Emmis Communications Files $57.6 Million IPO

No deals currently pending, but proceeds likely to fund growth of five-station group

Emmis Communications Corp. joined the radio parade on Wall Street with an SEC filing for an initial public offering to sell up to $576 million in stock. The Indianapolis-based group owns FM stations in five markets, two magazines, and an interest in Duncan's American Radio Publications.

The company is offering 2.8 million new shares to the public at a maximum price of $15 per share. It will also sell 535,000 shares (approximately $8 million) for Chairman Jeffrey Smulian and 5000 shares for other current shareholders who are not identified. Up to 50,000 additional shares will be made available by the company to lead underwriters Morgan Stanley & Co., Donaldson, Lufkin & Jenrette, and Lehman Brothers if the offering is undersubscribed.

Smulian In Control
Even after the IPO, Smulian will own an 81% voting interest because most of his existing stock is being converted to 3.1 million shares of Class B stock, which will have 10 times the voting power of the Class A stock being sold to the public. Three Morgan Stanley investment funds will own over 31% of the Class A stock and Nomura Holding.

Sosson Purchases NewMarket Group For $100 Million

In a surprise move, fast-growing NewMarket Media announced Monday (12/27) that it was selling its entire radio station group to Radio Equity Partners L.P. for $100 million. The four-market deal will include three duopolies once NewMarket closes two pending station buys.

"We were positioning NewMarket Media for rapid growth toward an eventual public offering," said co-owner Stephen Robertson. "However, the group headed by George Sosson presented an offer with a purchase price which approximates $100 million."

Radio Revenues Rejuvenated At Young Country Stations

Local advertisers lead the charge

There's no such thing as a sure thing — especially in radio — but in 1993, the 18-34 Country format came awfully close. Miller, Kaplan, Arase & Co. studied 12 stations that adopted 18-34 Country approaches between January and March 1993, and found the stations increased revenue growth of nearly 50% in the eight months ending November 30.

Though the stations' national revenues increased just 9%, consistent with overall national radio revenue growth — local advertisers flocked to the format in droves. Local advertising revenues for the 12-station composite skyrocketed 56% during those eight months, and each of the dozen saw revenue growth at least 20%.

For the month of November, the participating stations collectively have almost doubled their share of market revenues, while their local business is running 68% above year-ago levels.

Pyramid Broadcasting Buys Rival WJMN From Armdan

Pyramid Broadcasting has entered into a deal to acquire Armdan CHR WJMN (Jackie 94.5)/Boston for $22 million, creating a duopoly with Nostalgia/CHR combo WXKS-AM/FM/Boston. Pyramid VP/Programming and WXKS-FM/Chelsea's Steve Rivers is expected to add WJMN programming duties once the sale closes.

Pyramid CEO Rich Balbaugh commented, "After nearly 10 years of competing directly with Jam's 94.5, I'm excited and proud to have the station and its staff become part of the Pyramid family. The combination of Boston's two dominant contemporary stations will create a radio giant better able to serve the needs of our advertisers, our employees, and the community." WJMN VP/GM/part-owner Alan Charttrand told R&R, "I don't think I'll be staying around, nor will [PD/part-owner] Mike Colby, which is to be expected. We've had the experience of this success under our belts. They tell us they're going to keep the format, and they sound sincere, but once they own it, they can do what they want with it."


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Rosy Reception For Stern In Pasadena

Nationwide shockmaster Howard Stern, making only his second public appearance in Southern California since debuting on KLSD/Los Angeles two years ago, drew as many as 10,000 fans to a book-signing in Pasadena last week.

Stern, who was forced to move to the location after he and the publisher of "F---" refused to pay for security in West Hollywood, fulfilled his promise to autograph books for everyone who showed up in line before noon that day.

Pictured above, a block-long line of fans patiently wait for their moment with Howard (the line stretched for 12 blocks). At left, Stern inside bookstore.

IN THE NEWS...

• Arif Mardin to Sr. VP for Atlantic Records
• Dave Ervin becomes KBIG/Los Angeles PD
• Deidra White to WWJ/Detroit Director/News & Programming
• Al Peterson new KKLQ/SD OM; Greg Stevens takes PD post

Current-Based AOR WAXQ Debuts In NY

GAF Broadcasting Classical outlet WNCN/New York has adopted a current-based mainstream AOR format and new calls WAXQ (Q-84).3, Bob Elliot of Joint Communications has been named WAXQ's interim PD.

President/General Manager Randy Borgen said, "We're very excited about the new format and expect the station to be a huge success.

TV TALK SHOW FACEOFF: RUSH OUTRATES STERN

The twin titans of radio — Rush Limbaugh and Howard Stern — recently went tête-à-tête on the rival David Letterman/Jay Leno late-night TV talk shows, and while round one went to the Round One, radio was the overall winner.

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WHEN CALLING ON PROSPECTS, TAKE SOME ADVICE FROM A BOY SCOUT.

BE PREPARED

Calling on prospective clients can be a lot like going for a hike in the woods. It's easy to get lost if you don't know exactly where you're going and the best way to get there. Prospector from TAPSCAN can give you the direction you need.

Prospector is a priceless enhancement (at no extra charge) to TAPSCAN, radio's most advanced rating's analysis and sales proposal system. Through an arrangement with Dun & Bradstreet® this amazing system uses D&B® data—for your market—providing you with vital information about your prospects before you ever set foot in their office.

You can select the type of business from hundreds, even thousands, of categories sorted by county or zip code. Then, Prospector will report the number of outlets, annual sales volume, the names of top management, and even who and where the competition is.

The results: instead of wandering aimlessly, you can walk into meetings with confidence and present information that educates your prospects, builds your credibility, and helps you close sales faster. It all comes from being prepared. And it's all possible with Prospector. So call us today and tap into Prospects. Only from TAPSCAN.

