I am working on bringing those entrepreneurial souls who believe in a radio renaissance and having an 'abundance mentality' together to help our stations and advertisers become more successful and help relieve them of some of the stress of this current economic environment. We care, and we show it."

Personally, Masters is always challenging himself. "There is always room for improvement," he says. "Humility and gratitude are the keys to doing better. They are also the keys to innovation. My theory in management is to seek out and find individuals with an ethical leadership mentality, then recognize, reward, and advance those leaders. Management is not a substitute for leadership. My job is to be a leader, and to create a culture of leaders. Managers maintain companies. Leaders inspire, innovate, and grow companies. That is my mission and my job."

Ler extends a heart-felt congratulations to Jeff Liberman on his well deserved recognition.

Glad you are on our team!

Ler
audio+


ENTRAVISION
COMMUNICATIONS



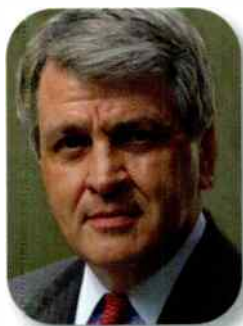
30 JEFF HALEY
President/CEO
RAB
2010 Rank: 28



Jeff Haley is coming up on his fifth anniversary as head of the RAB, and he says, "Since I think there's always room for improvement, I'll give us a B+. We've worked hard to promote radio — we've worked with advertisers and agencies and have seen positive results. We're elevating radio's presence within the ad community with initiatives like the Radio Mercury Awards, Radio On! Creative workshops, and Radio Days to help advertisers and agencies understand the value of radio and how to make it work for them."

Sounds like there's a lot going on at the RAB these days; Haley continues, "We've also developed tools to help radio's sales professionals be more competitive in today's marketplace. Account Manager, a sales management platform, has been well received by our members and the industry, and our Professional Development program curriculum has also been refocused — topics covered include digital sales and certification courses, retail marketing, and political advertising."

Though he acknowledges a slight dip in membership in the depths of the economic downturn, Haley says, "Many of those members have returned and we've seen an influx of new members." Asked why radio still sees only 6-8 percent of the revenue pie from advertisers, he responds, "That might look like the case, but you have to look at the ad-revenue pie. Consumers have more media options today than they did 10 years ago, so advertisers have that many more platforms to use. Advertisers recognize radio's role within the marketing plan. And as radio's offerings grow and multiply with the use of interactive tools, metrics, and continued advances in accountability, radio's share can grow."



31 JOHN DAVID
EVP/Radio
NAB
2010 Rank: 29

John David began his radio career in his early teens, at Southeast Oklahoma Junior High. "It's been my passion ever since the first days," he says, "and I've never wanted to do anything else." He served on the NAB Radio Board before selling the stations he owned in Missouri, and joined the NAB in 1989. After three years as VP of

broadcaster-congressional relations, David moved to the radio side in 1992 and was promoted to EVP of radio a few years later.

David is reluctant to give the NAB a grade because he's "so close to the trees in the forest." He says, "I would let our NAB membership give us a grade for our success on the issues before the FCC and Congress."

Where does David think the major issues will be in the next five years? "Radio needs to make sure we are included in future

technology discussions to maintain delivery for our local programming content," he replies. "NAB has a new focus on making sure we are in dashboards and mobile devices, including cell units. We're going to continue facing record labels and their artists in their search for new revenues that include wanting us to pay for what they want us to play. We need a long-term solution that leaves the Copyright Royalty Board on the outside of the process."

He adds, "I continue to be concerned that streaming rates and the business model don't work and don't allow stations to monetize being online and reaching out to their audiences. Building an audience with free radio is efficient. Building a streaming audience increases the cost of doing business."

David says none of these opportunities can be resolved without a lot of dialogue, negotiation, and compromise. But, he adds, that's what the NAB does best.

He also notes that both broadcasters and exhibitors seem very pleased with the new NAB-RAB partnership on the Radio Show. "It's more efficient in terms of travel and investment," he says. "We've combined the best of both of the conferences, and we've received favorable feedback on continuing the relationship."

32 DON BENSON
President/CEO
Lincoln Financial Media
2010 Rank: 26



Don Benson has more than three decades in the radio industry, including more than 20 years with Jefferson Pilot and seven years as a programming consultant. He began his career with Jefferson Pilot, in fact, at WQXI-AM & FM in Atlanta, and, after a term as OM for the duo, served as senior VP/operations and programming for the company's radio division for 10 years.

At Lincoln Financial Media, Benson is responsible for 13 stations in four markets, generating over \$90 million in revenues according to BIA/Kelsey. LFM's stable is in some of radio's most competitive markets: Miami, San Diego, Denver, and Atlanta.

33 JEFF WILKS
President/CEO
Wilks Broadcast Group
NEW to list

Jeff Wilks began his love affair with radio at a Springfield, MA, station owned by his father. After college graduation, he followed another love, this one for skiing, to Boulder, CO. To support the fun, he also began work in his first sales job, at Denver's KHOW.

Ownership followed soon after, with the founding of the first Wilks Broadcast Group in 1992. Wilks eventually sold off that group, but in 2005, the second Wilks group was formed, with the acquisition of three radio stations in Fresno. Headquartered in Alpharetta, GA, Wilks Broadcast Group has a footprint in six markets, with 21 radio stations and billing estimated at close to \$53 million.



34 WILLIAM KERR

President/CEO
Arbitron
2010 Rank: 34



Bill Kerr has been CEO of Arbitron since 2010, and after some changes in the executive team, Arbitron is now moving to greater address-based sampling, the rollout of targeted in-person recruitment, and a change in rules that allows radio markets to be more easily redefined to accommodate changes in communities and demography. Kerr says, "While we are also focused on enhancing the quality and utility of the diary service, there's more we would like to do. We need to sharpen our digital radio skills and cross-platform capabilities, in part to raise the visibility of radio when advertisers allocate their marketing dollars."

Looking ahead, Kerr says, "There is an ever-growing list of media options for listeners to choose from. Arbitron needs to keep up with this increased pace of change. We need to deliver solutions that allow you and your advertisers to make the most of the choices current and new media can offer. If successful, Project Leapfrog, our effort to find a Web- and mobile-based alternative to the tried-and-true paper diary, would represent a big leap for both Arbitron and the industry. So would moving to the next generation of PPM, the self-contained PPM 360, and then on to a new generation of PPM measurement that puts the meter onto mobile phones and other consumer electronic devices."

35 ROD SHERWOOD

President
Westwood One
2010 Rank: 35



Westwood One has come a long way since Rod Sherwood took over in 2008, implementing salary cuts and furloughs to stabilize the company. Sherwood says, "I give the company a B+, based on our current strategic initiatives that are delivering positive results."

Westwood's most recent move was to sell Metro Traffic to Clear Channel so it can concentrate on content. "We are very focused on being a leading content company that provides best-in-class service," Sherwood says. "In the last year we launched new programs in business news, talk radio, music, and entertainment, and renewed our major sports partnerships with the NFL and the NCAA. In digital, we are using social media to expand our audience base, and we have also developed new digital video content for *Lowline* with Dr. Drew and Mike Catherwood. Internally, we invested in our sales force and upgraded our infrastructure to better serve our customers."

Sherwood says the company is much stronger now than it was in 2008, pointing out that network radio revenue grew by 7 percent in 2010 and pascings look strong heading into the second half of

2011. We would not be surprised if this network is purchased by a major radio consolidator before our next list comes out. Sherwood says, "Westwood One is a powerful media brand that could be attractive to other media or entertainment companies."

36 NICK VERBITSKY

Chairman/CEO
United Stations Radio Networks
NEW to list

USRN was founded in 1994, but the name goes back to the early '80s. "My history running United Stations goes back exactly 30 years, to the start of our first version of the company in 1981," Verbitsky says. "After a merger and a short time away, we started the current incarnation of the company in 1994, so this time around it's 17 years."

Verbitsky grades USRN at an A- or a B+: "We've done all the right things in terms of managing our size, reach, and carving out an important niche for the many things we do well. I'm not giving us an A or A+ because we're not as entrenched in a couple of areas of radio as we'd like to be, but we're addressing those missing puzzle pieces constantly."

Verbitsky goes on, "We also have responded successfully to both of our sets of clients, affiliates and advertisers. Balancing the different needs of two distinct types of client relationships is tricky, but we've done a nice job of finding the intersection of our advertisers' targets while meeting radio station demand for programs and services. I always say our business is simple, but not easy, and I'm proud to say that we seem to handle the delicate balance quite well."