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www.americanradiohistory.com
Ron & Tom's Morning Glory

The new year brings new beginnings for at least two syndicated morning programs. Above, Ron Diaz and Ron Bennington have signed a multiyear contract with Cox Broadcasting's WSUN/Sanford-St. Petersburg. Finalizing the deal are (l-r) WSUN VP/GM Todd Lesher, Ron & Ron Radio Network President/CEO Ross Reback, Diaz, Bennington, Cox Exec, VP Radio Robert Neil, and WSUN GM Tom Palaveda. At right, Tom Joyner (l) and WYSS/Washington morning man Randy Dennis celebrate the station's addition of ABC Radio's "Tom Joyner Morning Show." Dennis will shift to afternoon drive.

Par's Peterson, Stevens To Oversee Newly Acquired KKLQ Combo

Following its acquisition of KKLQ-AM & FM (Q60)/San Diego, Par Broadcasting has charged VP Operations Al Peterson with overseeing the CHR combos' programming, while Par-owned KIOZ PD Greg Stevens adds similar duties at KKLQ, Stevens replaces Tracy Johnson, who exited the stations December 14.

Peterson told R&R, "The change has to do with consolidation — sometimes you have more people than programs. We feel Q60 is successful, but there are successes to be had beyond mornings that haven't been maximized. Jeff & Jer are the best morning team in radio, and they will grow along with us."

"Greg has the overall knowledge to program both facilities. He understands that programming is not only an art, but a business. Working together, we can make Q60 excel in the market."

Stevens noted, "Q60 certainly isn't broken, but we want to pump up the other dayparts and examine the music and its texture. I'm thrilled to be part of a ground-breaking approach to programming a dup-0loy so that we get as little audience overlap as possible, as maximum ratings penetration."

KKLQ (AM) will become NewsTalk/KOGO early next year once all of Par's facilities are consolidated under one roof.

Mardin Rises To Atlantic Sr. VP

Longtime Atlantic Records producer Arif Mardin has been named Sr. VP of the label and issued a long-term contract.

"Many producers have a thumbprint that gives each project a similar sound," noted Atlantic/SVP Pete Fales. But Mardin understands that programming is not only an art, but a business. Working together, we can make Q60 excel in the market."

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NAB: Speak Up Or Lose Out In 1994

The 1994 session of Congress holds promises of extraordinary opportunity and peril for the radio industry. NAB officials warn broadcaster participation will be crucial to determining how the industry fares on critical issues.

"We've never had this many big-ticket, bottom-line issues to deal with at one time," said NAB President Eddie Fritts. "If we get support from broadcasters, we'll be in great shape. If we don't, we'll be in tough shape."

Build Strong Ties

Fritts reiterated his call for all broadcasters to build strong ties with their local congressmen and women by regularly meeting with them and working to educate the lawmakers about the radio business. "The NAB staff can't do it alone. The most effective lobbying comes from broadcasters who are constituents in the lawmakers' home states."

Fritts encouraged group operators and major-market station owners to include in their 1994 business plans a requirement that managers maintain contact with their Congress members.

Perhaps the biggest legislative threat confronting the industry is Sen. Strom Thurmond's (R-SC) push for mandatory health warnings on broadcast ads for beer and wine. Fritts and other industry officials fear implementation of such warnings could prompt alcohol advertisers to scale back or eliminate their use of the broadcast media. (Beer and wine companies spent $81.5 million on radio in 1992.)

Finance Reform Bill

While many lawmakers have expressed skepticism about Thurmond's bill (S.674), NAB warns that senators and their counterparts in the House could be vulnerable to personal appeals from Thurmond, who recently lost a daughter to an allegedly drunk driver.

Broadcasters also face a pending Senate campaign finance reform bill that would require them to give free time to candidates and seek to repose the Fairness Doctrine. Another source of concern is performance royalty legislation that NAB fears could lead to the eventual imposition of performance fees similar to those already paid to groups such as ASCAP and BMI.

One initiative that could prove extremely beneficial to radio is pending legislation to ease the disclosure requirements for radio ads touting auto leases and other financial services. NAB and RAB believe such a relaxation could unlock some $20 million in new auto advertising revenue alone. The House approved a disclosure reform measure in November. The Senate is expected to take up its version sometime in 1994.

Also on the horizon: Infinity Broadcasting CEO Mel Karmazin has unveiled efforts to convince Congress to allow the FCC to further relax its national radio ownership rules. Karmazin said he would welcome industry support for the lobbying campaign, and veteran Congress watchers say the effort must develop a broad base of industry support in order to succeed.

Moreover, radio broadcasters may need to watch the FCC, which awarded 1994 increase in the national ownership cap from 18 AM and 18 FM stations to 20 AMs-20 FMs is apparently coming under scrutiny from new Chairman Reed Hundt and NTIA Director Larry Irving. While Hundt's feelings on the issue are unclear, Irving has long been skeptical of any increase in the limit.


EARNINGS

Up Year For TM Century

TM Century Inc. (Nasdaq Small Cap: TMCB) reported net income of $765,000 (0.00 cents per share) for its fiscal year ending September 30, 1993, up from the previous year's net income of $37,000 (0.02 cents per share). Revenues came in at $24,000,000, up 51% from the previous year's $16,241,000.

CEO P. Craig Turner said, "Even though a soft economy has taken its toll on our core client base, we were able to bring greater profits to the bottom line, reduce long-term debt, and more than double per-share earnings — despite nearly flat domestic revenue."

TM Century creates, produces, markets, and distributes such goods and services as music on CDs, commercial beds, jingles, and music-scheduling computer software for radio stations worldwide.

Paritech Holdings Corp. (Nasdaq Small Cap: APHC) reported a third-quarter net loss of $652,000 (0.03 cents per share), compared to net income of $70,000 (0.01 cents per share) a year ago. Revenues dropped from $12 million to $6 million.

"The company expects its radio station acquisition activities to extend well into 1994," noted VPI Controller Paul Weinerber. "Significant revenues and income will not be realized until all of the stations have been acquired and integrated into a consolidated operation."

Paritech owns WZZD/Shelbyville, NC and WWKB (FM CP)/Key Colony Beach, FL. It has two purchase applications pending at the FCC and says it has entered into purchase commitments for another 10 stations.
NO ALTERNATIVE

PREVIOUSLY UNRELEASED SONGS BY:

AMERICAN MUSIC CLUB  BEASTIE BOYS
THE BREEDERS  BUFFALO TOM
GOO GOO DOLLS  BARBARA MANNING
SARAH McLACHLAN  BOB MOULD
PAVEMENT  JONATHAN RICHMAN
PATTI SMITH  SMASHING PUMPKINS
Soul Asylum  SONIC YOUTH
STRAIGHTJACKET FITS  SOUNDGARDEN
UNCLE TUPELO  MATTHEW SWEET
URGE OVERKILL  THE VERLAINE

A BENEFIT FOR AIDS EDUCATION AND PRIMARY CARE

DC December 31, 1993

RUSH Limbaugh's forthcoming shift from WCBM/Baltimore to crosstown WBAL has prompted 'CBM to sue BAL owner Hearst Broadcasting and Limbaugh Syndication EFM Media Inc. for $3 million.

WCBM Of Maryland Inc. claimed it was pressured to add EFM's "Dr. Edie Edel Show" in late '92 to keep the syndicator from moving Limbaugh's show to WBAL. In March '93, EFM told WCBM it would have to pay $45,000 annually — in addition to the existing barter — for Limbaugh's show. According to the suit, that figure was negotiated down to $28,800; 'CBM says it has a one-year contract running through May 31, 1994.

In October, EFM announced Limbaugh would move to WBAL. EFM agreed to the suit, EFM disputed WCBM's position on the duration of the station's contract to carry the show.

WCBM seeks $1 million in actual damages and $2 million in punitive damages from EFM and Hearst. Officials from neither WBAL nor EFM were available for comment at R&R's deadline.

Paxson, Great American Restructure

Bud Paxson's Paxson Broadcasting has changed its name to Paxson Communications Corporation. The new moniker follows a financial restructuring in which Paxson sold $14 million in preferred equity to Sandler Media Group and expanded its senior debt facility to $40 million, drawing on a syndicate of three banks.

Continued on Page 8

TRANSACTIONS

'93 Trading Breaks $3 Billion Mark

Sosson scores $100 million NewMarket Media buy

Deals Of The Week

NewMarket Media Stations
PRICE: $100 million
TERMS: Jurisdictional deals in Memphis, New Orleans, and Oklahoma City
BUYER: REP Southeast G.P., a subsidiary of Radio Equity Partners L.P., headed by George Soisson. It owns WWIB/Providence; WHYN-AM & FM/Springfield, MA; and is buying WCKT/Lehigh Acres (FL/Myers), FL. Soisson also manages M.L. Media, which owns 10 stations in seven markets.
Phone: (203) 857-5900
SELLER: NewMarket Media Corporation, owned by Stephen Robertson and Peter Schulte. Phone: (919) 988-0691
BROKER: Dick Foreman of Richard A. Foreman Associates Inc. represented the seller; Joel Harnstoff and Barry Dickstein of Hartstone & Dickstein advised the buyer as investment bankers.

KOQL-KXXYAM/AM/FM
Oklahoma City

FREQUENCY: 101.9 MHz; 1340 kHz; 95.7 MHz
POWER: 100kw at 1387 feet; 1kw; 100kw at 1167 feet
FORMAT: Country; Country
COMMENT: NewMarket is in the process of acquiring KOQL from Entercom.

WCSR-RWNO-FM
Port Sulphur-New Orleans

FREQUENCY: 106.7 MHz; 1060 kHz; 101.1 MHz
POWER: 100kw at 962 feet; 5kw; 100kw at 1004 feet
FORMAT: Country; Country
COMMENT: NewMarket is in the process of acquiring KGTR (formerly KOLD) from Beasley Broadcast Group for $330,000.

WREC-WGRE/WKXQ
Memphis, TN

Olive Branch, MS
FREQUENCY: 600 kHz; 102.7 MHz; 96.7 MHz
POWER: 5kw; 100kw at 900 feet; 6kw at 328 feet
FORMAT: Nostalgia; AOR, New Rock

WSJS/WJST
Winston-Salem, NC
FREQUENCY: 600 kHz; 104.1 MHz
POWER: 5kw; 100kw at 1420 kHz
FORMAT: News/Talk, Country

WJMN/Boston

PRICE: $22 million
TERMS: Dupoly deal; asset sale for cash
BUYER: Pyramid Broadcasting, headed by President/CEO Richard Balshagh. It owns WKSX-AM & FM/ Everett-Medford (Boston) and nine other stations in five markets.
Phone: (617) 396-1430
SELLER: Ardan Broadcasting Corp., headed by President/Chairman Mike Feldman. It currently owns stations in eight other markets.
Phone: (201) 201-5630
FREQUENCY: 94.5 MHz
POWER: 11kw at 1053 feet
FORMAT: CHR

High Communications Stations
PRICE: $2,045,000
TERMS: Asset sales for cash
BUYER: Clark Broadcasting Company, a subsidiary owned by A. James Clark of Easton, MD. Former WTOP & WASH/Washington GM Michael Douglass recently joined the company as President of the radio group. It owns six stations in two markets.
Phone: (202) 627-7100
SELLER: High Communications Partnership, headed by Terry Kile of Lancaster, PA. (717) 223-4411

WCKY-AM/FM/Crozet (Charlottesville, VA)
PRICE: $1,170,000
FREQUENCY: 800 kHz; 102.3 MHz
POWER: 9kw dailytime; 1030 watts at 564 feet
FORMAT: Country

WCUK/Nicholasville (Lexington, KY)
PRICE: $675,000
FREQUENCY: 102.5 MHz
POWER: 3kw at 400 feet
FORMAT: Urban