37 TRAUG KELLER

SVP/Production, Business Divisions
ESPN
NEW to list

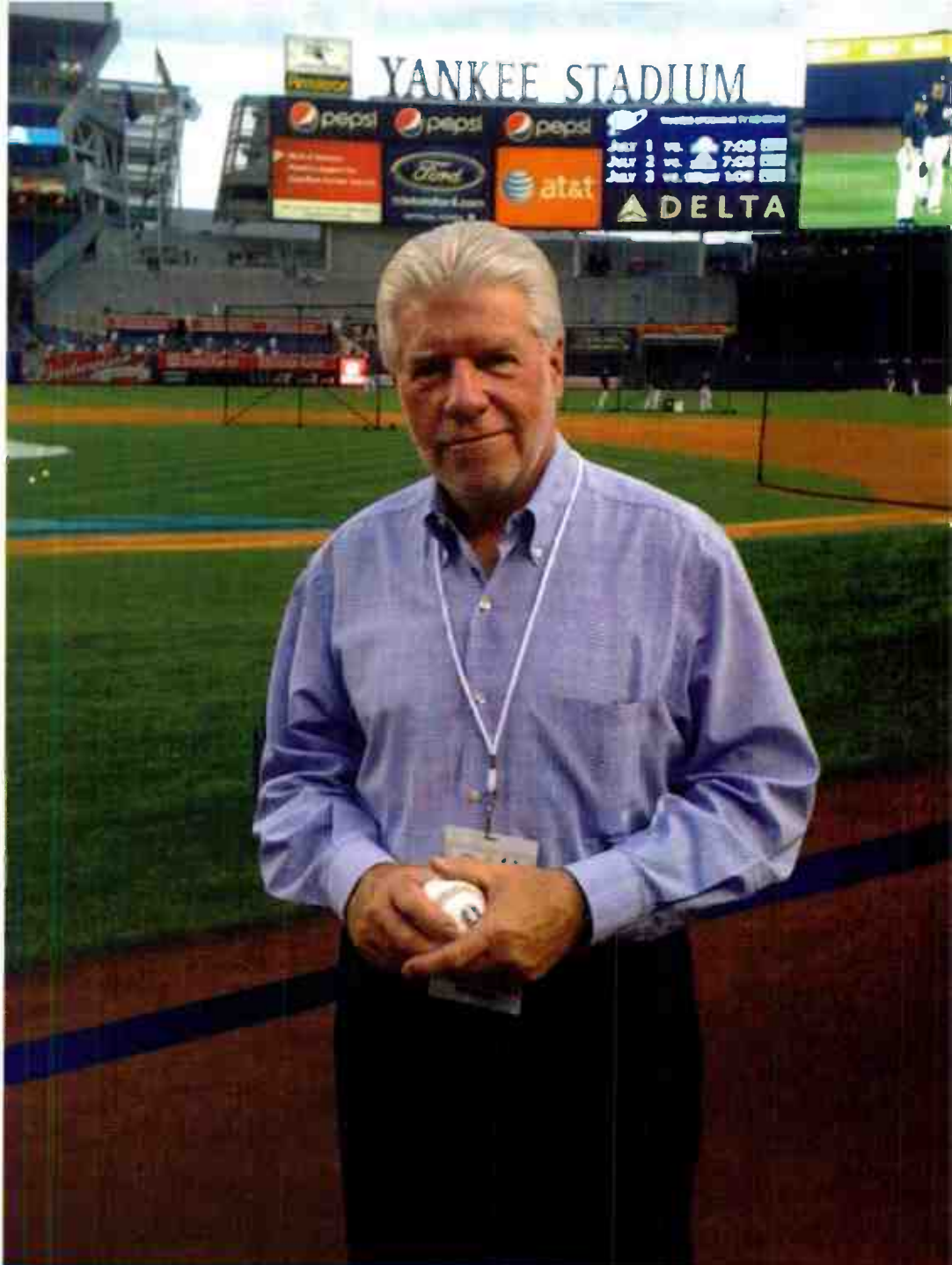
Traug Keller oversees all aspects of ESPN Radio, including talent, staffing, national programming, scheduling, and coordination with ABC Radio for ad sales and affiliations. Additionally, he is responsible for ESPN Deportes, coordinating with ESPN's domestic operations and developing relationships with affiliates. Up to this point, Keller gives ESPN Radio an A. "I think we have done a good job pushing audio onto as many platforms as possible in an effort to serve sports fans on whatever device they may be listening to," he says. "Our team has done an excellent job of monetizing all those new platforms."

"I also think developing a stronger ESPN presence locally through the launch of the 'local.coms' has only made our local station presence stronger. I am a product of many people's performances, and that is the sole reason I am satisfied — they are killing it!"





usm.com



**In 2011, United Stations Radio Networks Celebrates 30 Years
as an Independent Leader in Radio Excellence
and you don't reach milestones like that
without excellence in leadership.**

**Congratulations to Chairman/CEO
NICK VERBITSKY
on being named one of Radio Ink's
40 Most Powerful People in Radio.**



38 STEVE SMITH
Chairman/CEO
Journal Communications
NEW to list

Journal owns 33 stations in 12 markets and generates about \$70 million per year in revenue from its radio stations, and CEO Steve Smith is a true success story.

He first joined Journal in 1976 as a salesperson at WTMJ-AM in Milwaukee, and he was named GM at WKTI-FM/Milwaukee only four years later. Smith eventually advanced to chief operating officer for Journal Communications in 1996 and was named chairman and CEO in 1998.

Journal Communications also owns 13 television stations and the Milwaukee Journal-Sentinel newspaper.



39 LENARD LIBERMAN
President/CEO
Liberman Broadcasting
NEW to list

Liberman Broadcasting is a privately held, minority-owned Spanish-language broadcaster, established in 1987 by José and Lenard Liberman. The father-and-son team brings a combined 55-plus years of operating experience in the broadcasting industry. Lenard Liberman manages LBI's day-to-day operations, and, together with his father, has primary responsibility for LBI's strategic direction. Liberman Broadcasting has 21 stations in four cities — Dallas, Houston, L.A., and San Bernardino — generating \$62 million in revenue, according to the latest BIA/Kelsey figures.

Liberman has been president and CEO for two years now, and he gives his company a grade of B+, saying that over the past year the stations have grown their ratings in competitive markets. "Our stations have outperformed their peers," he says. "We have expanded our popular morning program, *El Show De Don Cheto*, to 22 markets through syndication."

What he'd like to see improve: "I'd like us to make clients feel more special and package and sell our television and radio properties together to more clients and more creatively."



Congratulations Lenard

On being one of The Top 40
Most Powerful People in Radio

Your commitment and dedication to excellence
have earned you this well-deserved recognition.

All of us at Liberman Broadcasting
and Estrella TV are proud of you.

Felicitaciones!





40 STEVE NEWBERRY

President/CEO
Commonwealth Broadcasting
2010 Rank: 39



Steve Newberry recently completed his two-year term as chair of the NAB Joint Board, where he fought performance royalties and advocated FM chips in cell-phones. "Addressing the performance tax issue," he says, "in 2009, the chips were really stacking up against us and we were in a perilous place. 2010 was also very challenging, but the storm clouds have now cleared in 2011."

On the FM chip: "The public service of radio, as demonstrated in the recent severe-weather tragedies, is something consumers want in their phones. They want the dependability of our service when the cell towers and Internet circuits are down. But they also want the entertainment and sense of community radio brings to their lives included in their phones." Newberry is also of course co-founder and chief executive of Commonwealth Broadcasting.

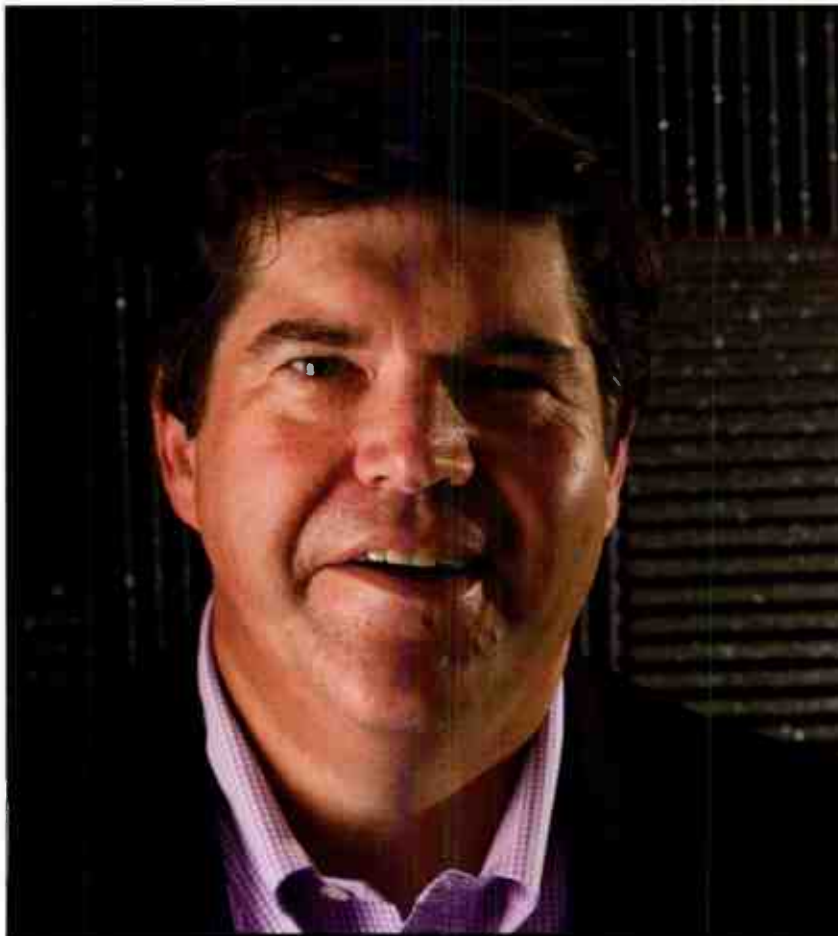
CAROLINE BEASLEY

EVP/CFO
Beasley Broadcast Group
NEW to list



Caroline Beasley is chair of the NAB Radio Board and has been Beasley Broadcast Group's CFO for the past 17 years. On her NAB agenda, she says, "Right now I am very focused on the key 'headline' issues of today, including technological advancement, the performance tax, and streaming. Of equal importance, we are getting ahead of the curve and taking proactive steps on issues that could affect radio down the road, such as issues related to spectrum allocation."

On the FM chip, she says, "While progress on this front has been slow to date, I am confident we will get there." What will be different about radio in two years? According to Beasley, "We'll have the best of two worlds: Technology will enable further interactivity and engagement between listeners and advertisers, which will further cement radio's position as a premier local platform."



Thanks so much to all my Commonwealth Broadcasting family for your hard work and dedication to Local Radio!

— Steve Newberry





BUMPED FROM THE LIST

In the world of sports, anyone removed from the rankings would be considered not in play, but that isn't the case for most individuals bumped from our annual list of the Most Influential People in Radio. In some cases new players jumped into a position, pushing others down the list a notch or two, and that in turn pushed others off the list entirely. Though there are more powerful people in radio than we've listed, we've decided to resist the temptation to expand the list. We've explained the decisions behind our bumps here.

MARK MAYS

Chairman
Clear Channel Communications
2010 Rank: 1

As of March 31, Mays is no longer the day-to-day CEO of Clear Channel Communications; he made the announcement of his plan to



leave that job in June 2010. Mays remains the company's chairman, but our primary focus is to rate operational executives — every CEO who isn't also chairman has a board chair or an investor group to report

to. Mays' former chief executive duties are being tag-teamed by EVP/CFO Thomas Casey and EVP/General Counsel Robert Walls in what is acknowledged to be a temporary arrangement. Next year we may see a new Clear Channel CEO.



MEL KARMAZIN

CEO
Sirius XM Radio
2010 Rank: 7

Though Sirius XM is now profitable and has top-line revenues larger than those of Clear Channel, its subscription-based business model is so fundamentally different from that of free, over-the-air radio that we've determined that Karmazin's influence within the radio industry is minimal at this point and his presence throws the list out of balance.

Radio Ink decided that opening the gates further, insofar as the Top 40 is concerned, might dilute the intent of the list — and that is to look at who is driving, influencing, and moving the radio industry today.



STU OLDS

President/CEO
Katz Media Group
2010 Rank: 8

Stu Olds passed away on December 4, 2010. To commemorate the loss of this great broadcaster, Radio Ink has named an award in his honor as part of our Radio Wayne Awards, to be presented at the fall Radio Show.



GARY STONE

President
Univision Radio
2010 Rank: 10

Gary Stone retired at the end of 2010. He is replaced at Univision Radio, and on the list, by Jose Valle.



MARC MORGAN

SVP/Chief
Revenue Officer
Cox Media Group
2010 Rank: 24

With the management realignments at Cox Media Group, Morgan's duties are less radio-specific, though he is a member of the NAB Radio Board. As Morgan's position evolved to more expansive media oversight, the decision was made to take this one straight to the top, putting CMG President Doug Franklin, to whom Morgan reports, on the list.



STEVE DINETZ

President/CEO
NextMedia
2010 Rank: 36
(tie)



JEFF DINETZ

President/COO
NextMedia
Radio Group
2010 Rank:
36 (tie)

Jeff Dinetz left NextMedia in May as Outdoor Group chief Jim Donohoe took interim oversight of the radio division. With no radio career plans announced, Jeff Dinetz was automatically bumped from the list. At the same time, NextMedia, when compared to other contenders, lost out to stronger newcomers, leaving CEO Steve Dinetz off the list as well.



RICHARD BUCKLEY

Chairman/CEO
Buckley Radio
2010 Rank: 37

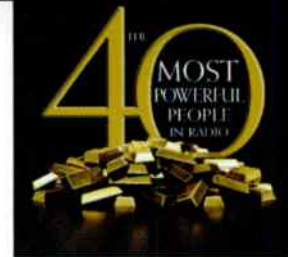
Though Buckley is an industry icon and an involved leader, his position fell off the list because of the many new additions. His removal is no reflection on his ability to influence.



JERRY LEE

Owner
WBEB/
Philadelphia
2010 Rank: 38

Jerry Lee is a broadcast legend, a respected industry leader, an innovator, and much, much more. When Lee speaks, people listen. But with only a single station in Philadelphia and much of his focus now on his work toward ending poverty and reforming government, Lee gets bumped from the 40. However, in this issue, Radio Ink recognizes Lee's contributions over 50 years with the



Lifetime Leadership Award. Lee remains a powerhouse of influence in the industry, but, like others, was outranked by new additions.



BOB NEIL
EVP
Cox Media Group
President
Cox Radio
2010 Rank: 9

Bob Neil, who was with Cox Radio for more than a quarter of a century, retired in May 2011. Neil, known as a fierce and intelligent advocate for the radio industry, appeared on every list of *Radio Ink's* 40 Most Powerful People in Radio from 1996-2010.



MARY QUASS
President/CEO
NRG Media
2010 Rank: 40

Quass remains one of the most loved and popular CEOs in radio and wields tremendous influence within the industry because of her visible leadership. She recently announced a major increase in online revenues, which was especially significant based on the size of the markets served. With so much motion and transition on the 2011 list, it became a numbers game that resulted in Quass' removal. NRG continues to be a well respected operator and Quass a tremendous leader who is dedicated to the radio industry.

BUMPED FROM THE LIST FACTOIDS

- During an eight-year run on the list (1996-2003) Mel Karmazin was never lower than number three, attaining the top spot in 1996 and 1999.
- Though Bob Neil was on every list from 1996-2010, like radio itself, the *Radio Ink* 40 Most Powerful People in Radio has produced some one-hit wonders: Bob Lawrence of Jacor (1998), Michael Skarzynski (2009), John Rosso (2010), and Wayne Vriesman (1996).

CITADEL: STRUCK FROM THE LIST

The term "lame duck" comes to mind when considering the situation of Citadel Broadcasting's primary management team. Though the company's merger with Cumulus has yet to close, there is virtually no question that regulatory approvals will come through. Therefore the decision was made to pull this team from the list before closing.

Though Cumulus Chairman/CEO Lew Dickey declined to comment when we asked him the question, *Radio Ink* believes that upon closing, these individuals will play little or no role in the transition team for Cumulus. We believe Dickey and his team will choose to send a signal to the employees of the combined company that there will be an immediate change in management approach.