Western Illinois

WCRF/Eureka
PRICE: $225,000
TERMS: Asset sale for cash
BUYER: Community Broadcasters, Inc., owned by J. Collins Miller III of Pontiac, IL; Candace Miller of Pontiac; Lane Lindstrom of Pontiac; and Scott Smith of Maple Park, IL.
Phone: (815) 444-6101
SELLER: Woodford County Radio Inc., owned by Mark and Mary Stauton. Phone: (309) 467-5555
FREQUENCY: 99.5 MHz
POWER: 3kw at 328 feet
FORMAT: AC

TRANSACTIONS AT A GLANCE

* High Communications Stations $2,045,000
  * WCKY-AM/FM/Crozet (Charlottesville, VA)
  * WCUK/Nicholasville (Lexington, KY)
  * WCRF/Eureka, IL $225,000
  * KLSN/Jefferson, IA $100,000
  * KKL/Benton (Shreveport, LA) $370,000
  * WLAV-AM/FM/Grand Rapids, MI $2.9 million
  * KJBO/Bozeman, MT $1.4 million
  * WKBK & WKE/Bufalo-Niagara Falls, NY $5.5 million
  * WSKW/Dunmore (Dayton, OH) $250,000
  * KKSR/AM & FM/Lawton, OK $200,000
  * WUZO/Beledere, SC $290,000
  * WQGY/Germantown, TN $3 million
  * WJCF & WSN/Duluth, MN $270,000
  * WLJX & WEXJ/Jeffells, MN $250,000
  * WRMR/Murfreesboro (Nashville) $6.5 million
  * KRTM & FM/Bowie, TX $283,840
  * KVCL & KLZ/Valenti, UT $289,750
  * WIRA/Frederiksted, US Virgin Islands $200,000
  * WNL/Churchville, VA $200,000
  * WPOD & WDDC/Portage, WI $323,827 for 50.4%

Iowa

KLZ/Jefferson
PRICE: $103,000
TERMS: Asset sale for $90,000 cash and a five-year promissory note for $3,000 at 8% interest
BUYER: Community Broadcast Communications Inc., owned by Patrick Delaney of La Crescent, MN. He has interests in WKBK-AM & FM/La Crosse, WI and WQY/Wellington, PA. Phone: (607) 995-2005
SELLER: Breakthrough Broadcasting Ltd., presented by Secretary Bette Bless. Phone: (515) 386-2222
FREQUENCY: 99.8 MHz
POWER: 3kw at 1147 feet
FORMAT: BIEZ

Louisiana

KKL/Benton (Shreveport)
PRICE: $370,000
TERMS: Dupoly deal; asset sale for $50,000 cash and an eight-year promissory note for $37,500 at 10% interest
BUYER: Cary D. Camp and AM Moore of Shreveport dba C&M Broadcasting Co. Camp owns KOKA & KOKS/Shreveport-Haughton. Moore owns KFLO/Shreveport and eight other stations in six markets. (Phone: (318) 424-3769
SELLER: Progressive United Corporation, headed by President William Frey. It also owns KVKI/Shreveport and is buying KEEL & KTIT/Shreveport. It is selling this station to comply with FCC rules limiting it to two FM's in the same market. (Phone: (219) 221-9696
FREQUENCY: 921 kHz
POWER: 3kw at 300 feet
FORMAT: Gold

Michigan

WLAV-AM/FM/Grand Rapids
PRICE: $2.9 million
TERMS: Dupoly deal; asset sale for $2.6 million cash. In addition, EFM/FM/Grand Rapids is to be paid $300,000 cash under a consulting agreement
BUYER: Michigan Media Inc., a subsidiary of Community Broadcasting Corp., owned by President Timothy Beeson of Bloomfield, MI and members of his family. Bloomington Broadcasting owns WKQI/Holland (Grand Rapids), MI and 11 other stations in five markets. Phone: (616) 456-5461
FREQUENCY: 1340 kHz; 96.9 MHz
POWER: 1kw; 50kw at 500 feet
FORMAT: New Rock; AOR

New Mexico

KJBO/Bozeman, MT $1.4 million
TERMS: Dupoly deal; asset sale for $50,000 cash and a five-year promissory note for $200,000 at 10% interest
BUYER: New Mexico Investment Enterprises Inc., owned by Erlanda Hur- gan, Ken Gallegos, Peter Fuentes, Freddie Chavez, Bobby Box, and Ar- thur Fuentes of Albuquerque, and Ed and Edith Long of Rio Rancho, NM. Phone: (505) 880-1188
SELLER: Don R. Davis of Albuquerque, a sole proprietor. He also owns

Continued on Page 8
Probably the only place on earth where Axl Rose and Lawrence Welk could appear together.

What a wonderful ear bending diversity has been created by American musicians.

It's a range of musical styles that goes from Dixieland to bluegrass. From jazz to rap. Big Band to rock'n'roll. The National Music Foundation is the only organization in the nation dedicated to preserving and encouraging all forms of American music.

With support from people in the recording, radio and broadcasting industries, and others who enjoy music, the National Music Foundation is building a National Music Center that will include a library and archive to help store and preserve important musical works. A hands-on museum.

And a performance center where you'll hear some of America's finest musicians, including some of our nation's more esoteric styles. (Attention all cloggers.) There will even be a residence for both active and retired musicians.

No country in the world enjoys such a tremendous variety of influential musical styles. No organization is as dedicated to helping preserve and encourage the diverse forms of American music as the National Music Foundation. But we could use your help. To become a member, or to receive more information, call 1-800-USA-MUSIC today.

And help us bring Axl and Lawrence together.

National Music Foundation
TERMS: The WKSW /Urbana (Dayton) owns four other headed
owned BUYER: Niagara Falls
TRANSACTIONS markets acquiring
word

FORMAT: News/Talk; POWER: 50kw; 46kw

TERMS: The

FORMAT: Continued

Frequency:

FREQUENCY: 100 kHz
POWER: 3kw at 328 feet FORMAT: Country

In 1993, the Tax Act: What It Means; edited by NAB VP/ Economist Mark Frank, featured chapters by tax experts from KPMG Peat Marwick, Price Waterhouse, Dow Lohnes & Albertson, and Hamilton Bond & Pecaro. Topics include tax rates, business expense deductibility, pension/retirement rule changes, the tax treatment of intangible assets, and station valuations. The book is for NAB members and $130 for non-members.