Though Citadel's famously tough management style allegedly began at the top, we believe senior executives, though presumably simply following directions, may be painted with the same brush in the perception of Citadel and Cumulus employees. Time will tell if these individuals will play a role at the combined company or re-emerge elsewhere in the industry.



FARID SULEMAN
CEO, Citadel
Broadcasting
2010 Rank: 4

Suleman is a financial genius with a strong background in the industry from his days as CFO for Infinity Broadcasting, later CBS Radio. When he was working for then-CEO Mel Karmazin, the team was unstoppable. After Karmazin left CBS Radio, Suleman engineered the acquisition of Citadel and for the first time took the role of day-to-day CEO at a radio company. His hard-charging style, his often too-direct commentary, and his alleged harsh treatment of employees are legendary in radio, and it appears employees are eager for a change — though, to be fair, we also know managers who love Suleman and the Citadel management team.

After Citadel's bankruptcy, Suleman was awarded stock grants estimated to be worth about \$55 million. Those grants, and grants to the Citadel board, were converted to stock options after strong public protests from some shareholders. The initial grants, however, attracted a great deal of unflattering commentary, particularly in light of the deep cuts that had affected so many Citadel employees over the years.

Suleman will nonetheless walk away from Citadel a rich man and may re-emerge elsewhere in the industry. Since Citadel's corporate headquarters has moved into the same building in Miami as Spanish Broadcasting System, there are rumors (not substantiated) that Suleman will quietly engineer a bankruptcy for the financially troubled SBS.



JUDY ELLIS
COO
2010 Rank: 19

Before she took Citadel's top operational post, Ellis had a reputation for excellence as an operator and a motivator.

But with a CEO who has been a lightning rod for bad press, Ellis may have been painted unfairly with that same broad brush. We believe Ellis will be on the short list to leave the company after the Cumulus closing, either by choice or because Cumulus wishes to send a message of change.

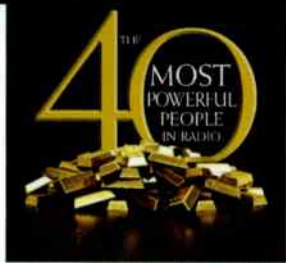


JOHN ROSSO
President,
Citadel Media
2010 Rank: 33

Like anyone in a senior leadership position within Citadel Broadcasting, Rosso could potentially be a lame duck with Cumulus.

Though we believe Rosso will play a brief transitional role, we're of the opinion that he may fall victim to Cumulus' need to signal change at the top.

Rosso, an executive with ABC Radio Networks before it was purchased by Citadel, has a strong personal brand and is greatly respected within the industry. So if he does not remain with Citadel Media, we believe he will ultimately re-emerge in an important role elsewhere.



ONES TO WATCH

Randy Michaels recently returned to the radio industry when he joined forces with private equity firm GTCR to purchase WKQX-FM (Q101) and WLUP-FM (The Loop) in Chicago and WRXP-FM in New York from Emmis Communications; the price of the deal was between \$110 million and \$130 million. Emmis retains a small stake, but Randy Michaels is running the show as the CEO of the newly created Merlin Media.

Michaels is fresh off a not-so-successful stint as CEO of Tribune Co. — a post he exited in October of last year — and of course from 1999-2002 he served as the president and CEO of Clear Channel Radio, coming in after Clear Channel Communications purchased Jacor, where Michaels was CEO.

When the Emmis deal was announced, Michaels said, “At Merlin Media, we aren’t building a broadcast company, but a multi-media, multiplatform company.”

The new Merlin then began to trickle out announcements, about one per day, about who is making up

the new company’s executive team.

The sale for which Merlin was formed won’t close for a while yet, and the LMA under which it will operate the trio of stations was not yet in effect at press time. But anything that involves Randy Michaels has to be watched closely. As Michaels once said of himself, “I personify uncomfortable change in our business for a lot of people.”

We believe Randy Michaels will be running more than three stations by this time next year. Meanwhile, he’s assembling a team of well known and successful radio executives and broadcasters for his new company.

THE MERLIN MEDIA EXECUTIVE TEAM

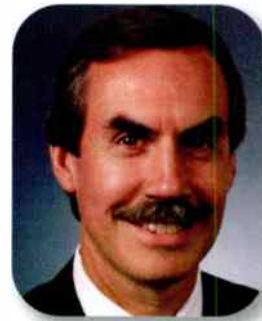


RANDY MICHAELS
CEO
Merlin Media



WALTER SABO
COO
Merlin Media

Sabo will be responsible for managing the operations of the company.



JOHN GEHRON
Chairman, Merlin
Media Advisory
Board



GREG JANOFF
Executive Vice
President/Revenue

Janoff is responsible for revenue generation across all platforms.

PLUS:

Liz Aiello, VP/New York

Aiello will oversee WRXP for Merlin. She’s worked for Howard Stern, and at WABC-TV as managing editor and executive producer.

Andy Friedman, VP/Internet Initiatives

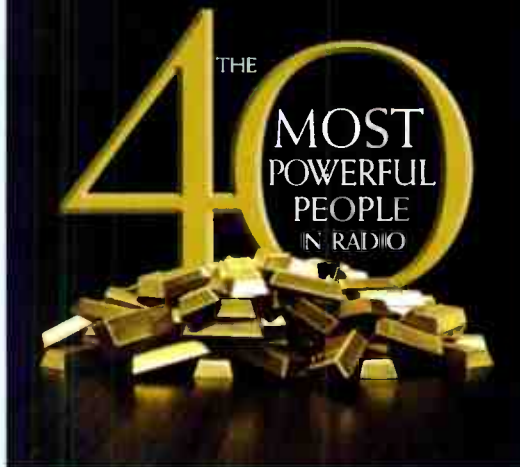
Friedman was formerly VP of interactive content at Tribune and has also worked for Clear Channel.

Jerry Rohira, VP/Production

Rohira was most recently creative director at Sirius XM Radio.

POWER RETURNS

- Randy Michaels was on our Top 40 list between 1996-2002. He reached as high as number two in 1997. Will we see him again in the top five?
- John Gehron was on the Top 40 list from 1999-2001 as part of Infinity Broadcasting.



1. Bob Pittman
Chairman/Media & Entertainment Platforms
Clear Channel Communications (NEW)

2. John Hogan
President/CEO
Clear Channel Radio (2010 rank: 1)

3. Lew Dickey Jr.
Chairman/CEO
Cumulus Media (3)

4. Dan Mason
President/CEO
CBS Radio (2)

5. David Field
President/CEO
Entercom Communications (5)

6. Jeff Smulyan
Chairman/CEO
Emmis Communications (6)

7. Peter Smyth
Chairman/CEO
Gannett Media (11)

8. Gordon Smith
President/CEO
NAB (27)

9. Bruce Boese
President/CEO
Hubbard Radio (12)

(tie) Ginny Morris
Chair
Hubbard Radio (NEW)

10. Doug Frankfort
President
Cox Media Group (NEW)

11. Alfred Liggins
President/CEO
Radio One (13)

12. Edward Arstinger
CEO
Salem Communications (14)

13. John Dickey
Co-CEO/EVP
Cumulus Media (18)

(tie) Jon Pinch
Co-CEO/EVP
Cumulus Media (18)

14. Charles Rahilly
President
Clear Channel Radio National
Advertiser Platforms Group (15)

15. Scott Herman
EVP/Operations
CBS Radio (22)

16. Mark Gray
President
Katz Radio Group (NEW)

17. Steven Price
Chairman/CEO
Townsquare Media (NEW)

18. Edward Christian
Chairman/CEO
Saga Communications (21)

19. Jose Valle
President
Univision Radio (NEW)

20. Raul Alarcon Jr.
Chairman/CEO
Spanish Broadcasting System (20)

21. Susan Karis
EVP/Operations, Western Region
Clear Channel Radio (16)

(tie) Tom Schurr
EVP/Operations, Eastern Region
Clear Channel Radio (16)

22. George Beasley
Chairman/CEO
Beasley Broadcast Group (22)

23. Julie Talbott
President/Content & Affiliate Relations
Premiere Radio Networks (NEW)

24. Neal Schore
President/CEO
Triton Media Group (23)

(tie) Mike Agovino
COO
Triton Media Group (23)

25. Jeff Liberman
President/Radio Division
Entercom Communications (NEW)

26. Charles Warfield
President/COO
iCBC Broadcast Holdings (25)

27. Wenzel Kratzer
Regional President
Entercom Communications (NEW)

(tie) Deborah Kane
Regional President
Entercom Communications (NEW)

28. David Landau
Co-President/CEO
Dial Global (30)

(tie) Ken Williams
Co-President/CEO
Dial Global (30)

(tie) Spencer Brown
CEO
Tribune Media Networks (NEW)

29. Mark Masters
CEO
Talk Radio Networks (31)

30. Jeff Haley
President/CEO
NAB (28)

31. John David
EVP/Radio
NAB (29)

32. Don Benson
President/CEO
Lincoln Financial Media (26)

33. Jeff Wilks
President/CEO
Wilks Broadcast Group (NEW)

34. William Kerr
President/CEO
Nablist (34)

35. Rod Sherwood
President
Westwood One (35)

36. Nick Verbitsky
Chairman/CEO
United Stations Radio Networks (NEW)

37. Traug Keller
SVP/Production, Business Divisions
ESPN (NEW)

38. Steve Smith
Chairman/CEO
Journal Communications (NEW)

39. Lenard Liberman
President/CEO
LBI Media (NEW)

40. Steve Newberry
President/CEO
Communications Broadcasting (39)

(tie) Caroline Beasley
EVP/COO
Beasley Broadcast Group
Chair, NAB Radio Board (NEW)





MOST POWERFUL PEOPLE

IN RADIO 1996-2011

	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996
Mike Agovino, Triton Media	24	23	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Raul Alarcon Jr., Spanish Broadcasting System	20	20	19	20	21	29	32	38	39	26	24	27	27	—	30	—
Lyn Andrews, ABC Radio Networks	—	—	—	—	—	—	—	—	—	—	39	—	—	—	—	—
Edward Atsinger, Salem Communications	12	14	16	15	14	14	16	23	28	36	40	26	28	36	37	—
George Beasley, Beasley Broadcast Group	22	22	22	24	30	28	31	34	35	40	—	38	—	—	39	33
Don Benson, Lincoln Financial Media	32	26	37	36	33	31	34	—	—	—	—	—	—	—	—	—
Steve Berger, Nationwide Communications	—	—	—	—	—	—	—	—	—	—	—	—	—	28	21	—
Don Bouloukos, Infinity Broadcasting	—	—	—	—	—	—	—	—	32	35	25	30	28	—	—	—
Pierre Bouvard, Arbitron	—	—	—	—	—	—	—	—	38	39	—	—	—	—	—	—
Alan Box, EZ Communications	—	—	—	—	—	—	—	—	—	—	—	—	—	—	25	—
Clarke Brown, Jefferson-Pilot	—	—	—	—	—	—	36	29	34	27	29	35	39	35	36	—
Rick Buckley, Buckley Radio	—	37	31	33	32	35	39	—	—	—	—	—	—	—	—	—
William Bungeroth, Cumulus Media	—	—	—	—	—	—	—	—	—	—	—	—	31	—	—	—
Robert Callahan, CBS	—	—	—	—	—	—	—	—	—	—	—	—	9	9	4	—
Ed Christian, Saga Communications	18	21	21	22	25	26	29	33	31	39	—	32	36	26	40	—
Kerby Confer, Sinclair Radio Division	—	—	—	—	—	—	—	—	—	—	—	—	38	—	31	—
Shane Coppola, Westwood One	—	—	—	—	—	23	29	37	—	—	—	—	—	—	—	—
David Crowl, Clear Channel Radio	—	—	—	—	—	—	—	—	29	30	—	—	—	—	—	—
John Cullen, AMFM	—	—	—	—	—	—	—	—	—	—	40	32	—	—	—	—
Rick Cummings, Emmis Communications	—	—	32	31	30	30	35	—	—	—	—	—	—	—	—	—
John David, NAB	31	29	23	23	20	23	22	30	30	37	37	35	—	—	—	—
Jim de Castro, Chancellor Media	—	—	—	—	—	—	—	—	—	—	3	3	17	—	—	—
Harry Demott, Credit Suisse First Boston	—	—	—	—	—	—	—	—	—	—	—	—	—	—	24	34
John Dickey, Cumulus Media	13	18	15	16	22	—	—	—	—	—	—	—	—	—	—	—
Lew Dickey Jr., Cumulus Media	3	3	4	6	5	5	5	9	9	12	21	17	21	29	—	—
Jeff Dinetz, NextMedia	—	36	38	39	38	—	—	—	—	—	—	—	—	—	—	—
Steven Dinetz, Chancellor/NextMedia	—	36	38	—	—	—	—	—	—	—	—	—	—	—	8	11
Steven Dodge, American Radio Systems	—	—	—	—	—	—	—	—	—	—	—	—	—	—	6	7
Barry Drake, Sinclair Radio	—	—	—	—	—	—	—	—	—	—	—	—	33	40	—	—
Judy Ellis, Citadel Broadcasting	—	19	18	13	11	11	14	21	32	—	—	—	—	—	—	—
Dick Ferguson, Cox Radio	—	—	—	—	—	—	—	—	—	35	36	—	—	—	—	19
Mike Ferrel, SFX Broadcasting	—	—	—	—	—	—	—	—	—	—	—	—	—	—	21	—
Paul Fiddick, Heritage Media	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	32
David Field, Entercom	5	5	5	5	6	6	6	9	15	16	18	33	—	—	—	—
Joseph Field, Entercom	—	—	—	—	—	—	—	—	20	19	11	11	13	27	29	—
Bill Figenshu, Infinity Broadcasting	—	—	—	—	—	—	—	—	—	30	32	40	—	—	—	23
Doug Franklin, Cox Media Group	10	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Gary Fries, RAB	—	—	—	—	—	—	18	26	19	20	20	23	22	22	19	20
Edward Fritts, NAB	—	—	—	—	—	—	17	16	18	18	16	10	19	20	23	29
John Fullam, Clear Channel	—	—	—	—	—	—	—	—	—	—	34	—	—	—	—	—
Carl Gardner, Journal Broadcasting	—	—	—	—	—	—	—	36	—	—	39	—	—	—	—	—
John Gehron, Infinity Broadcasting	—	—	—	—	—	—	—	—	—	—	24	24	23	—	—	—
Scott Ginsburg, Chancellor	—	—	—	—	—	—	—	—	—	—	—	—	—	—	4	5
Mark Gray, Katz Media Group	16	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Ralph Guild, Interep	—	—	—	—	28	17	25	25	21	21	19	16	18	18	18	15
Jeff Haley, RAB	30	28	25	27	29	—	—	—	—	—	—	—	—	—	—	—
John Hare, ABC Radio	—	—	—	—	—	—	11	13	14	14	12	9	9	—	—	—
Scott Herman, CBS Radio	15	17	12	10	—	15	—	—	—	—	—	—	—	—	—	—
Steve Hicks, AMFM	—	—	—	—	—	—	—	—	—	—	—	—	29	4	7	22
Tom Hicks, Hicks, Muse, Tate & Furst	—	—	—	—	—	—	—	—	—	—	—	—	4	1	1	16
John Hogan, Clear Channel Radio	2	1	1	4	2	2	2	4	4	8	26	—	—	—	—	—
Joel Hollander, CBS Radio	—	—	—	—	—	3	3	5	7	25	31	34	37	—	—	—
Catherine Hughes, Radio One	—	—	—	26	24	22	21	22	13	24	29	28	—	—	—	—
Reed Hundt, FCC	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	12
Don Imus, Infinity Broadcasting	—	—	—	—	—	—	—	—	—	—	—	—	—	—	32	—
Terry Jacobs, Regent Communications	—	—	—	—	—	—	33	37	38	—	—	37	—	—	—	—
Deborah Kane, Entercom	27	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
David Kantor, AMFM	—	—	—	—	—	—	—	—	—	—	—	—	26	25	26	27
Susan Karis, Clear Channel Radio	21	16	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Mel Karmazin, Viacom/Sirius XM	—	7	6	—	—	—	—	—	2	2	2	2	1	2	3	1
Traug Keller, ESPN	37	—	—	—	—	—	—	28	25	31	—	—	—	—	—	—
David Kennedy, Interep	—	—	—	18	16	—	—	15	17	15	15	15	15	30	33	37
Bill Kerr, Arbitron	34	34	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Kraig Kitchin, Premiere Radio Networks	—	—	—	—	17	19	19	27	23	23	25	30	32	—	—	—
Joel Klein, U.S. Dept. of Justice	—	—	—	—	—	—	—	—	—	—	—	—	—	—	22	—
Peter Kosann, Westwood One	—	—	—	—	36	33	—	—	—	—	—	—	—	—	—	—
Weezie Kramer, Entercom	27	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—