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**Macky Exits WQKB, Joins Crosstown Competitor WDSY**

WQKB/Pittsburgh PD Bill Macky has crossed town to program Country competitor WDSY, where the PD post has been vacant since September. WEEP & WDSY-WXRB VP/GM Joe Armato retains OM duties for the Country triumvirate.

Macky said, “It was a very tough decision to leave EZ Communications. [VP/Programming] Tim Murphy is my friend and mentor. But I felt the future of Pittsburgh Country was here, and I wanted the opportunity to work for Joe Armato and Entercom. They’re tremendously committed to all three of these stations — and I didn’t have the confidence in WQKB’s local management to see [the new Country station] through.”

Macky joined EZ in September 1992 as PD of KQBR/Davis-Sacramento and transferred to WQKB a year ago. Prior to that, Macky spent two years as PD at KRTY/San Jose. He previously programmed KMIX/Modesto and spent almost nine years on the air at KSON/San Diego.

**McNamara Elevated To KXL Station Mgr.**

KXL-AM & FM/Portland GSM Tim McNamara has been upped to Station Manager of the News/AC combo. He succeeds VP/GM Ray Watson, who is now Sr. VP/GM of parent company Kaye Smith’s Broadcast Division.

“Tim McNamara has produced record sales results during his 10 years at KXL,” Watson noted. “This promotion is highly deserved. I know Tim will do an outstanding job in leading our stations to new levels of achievement in the future.”

**Gowan Named VP/Marketing Of Kids’ Net**

Tom Gowan has joined Children’s Broadcast- ing Corp. and its Radio A&H network as VP/Marketing. Gowan will oversee marketing and promotion efforts for the company’s DJO stations and act as a resource to other affiliates.

CBC President Christopher Dahl said, “Tom’s background is a perfect match for Radio A&H. He has a vast range of experience — including having served as Station Manager of WLOL/Minneap- olis.”

Gowan, whose radio career dates back to 1974, was most recently VP/New Business Development for a Minneapolis-based children’s marketing company.

**Simon Takes Sr. Director/A&R Post At RCA**

Lou Simon has been appointed Sr. Director A&R at RCA Records. In his new role, the three-year label vet will interact with publishers and songwriters on the label’s behalf and head its in- ternational A&R efforts.

“Lou is the ultimate music junkie,” Sr. VP/AA Ron Bower remarked. “He breathes songs and artists from around the globe. He inspires all of us in A&R with qualitative taste and knowledge.”

Simon, who was previously RCA’s Director of Market Analysis & Planning, spent 16 years in radio before joining the label, including stints as PD at KOPSG/Salt Lake City and MD at KXXR/Las Angeles.

**Interep Makes Two VP Appointments**

The Interep Radio Store has promoted VP/Fi- nancial Planning Michael Tsavaris to VPISI and Debbie Schwartz to VPISI Treasurer. Tsavaris replaces Pat Healy, who resigned to become Executive VPISI of NFO Research Inc., a custom market research company.

Tsavaris joined Interep in 1984 as Manager/Cor- porate Accounting. He had been VP/Financial Planning since 1991.

Schwartz, whose responsibilities will include investor and creditor relations, as well as acquisition/joint venture analysis and financing, had been VPISI of EBE Communications, the radio station group owned by Interep Chairman Ralph Guild. Schwartz joined Interep in 1980 as Accounting Manager and assumed the EBE position in 1988.

**Lindahl Named GM For KUPL Couple**

Former KLRX/ Dallas VP/General Manager Greg Lindahl has been named GM at KUPL-AM & FM/Portland, which Bay-Com Partners purchased from Scripps-Howard two weeks ago. He succeeds Ed Hardy, who resigned to pursue station ownership opportunities.

Bay-Com COO Jack McSorley said, “We’re very excited to have a broadcaster of Greg’s stature join the Bay-Com team. His personal and profes- sional qualities will make a signifi- cant impact on our growing company.”

**Dayton Rocker WZJX-FM Debuts**

The Dayton market’s newest signal, AOR WZJX-FM/Dayton, signed on December 15. George Wymer is GM/GMS and Randy Scovill is PD/MD of the Miami Valley Communications outlet, which is billed as a current-intensive, guitar-oriented album and modern rock format.
### 1994 Industry Events Calendar

**JANUARY**

- **6-March 30**: Winter Arbitron.
- **17**: Martin Luther King Day.
- **29-February 3**: Pollack Media Group/Europe Development, Palais des Festivals, Cannes.
- **30**: MIDEM ’94, Palais des Festivals, Cannes.
- **30**: Super Bowl XXVIII. Georgia Dome, Atlanta.

**FEBRUARY**

- **5 & 6**: Dan O’Day’s PD Grad School. Radisson Hotel & Suites, Dallas.
- **9-11**: 29th Annual Broadcast Cable Credit Association Credit & Collections Seminar. Sheraton Grand Hotel, Tampa.
- **14**: Valentine’s Day.
- **17-19**: Gavin Convention. Westin St. Francis Hotel, San Francisco.
- **17-20**: RAB Managing Sales Conference & Executive Symposium. Loews Anatole, Dallas.
- **21**: Presidents Day.

**MARCH**

- **17**: St. Patrick’s Day.
- **21-24**: 72nd Annual NATF Convention. Convention Center, Las Vegas.
- **27**: First day of Passover.
- **31-June 22**: Spring Arbitron.

**APRIL**

- **3**: Easter Sunday.
- **3**: Daylight Savings Time begins.
- **5**: Baseball Opening Day.

**MAY**

- **8**: Mother’s Day.
- **30**: Memorial Day.

**JUNE**

- **1-4**: 43rd National AWRT Convention. Minneapolis Hilton Hotel.
- **11-17**: NAB Executive Management Development Seminar for Radio Broadcasters. University of Notre Dame, South Bend, IN.
- **19**: Father’s Day.
- **23-September 14**: Summer Arbitron.
- **23-26**: National Association of Talk Show Hosts. Loews Santa Monica Beach Hotel, Los Angeles.
- **23-25**: Bobby Poe Convention. Sheraton Premiere, Tysons Corner, VA.

**JULY**

- **7-10**: Upper Midwest Communications Conclave. Hilton Hotel & Towers, Minneapolis.
- **12**: Baseball All-Star Game. Three Rivers Stadium, Pittsburgh.
- **19-24**: New Music Seminar. Sheraton Hotel, New York City.

**AUGUST**


**SEPTEMBER**

- **4**: NFL season begins.
- **5**: Labor Day.
- **6**: First day of Rosh Hashanah.
- **16**: Yom Kippur.
- **22-December 14**: Fall Arbitron.

**OCTOBER**

- **5**: CMA Awards. Grand Ole Opry, Nashville.
- **12-15**: RTNDA 49th International Conference & Exhibition. Convention Center, Los Angeles.
- **30**: Daylight Savings Time ends.
- **31**: Halloween.

**NOVEMBER**

- **11**: Veterans Day.
- **24**: Thanksgiving Day.
- **28**: First day of Hanukkah.

**DECEMBER**

- **25**: Christmas Day.

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Radio

DEAN ALEXANDER has been tapped as VP & Director/Sales at KATH-KBOZ-AM & FM/Bozeman, MT. The 13-year company veteran retains the stations’ Sports Director post.

JOHN BREJOT steps up from NSM to GSM at KHXM/Houston. Assuming Brejot’s former post is KURT HAYES, who most recently served as Regional AE/Marketing Services Manager at Eastman Radio.

BRIAN KELLY has been promoted to Station Manager at WMJ/Madison, WI. The 12-year radio veteran previously served as PD.

LOU GISEMANN and TONY GATTO have been named Asst. Director/News & Programming and Managing Editor/Operations, respectively, at WCBS/AM/New York. Gisemman is a 20-year radio industry veteran who formerly worked at Mutual/NBC Radio; Gatto most recently served as WCBS (AM)'s morning producer.

Records

JIM COWAN has been tapped as VP/GM at Pacific Arts. He previously served as a sales and promotion consultant to the label.

CHARLES WALLACE joins Warner Special Projects as VP/Finance. He previously was COO at Newfield Enterprises International.

DANIELLA CAPRETTA, most recently A&M/Universal Promotion Coordinator at Giant Records, assumes Marketing & Creative Manager duties at Drive Entertainment. Concurrently, she is the former Original Sound publishing/licensing staffer for BMG Alternative licensing staffer for BMG Enterprises International.

WAYNE HENDRICKSEN, BRIAN PORZEK, and DAVID LIPSON have formed Cabana Boy Records. Previously, Hendricksen was Alexis Corp’s Director/Artist Development, Porzek owned Those Guys Records, and Lipson worked in radio promotion and marketing. Former A&M/VP Artist Development ALAN OKEN and manager/artist agent DAVID LIBERT serve as consultants to the new label, which can be reached at 650 6th Ave, Camarillo, CA 93010; (805) 529-4456.

PATRICK RAINS – formerly an artist manager – is heading newly established PRA Records. Distributed domestically via Koch International, PRA can be reached at 3934 Sunset, Suite 250, Los Angeles, CA 90069; (310) 560-6152.

MAMMOTH RECORDS has formed a worldwide agreement with Prawn Song Records, a San Francisco-based label established by Primus member Les Claypool. The first two releases under the new deal are set to be distributed by RED, (919) 392-1882.

GLENN BJAYNT and RONALD DAVENPORT JR. have both been appointed Director and Manager in American Urban Radio Networks’ Affiliate Relations Department. Bryant is a 20-year radio industry veteran; Davenport currently serves as general counsel to Sheridan Broadcasting Corp.

National Radio

DARRELL GOODIN joins Metro Networks’ Arizona branch as GM. He ex-

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FIVE STEPS

Overcoming The Overmanagement Problem

Overmanaging GMs or owners can be detrimental to a station's well-being. Instead of allowing department heads to manage a staff, overmanaging GMs tend to deal directly with subordinates and undermine department heads' decisions. Lansing-based Ottawa Communications Inc. President Robert Ottawa recommends the following five-step cure to help overcome overmanagement:

1. Hold weekly department-head meetings. These meetings not only provide a station-wide forum for all managers to discuss their respective departments' successes and problems, but also help keep department heads—and the GM—focused on the same goals.

2. Assign someone to take minutes. Many managers either don't have time or are too busy to take minutes. However, overmanagers will be less likely to change their minds or interfere with plans if they know decisions will be kept on record.

3. Evaluate the minutes. If the boss still interferes—even after a decision has been made at the meeting—simply pull out a copy of the minutes and say, "I'm confused. Didn't we agree to do this? Why are you suggesting that?" Ideally, the boss will reconsider.

4. Avoid covering the same ground. Take time during your meetings to review the previous week's minutes. Make sure any uncompleted tasks remain on the agenda under "old business." You'll not only be able to recognize whether plans have been carried out efficiently, but also whether the GM—or any other manager—has deviated from the original decisions. If they have, point out their negligence. Their embarrassment should keep them from digressing in the future.

5. Wave the white flag. If the previous steps don't work, privately meet with the GM to discuss the problem. Refer to the minutes if you feel they'll help your case. If he says he simply vetoed some decisions—a valid excuse since he is the GM—he will be prepared with three or four separate examples of the offending behavior. Then ask the GM whether this interference was beneficial to the station as a whole. The GM should get the message and appreciate your concern over the station's welfare.