	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996
David Landau, Dial Global	28	30	33	31	40	—	—	—	—	—	—	—	—	—	—	—
Robert Lawrence, Jacor	—	—	—	—	—	—	—	—	—	—	—	—	—	10	—	—
Jerry Lee, WBEB/Philadelphia	—	38	32	30	—	—	—	—	—	—	—	—	—	—	—	—
Jeffery Liberman, Entravision	25	32	36	37	39	—	—	—	—	—	—	—	—	—	—	—
Lenard Liberman, Liberman Media	39	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Alfred Liggins, Radio One	11	13	17	14	12	9	10	14	10	13	13	20	31	—	—	—
Rush Limbaugh, Premiere Radio Networks	—	—	—	—	—	—	—	—	—	—	—	—	—	15	13	10
Jeffrey Marcus, Chancellor	—	—	—	—	—	—	—	—	—	—	—	—	—	8	—	—
Dan Mason, CBS Radio	4	2	2	1	3	—	—	—	—	4	6	4	5	11	16	6
Mark Masters, Talk Radio Network	29	31	29	38	35	39	—	—	—	—	—	—	—	—	—	—
Lowry Mays, Clear Channel	—	—	—	—	—	—	—	1	1	1	1	1	2	5	5	2
Mark Mays, Clear Channel	—	1	3	2	1	1	1	2	3	3	3	3	6	12	—	—
Randal Mays, Clear Channel	—	—	3	2	1	1	4	8	6	5	5	5	10	—	—	—
Randy Michaels, Clear Channel Radio	—	—	—	—	—	—	—	—	—	6	7	6	8	6	2	3
Thomas Milewski, Greater Media	—	—	—	—	—	—	—	—	—	—	—	—	—	35	36	39
Marc Morgan, Cox Radio	—	24	24	25	23	24	28	—	34	—	—	—	—	—	—	—
Ginny Moms, Hubbard Radio	9	—	—	—	—	38	40	—	—	—	—	—	—	—	—	—
Steve Morris, Arbitron	—	—	—	29	26	27	27	32	24	—	—	36	38	33	31	26
Bob Neil, Cox Radio	—	9	11	8	8	8	9	12	8	10	8	12	11	14	14	14
Steve Newberry, Commonwealth Broadcasting	40	39	39	—	—	—	—	—	—	—	—	—	—	—	—	—
Kenny O'Keefe, AMFM	—	—	—	—	—	—	—	—	—	—	7	7	—	—	—	—
Stu Olds, Katz Media Group	—	8	9	17	15	16	15	19	22	22	17	22	23	24	27	18
Lowell "Bud" Paxson, Paxson Communications	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	13
David Pearlman, Infinity Broadcasting	—	—	—	—	—	—	—	—	—	27	23	19	20	21	—	30
Jon Pinch, Cumulus Media	13	18	15	16	22	18	20	24	33	—	—	—	—	—	—	—
George Pine, Interep	—	—	—	—	—	32	35	40	—	—	—	—	—	—	—	—
Bob Pittman, Clear Channel Communications	1	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Michael Powell, FCC	—	—	—	—	—	—	—	6	—	—	38	—	—	—	—	—
Steven Price, Townsquare Media	17	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Mary Quass, NRG Media	—	40	40	40	37	37	38	—	—	—	—	—	—	—	—	—
Charlie Rahilly, Premiere Radio Networks	14	15	20	35	—	—	—	—	—	—	—	—	—	—	—	—
Bruce Reese, Bonneville Intl.	9	12	13	11	9	10	12	17	27	33	22	31	34	34	38	40
David Rehr, NAB	—	—	—	19	18	21	—	—	—	—	—	—	—	—	—	—
James Robinson, ABC Radio Networks	—	—	28	28	27	25	26	—	—	—	—	—	—	—	—	—
Doyle Rose, Emmis Communications	—	—	—	—	—	—	—	—	—	—	28	21	25	—	—	—
John Rosso, Citadel Media	—	33	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Dr. Laura Schlessinger, Premiere Radio Networks	—	—	—	—	—	—	—	—	—	—	—	—	—	19	34	—
Neal Schore, Triton Media	24	23	30	—	—	—	—	—	—	—	—	—	—	—	—	—
Tom Schurr, Clear Channel Radio	—	16	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Rod Sherwood, Westwood One	35	35	29	—	—	—	—	—	—	—	—	—	—	—	—	—
Robert Sillerman, SFX Broadcasting	—	—	—	—	—	—	—	—	—	—	—	—	—	—	10	8
Michael Skarzynski, Arbitron	—	—	27	—	—	—	—	—	—	—	—	—	—	—	—	—
Gordon Smith, NAB	8	27	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Steve Smith, Journal Communications	38	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Jeffrey Smulyan, Emmis Communications	6	6	7	7	7	7	7	10	11	9	10	8	16	17	25	17
Peter Smyth, Greater Media	7	11	8	10	12	13	20	26	28	33	—	—	—	—	—	—
Bill Stakelin, Regent Communications	—	—	26	21	19	20	—	—	—	—	—	—	—	—	—	—
Chad Steelberg, Google Audio	—	—	—	—	—	40	—	—	—	—	—	—	—	—	—	—
Ryan Steelberg, Google Audio	—	—	—	—	—	40	—	—	—	—	—	—	—	—	—	—
Howard Stern, Infinity Broadcasting	—	—	—	—	—	—	—	—	—	—	—	—	—	37	11	9
Gary Stone, Univision Radio	—	10	14	13	13	—	—	—	—	—	—	—	—	—	—	—
Fand Suleman, Citadel Broadcasting	—	4	10	3	4	4	8	11	12	11	4	—	—	—	—	—
John Sykes, Infinity Broadcasting	—	—	—	—	—	—	—	3	5	7	—	—	—	—	—	—
Julie Talbot, Premiere Radio Networks	23	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Mac Tichenor Jr., Hispanic Broadcasting	—	—	—	—	—	—	—	18	16	17	14	13	12	13	15	28
Nancy Vaeth-DuBroff, Susquehanna Radio	—	—	—	—	—	—	24	—	—	—	—	—	—	—	—	—
Jose Vale, Univision Radio	19	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Nick Verbitsky, United Stations Radio Networks	36	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Wayne Vriesman, Tribune Co.	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	38
Charles Warfield, ICBC	26	25	34	34	34	34	37	—	—	—	—	—	—	—	—	—
Richard Weening, Cumulus Media	—	—	—	—	—	—	—	—	—	—	—	18	17	—	—	—
Skip Weller, NextMedia Group	—	—	—	—	—	36	36	39	40	—	—	—	—	—	—	—
Ken Williams, Dial Global	28	30	33	31	—	—	—	—	—	—	—	—	—	—	—	—
Jeff Wilks, Wilks Broadcast Group	33	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Lawrence Wilson, Citadel Broadcasting	—	—	—	—	—	—	—	—	—	—	9	14	14	16	20	35
Frank "Bo" Wood, Secret Communications	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	24
Sam Zell, Jacor/Tribune	—	—	—	—	—	—	—	—	—	—	—	—	—	7	12	—

The History (And Future) Of Top 40

“RADIO IS DEAD. WITH *THE LONE RANGER* AND JACK BENNY GOING TO TV, BYE-BYE RADIO.”

— Television magazine, 1952

Well, radio didn't die. It entered a new golden age. Guys like Todd Storz and Gordon McLendon reinvented radio with the repeated-play idea that has been the foundation for most every competitive format from 1955 onward. Storz and McLendon were the ringleaders, balancing an entirely new, dramatically noticeable, and addicting brew of marketing, moxie, and science that hammered the emerging spirit of '50s America and evolved into a cultural soundtrack that has yet to be matched.



Music radio kept reinventing itself as if by divine intervention, as stations pushed and evolved their sound in a nonstop competitive fury of ideas and sonic bombardment. The quest for listeners had warlike passion, with Top 40s recruiting armies of listeners who looked to their stations as beacons of

American culture. Stations like WQAM, Color Radio KFWB, KLIF, and scores of others were redefining the media landscape with a sound the world had never before heard outside of a few underrated early R&B stations, like Chicago's WGES. It was all about fans, not users. You didn't "use" Top 40. You embraced it.