How To Mediate Employee Disputes

When moderating an argument between two subordinates, the key is for them to acknowledge it's a shared problem—not a "me vs. you" situation.

According to Chicago-based Center For Employment Dispute Resolution founder Lamont Stallworth, once the disputants agree the common goal is problem-solving, the most important step toward a solution has been taken.

Avoid Making Biased Decisions

Before you make a decision, make sure it's not biased. According to the Corte Madonna, CA-based Executive Edge newsletter, the four most common biases are:

- Availability: Don't give more weight to information simply because it's readily available. Make sure you've gathered all the information necessary to make the decision instead.
- Personal: Don't give more weight to factors simply because they support your personal position.
- Interest: Don't give more weight to something simply because you find it more interesting.
- Recall: Don't give more weight to information simply because it's more familiar to you.

DATALINE

- Jan. 29-Feb. 3 - Pollack Media Group/Europe Development: Palais des Festivals, Cannes.
- January 30 - MIDEM '94: Palais des Festivals, Cannes.
- February 9-11 - 28th Annual Broadcast Cable Credit Association Credit & Collections Seminar: Sheraton Grand Hotel, Atlanta.
- February 17-20 - RAB Managing Sales Conference & Executive Symposium: Loews Anatole, Dallas.
- March 21-24 - 72nd Annual NAB Convention: Convention Center, Las Vegas.
- June 14-17 - 43rd National AVERT Convention: Minneapolis Hilton Hotel.
- June 11-17 - NAB Executive Management Development Seminar for Radio Broadcasters: University of Notre Dame, South Bend, IN.
- June 22-26 - National Association of T alk Hosts: Lakes Santa Monica Beach Hotel, Santa Monica, CA.
- June 23-24 - Bobby Poe Convention: Sheraton Premiere, Tysons Corner, VA.

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By Henry Lawson

SALES & MARKETING

ACTIVITY-BASED COSTING

The "profit = revenue - cost" equation may be basic, but certain aspects of radio - massive fixed costs, shareholder/bank covenants, and the variety of options regarding salesforce configurations and other areas of the station - make the basic formula's realities difficult to fathom.

Contrary to the '80s paradigm, national business is not a fixed "zero-sum" game. It's expandable, provided we put resources into growing the market.

A radio station can make major improvements in its sales efficiency simply by looking at a salesperson's activities. The chart below outlines the sales costs of typical sales activities:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Sales Cost (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting prospects</td>
<td>21.8%</td>
</tr>
<tr>
<td>Setting up calls</td>
<td>15.1</td>
</tr>
<tr>
<td>Writing presentations</td>
<td>13.8</td>
</tr>
<tr>
<td>Traveling</td>
<td>9.2</td>
</tr>
<tr>
<td>Building relationships</td>
<td>8.8</td>
</tr>
<tr>
<td>Following up</td>
<td>7.6</td>
</tr>
<tr>
<td>Writing orders</td>
<td>7.2</td>
</tr>
<tr>
<td>Doing promotions</td>
<td>5.0</td>
</tr>
<tr>
<td>Internal meetings</td>
<td>4.9</td>
</tr>
<tr>
<td>Prospecting</td>
<td>3.7</td>
</tr>
<tr>
<td>Writing copy</td>
<td>2.7</td>
</tr>
<tr>
<td>General administration</td>
<td>0.2</td>
</tr>
</tbody>
</table>

The results:
1. Local salespeople spend only 22% of their time in front of decision-makers. Travel time, personal time, and travel expenses comprise greater time investments. Local salespeople's accounts should be viewed like a GM likes to grow sales. Therefore, it's critical for a station manager to know which station activities lead most directly to profit and which aren't worthwhile.

2. At the two stations studied, radical differences were found between the times spent on each activity. The larger-market station's time was spent more toward agencies, in the smaller market, more time was spent with client decision-makers.

3. Determining the expandability of these revenue sources and allocate your resources accordingly. Use your best people against the best opportunity, not necessarily the largest accounts.

4. Stations fundamentally have six sources of revenue (see "Station Revenue Sources"). The regional category (fast food franchises, national retailers such as Home Depot or Circuit City) is where the line between national rep and local station business typically gets blurred. A manager has the most flexibility to decide whether or not to use a national rep or a local salesperson.

The more time a salesperson can spend - per station - in front of buyers, the greater the revenue and budget share. Therefore, innovative management guarantees a combined advantage in national sales.

Regional stations are a valuable mainstay of a rep's regional offices. The challenge is to serve these stations in such major buying centers as New York and Los Angeles.

Contrary to the '80s paradigm, national business is not a fixed "zero-sum" game. It's expandable, provided we put resources into growing the market.

Station Expenses

Since operating costs are fixed, they provide a fundamental challenge to stations. The only variable costs are agency and salesperson's commissions - usually the only unit a GM likes to grow.

Therefore, it's critical for a station manager to know which station activities lead most directly to profit and which aren't worthwhile.

Last local opportunities: We truly believe local business is expandable, local salespeople could have been on the street creating local business, rather than transacting nationally by phone.

"What if I get the national rep to sell that account and simply pay my 15% commission? And what if I use a local salesperson?" Here are the broader implications of these decisions:

Direct costs: The commission costs for local salespeople normally are very similar to national reps' (about 15%). Therefore, the direct costs are similar.

Activity-Based Costing and tools like it don't offer solutions. They do, however, challenge conventional wisdom by providing new management information for decision-making.

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**OMING NEXT WEEK**

**Tube Tops**

The Bee Gees and Janis Ian perform when Main Events presents "The Miss Howard Stern (New Year's Eve) Pageant" on pay-per-view TV (Friday, 12/31, 11pm EST/8pm PST, re-broadcast at 2pm EST/11pm PST).