As Top 40 moved into the '60s, groups like ABC created legendary outlets like WABC, KQV, and WLS, but with a generally less frenetic and warmer approach (except in nights, where the Biondis and Brucies created an under-the-blanket transistor radio subculture). But the '60s blockbuster was the RKO group in 1965, under Bill Drake, blowing up many of the by-then-tired, 10-year-old approaches popularized by Top 40's first generation. These "Drake stations" were as clean as a Beach Boys single and perfectly reflected the emerging "Pepsi Generation," embracing and owning modern artists like the Rolling Stones and Sonny & Cher with the subtlety of a bulldozer.

Killing off the '50s-rooted "Good Guys," "All American," and "Tiger Radio" monikers, the Drake stations blew into town as "Boss Radio," and they screamed 1965. The Real Don Steele types evolved a personality radio that powered through the day like a razor.

As American culture does, it once again evolved, and Top 40 radio saw another revolution in music with the commercial rebirth of FM. In the Top 40 arena, WOR-FM in New York was the pioneer, but it was the Bartell stations under Buzz Bennett that reinvented the sound. Borrowing from the Drake playbook but integrating early '70s street cred and a new generation's vocabulary ("Keep on truckin'," "Ripoffs") with a pot-powered POV that rang loud and true with the streets, all of it made the Drake stations sound as dated as Drake's competitors had sounded just a few years before.

Top 40 continued to flourish — Y-100, Hot Hits, Jacor, Z100, and too many others to name. But as Top 40 is nearing its 60th year, I think it's time to step back and examine its history as a tool for inventing the future.

Every few years, what began with McLendon and Storz has evolved to stay in sync with the era. No autopilot, no focus groups, no music tests, just a spirit of sonic innovation rooted in the timeless basics created in the '50s.

The following is a list of the key building blocks of each Top 40 radio revolution. The building blocks, the "rules," are the same, but rethought for 2011 realities, and they are key to coming through on the promise of amazing radio. (This has nothing to do with the Internet. That's a separate story. The Internet is a magical delivery system. But this is about the magic that goes on the delivery system, regardless of the technology.)

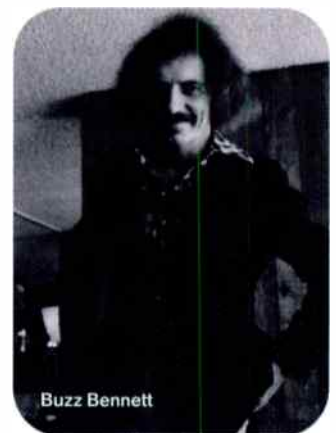
The Building Blocks

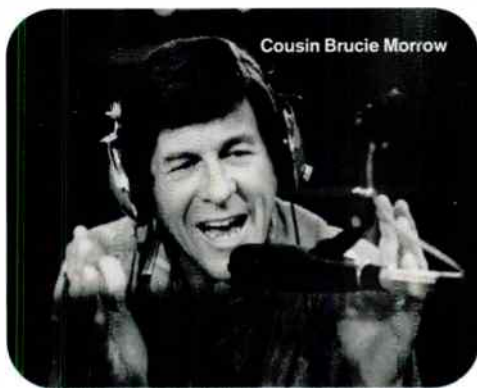
Music. A music shift that radio responds to and aggressively embraces and popularizes. In 1955, Elvis. In the '60s, the Beatles, in the '70s, Elton John. Playing them isn't enough. They must be part of the station's DNA. Anyone can play music. Few can create theater with it.

Production. In '55, it was jingles, news intros, weather jingles, overblown hype (the hype worked because it was right for the time). In the '70s, there were both a mellowing out and a less "plastic" sound and a harder, more in-your-face approach. Production is to radio what visuals are to movies. New and fresh production drives the mission; new sound production must be as arresting as the visuals in Kubrick's 2001 or in Star Wars or any shockingly fresh new treat for the eyes, but for the ears. The stimulation ends up in the same place: the head. Sound is to radio what color is to film. Every Top 40 revolution reinvents the audio animation.

Features. Also known as trademarks. The Silver Dollar Survey Countdown and Coke Hit Parade in the '50s, Chickenman in the '60s, AT40 in the '70s, "Block Party Weekends" in the '80s. Just like cellphones need new features, so do radio stations. Top 40 is an attention-deficit concept that feeds on the continual powering in of new content trademarks.

In sync. Current. Street-savvy. When an early Top 40 or an early FM DJ talked, people listened. The DJs were as cool as the stars. The language is "street speak" not "marketing speak." You can't learn it from research. It's instinctive, just like the Beatles didn't need a focus group to help them write Sgt. Pepper's. Top 40 must stay on the edge of the streets. Naysayers will say that's risky. Maybe it is, but obsolescence is worse.





Cousin Bruce Morrow

Love and passion.

Stations must be families, not unlike band-mates who love each other at first, but over time start to want to kill each other. Listeners can feel that. There's a potential *Spinal Tap* quality to mis-evolved Top 40 stations.

Audience respect. No tricks. Honesty. Treating listeners as fans and never screwing with them. Never lying about "15 in a row." Being the best by actions and truths, not brags and promos. Few believe FM promos anymore. How can everyone have "the best" and "the most"?

Personalities. Biondi, Lujack, Steele. The average Joe can rarely name a single non-morning drive DJ on any given station today. These days there seems to be an unwritten law that says interesting talent on music radio must cease at 10 a.m. Of course, there are some music concepts where DJs are considered an annoyance, but maybe that's because they have nothing to say that complements the experience. If a station chooses to use a talent, it's all about shows, not shifts. Machines can handle shifts quite well.

The music information source. You find out about everything musical on the radio. Not in print, online, or on TV.

Completeness. In the '50s and '60s it was news, sports, countdowns, "Million-Dollar Weekends," printed surveys, DJs doing hops, and claiming and owning and not just "sponsoring" events. Complete experiences. Now it's too often just a morning show, billboards up, and a tested library. It's not about money or voicetracking! Those are realities, and they're too often used as excuses.

Smart. You learn from the radio, you get smarter listening to it. Not educated in the traditional sense, just smarter — street smarter.

Musical digging. It's not about relying solely on research and the trades. Revolutionary Top 40 DJs and PDs dug. They worked to find great songs to play. Imports, flea markets, anywhere.

Blatantly, obviously new ideas. Out with the old. This sound is new, and noticeably so. As noticeable as the newest device from Apple.

Anticipation. You can't turn a station off for fear of "missing something." But it's not promos, it's a consistent bombardment of things coming up.

Fearless. As fearless as Bob Dylan playing electric at Newport or the Beatles trying a concept album. Fearlessness is in the DNA of all great stations.

Attitude through authenticity. Hire people who "get it" and you'll never have to worry about attitude. The attitude is in the blood of the staff.

George Carlin. I'll bet Bill Drake listened to Carlin records as the legendary comic brilliantly mocked dated radio back then.

Listen to the smart critics and those who parody media. Often they are right.

Star pull. The stars visit because they have to and want to, not because their label is trying to sell something. Top 40 has to work at that reputation.

"WTF?" tactics. From flagpole sitting to "last contests." Nontraditional ways of attracting attention.

Thinking. In the Top 40 revolutions, people were creative, or they didn't last in programming. Always thinking, creating new angles and methods. Today, radio can run on autopilot.

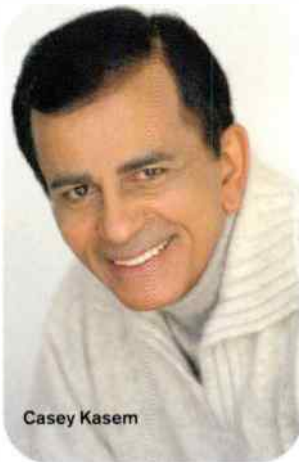
Pride. Willingness to plug the whole station because you're proud of the whole station. And more importantly, no tolerance for crap.

Positive attitude. Whiners or chronic complainers don't last long unless they're really good. They get in the way of the mission. A station needs a positive attitude. Swagger. At so many stations, you can hear the negativity in the halls.

Sense of mission. It's not a job. It's a battle. It permeates every corner of the building. Get on a war footing. I don't see that much anymore, at least in programming departments — the war seems to be in sales. That's fine, but it's like having a navy without an army.

No tune-out paranoia. A willingness to take some chances, and having confidence in the brand. You know that if some listeners leave, they'll be back.

Graphics. Not really a programming function, but the Top 40 revolutions were characterized by a new look for stations. Look at the 1965 RKO "rock carving" logo or the KCQB design by R. Crumb. Graphic design was and should be taken seriously.



Casey Kasem

OK, those are a just a few of the many key things

that made these stations great and created the revolutions. Don't get absorbed in "Sure, we do that already." Often that's BS. Some stations may come close, but these points are more than vague concepts. It's critically important to execute them and to create a culture that can do so.

A Top 40 revolution is a project that changes with every new era. But Top 40 will be around for a long time — if programmers and leaders are bold enough to understand the past and translate that into today's realities, just as Gordon and Todd did in their era. And if anyone tells you you can't, fight it, or find a business that embraces forward vision anchored in the timeless lessons of the past. **INK**



Gordon McLendon

Legendary programmer and consultant Lee Abrams is a former Chief Innovation Officer at Tribune Co. and Chief Programming Officer for XM Satellite Radio. E-mail: n101xm@gmail.com.



40 MOST POWERFUL CROSSWORD PUZZLE

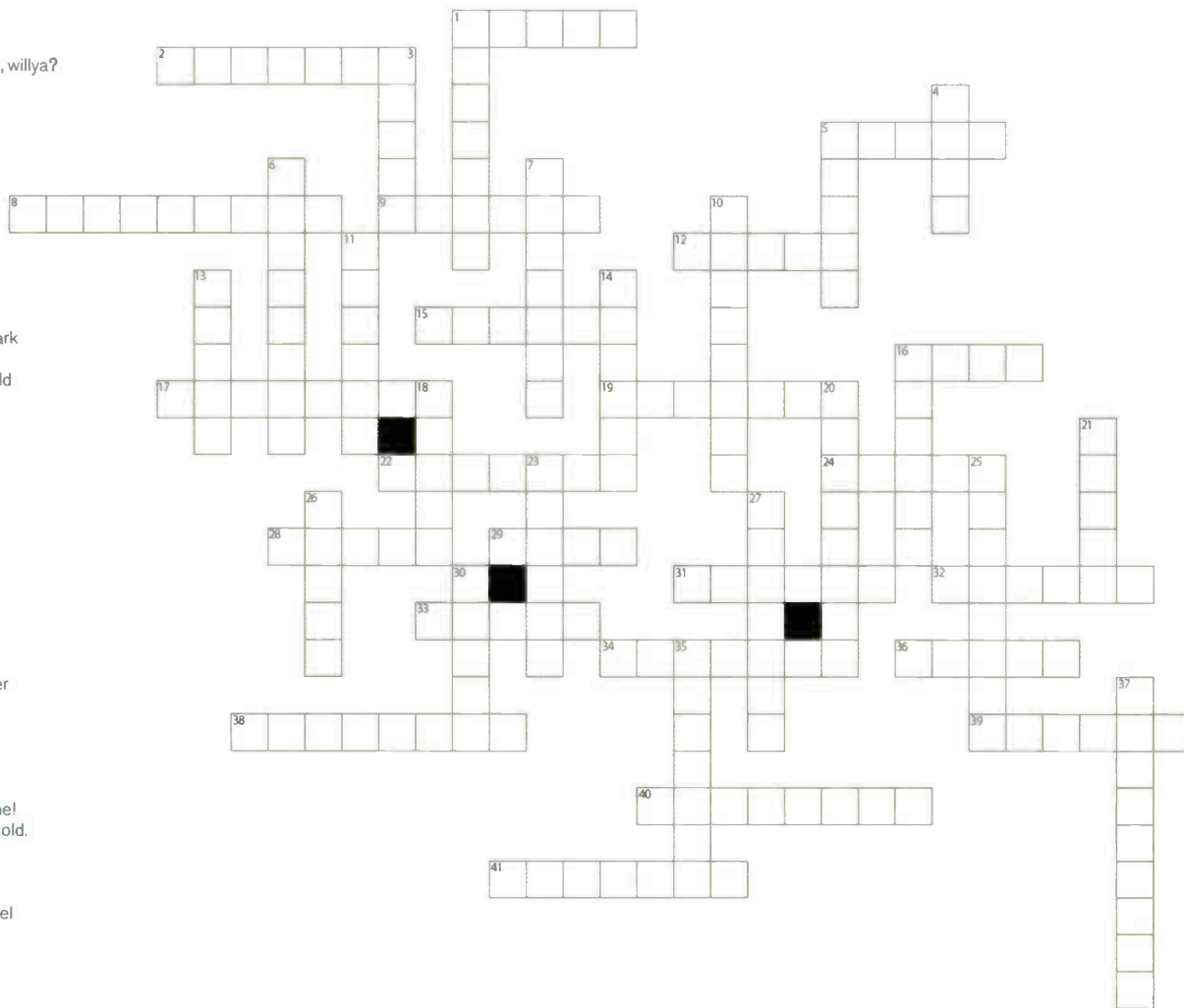
The 40 Most Powerful People in Radio all cross paths on this page. See if you can finish this puzzle. We give you a short clue and you need to fill in the boxes with the last name of that powerful person. For the answers go to www.radioink.com/40puzzle

Across

1. Just announce the song, willya?
2. Extended Reach
5. CC kingmaker
8. 25 years this year
9. Mr. Tan
12. Is right
15. Triton top
16. Rate me
17. Serena and Venus
19. Welcome back, Randy
22. No Pandora fan
24. John blank Booth
28. To grow an inch
29. All Katz are this in the dark
31. He's Hogan's hero
32. Not the guy from Seinfeld
33. Goliath's nemesis
34. 50 years this year
36. A Triton color
38. He's big on religion
39. Got me some Citadell
40. Enter with vision
41. King of SBS

Down

1. Golf tournament
3. Rockin' Braintree
4. She's able
5. Almost a comet
6. Combat meadow
7. Principal Premiere player
10. Benjamin
11. DG bigwig
13. She's Hogan's hero
14. Soap Butler
16. ABC, 123
18. Leave my spectrum alone!
20. Not straw. Not blue. Not old.
21. My best friend is Drew
23. Like the cat
25. Eastwood Two
26. Hoped to conquer Citadell
27. He's in charge
30. Don't say "valley"
35. Triton top 2
37. Unites stations



2011 Most Influential Women
in Radio – Legend Recognition in
Radio Ink Magazine an exceptional
career in media.

Alliance for Women in Media
www.allwomeninmedia.org



ALLIANCE FOR
WOMEN IN MEDIA
CELEBRATING 40 YEARS

BLAST From The PAST >>



THE GOOD OLD, GOLD OLD DAYS When long hair was cool, man! The Beach Boys visit WBBF in Rochester, NY. Photo courtesy Douglas Friedman (www.dougfriedman.com)

SEARCH YOUR ARCHIVES. Pull the boxes from your storage closet. *Radio Ink* magazine is searching for old (or should we say mature?) photographs of people, stations, or promotions to use on our Blast page. All photos will be returned, but please LABEL them with identifying captions, including a return address and contact name. Mail to: Editor, *Radio Ink*, 2090 Palm Beach Lakes Blvd., Ste. 300, West Palm Beach, FL 33409.

Coming August 8 In Radio Ink



Celebrating 25 Years of Delilah

PLUS:

Our focus on local and syndicated talk radio. Perk up your ratings! We'll highlight all aspects of talk radio to give you a fresh look at opportunities you may be missing to improve the sound of your station.

Follow Radio Ink Online All The Time

www.radioink.com

www.facebook.com/radioink

Twitter: www.twitter.com/radio_ink



Talk Radio Network CEO
Mark Masters

DITCH YOUR STREAMING BILL AND GET \$1,000*

That's right, we will pay you to stream your station using our streaming service and our UniversalPlayer™

YOU WON'T GET A BILL FROM US, JUST CHECKS

To get started right away, go to broadcasters.radioloyalty.com and sign up. Or, call us at 1-800-706-1848 option 2 (8am to 5pm Pacific Time) and one of our Broadcaster Support Managers will guide you through the easy implementation.

Join over 1,000 other stations that already use the RadioLoyalty™ platform

RADIOLOYALTY

*Our Standard Broadcaster Terms of Service apply to this offer. To qualify for the \$1,000 signing bonus you must stream 100,000 hours per month as reported in our RadioLoyalty™ online reports within the first three months of using our service. We will pay the \$1,000 signing bonus as soon as your station crosses the 100,000 hour mark in our online reports. This offer applies to new customers only.

World Radio History