Friday, 12/31

- **Ninna, the Breeders,** and **Cypress Hill perform on "MTV's Live And Loud" a 90-minute special hosted by Red Hot Chili Peppers vocalist Anthony Kiedis and bassist Flea (10pm).
- **Tony Bennett,** Ray Charles, and Donna Summer perform on "Merv's New Year's Eve" (syndicated, check local listings).
- **The Osbournes** perform on Fox's 90-minute "New Year's Eve 94" (11pm).
- **Lawrence Brown,** Deborah Allen, and host Lee Greenwood perform on TNN's "98/99 New Year's Eve At Sea World Live" (1pm).
- **SWV,** Daryl Hall, Joey Lawrence, Kiss, Brandy, & Durr, and Barry Manilow perform on ABC's 90-minute "Dick Clark's New Year's Rockin' Eve 94" (11:30pm).
- **Janet Jackson** performs from Madison Square Garden on "Janet's New Year Jam" a 40-minute MTV special (11:30pm).
- **Michael McDonald,** "The Tonight Show With Jay Leno" (NBC, 11/15pm). 
- **Bono, "Late Show With David Letterman" (CBS, 11:35pm).

**SUNDAY, 1/2**

- **WRKO/Boston** host Marjorie Claypool's 30-minute nationally-circulated program, "Claypool Live," premiers on the Lifeline cable network (11pm).
- **Tuesday, 1/4**
  - **Keith Washington,** "The Artisitic Hall Show" (syndicated, check local listings).
  - **Brother Phelps,** "Jay Leno." 
- **Wednesday, 1/5**
  - **Vanessa Williams** and **Harry Connick Jr.** host "Grammy's Greatest Moments" a two-hour retrospective airing on CBS (6pm).
  - **Melissa Etheridge,** "Jay Leno." 
  - **Jonathan Richman,** "Late Night With Conan O'Brien" (NBC, 12:35am, Thursday).
- **Thursday, 1/6**
  - **Garth Brooks,** "Jay Leno." 
  - **Love Jones,** "Conan O'Brien" (12:35am, Friday).

**TOP TEN SHOWS DECEMBER 20-26**

1. **10 Minutes**
2. **Home Improvement**
3. **NFL Monday Night Football** (Giants vs. Saints)
4. **Roseanne**
5. **Grace Under Fire**
6. **Coach**
7. **Seinfeld**
8. **Murder, She Wrote**
9. **Rescue 911**
10. **Fresh Prince Of Bel Air**

**WEEKEND BOX OFFICE DECEMBER 24-26**

1. **The Pelican Brief** ($11,322,000)
2. **Mrs. Doubtfire** ($9,377,000)
3. **Tombstone** ($6,466,000)
4. **Sister Act 2: Back In The Habit** ($5,278,000)
5. **In The Line Of Fire** ($4,252,000)
6. **To Wong Foo, Thanks for Everything! Julie Newmar** ($3,874,000)
7. **Wayne's World 2** ($3,589,000)
8. **American Legend** ($2,302,000)
9. **The Prince of Egypt** ($1,429,000)
10. **Schindler's List** ($1,147,000)

**NEW THIS WEEK**

- **TINO ROMANOS** with the single "Lena" featuring Christian Slater and Patricia Arquette. The single, which spawned a Morgan Creek soundtrack containing John Walter's "In Dreams," was a hit in the US.
- **The Tonight Show With Jay Leno** (NBC, 11/15pm).
- **Bono, "Late Show With David Letterman" (CBS, 11:35pm).**

**ZINE SCENE**

**M.J.'s Feigenbaum In Forbes Focus!**

M.J. Feigenbaum rates a page in Forbes, where he explains how he came up with his syndicated column "Loxer," an employment attorney who is always calling a local station for its quizzes. He reasons that even if he doesn't take a rocket scientist to succeed in this business, "you just have to work harder at it than anyone else."

**Winning Ways**

Among People's 25 Most Influential People of 1993 are: Michael Jackson, Howard Stern, Lyle Lovet, Eddie Vedder, and Russell Crowe. "Meanwhile, Entertainment Weekly's Entertainers of the Year include Whitney Houston, Kate, D. K. Lang, and Stern. EW's Rockers of the Year include RuPaul, Stone Temple Pilots, SWV, and Toni Braxton.

**Howard's End**

While Tanya Tucker tells People how Howard Stern's voice gives her the "neurotic edge," Heather Locklear tells Entertainment Weekly that Stern's "Dolphins" appearance was one of the year's "hits." He was clever, witty, and dispelled a lot of people's preconceived notions about him. On the other hand, Kathie Lee Gifford wouldn't attend the Trump wedding because "friend" Sterlin makes her "sick to her stomach."

**Future Shlock**

The National Enquirer's seers predict that in 1994...

- Madonna will have a religious vision in mid-concert and be reborn.
- Michael Jackson will move to Switzerland and have all his animals shipped there.
- Wilie Nelson will win $50 million in the Florida lottery.
- Enemies Rush Limbaugh and Sally Jessy Raphael will become secret sweethearts.
- Lyle Lovett and Julia Roberts will separate then make up when she finds she's pregnant with twins.

**Time & Tide**

"Being willing to give up success in the short run ensures a long run," says Spin cover star and Artist of the Year Neil Young. "If you're really doing what you want to do, I think that works. I don't know. I've never done it for 20 years," he laughs.

**NEWS OF THE WORLD**

- "People in the suburbs, they can't go..." - Dr. Dre (Entertainment Weekly).

- **Glen Hughes**, the biker in the Village People, laments in Q that despite the group's revival, "if our next stuff sounds too much like 1979, [labels] say it's like old Village People, if we do something that isn't dance, they say it's not Village People. It's amazing how a group who sold 65 million records can't get the deal we want."

**Couples Hot & Cold**

Pete Townshend says NYC has put strains on his 25-year marriage, partly because he's drinking again. "I drew Barrymore kept me warm..." 

- **Billy Idol** real close as she had some very private parties skinned at a Tinseltown body piercing shop. (Globe).
- **Lorie Morgan** is now dating Dallas Cowboy Troy Aikman and her ex-husband, musician Ron Gaddis (Star).
- Whitney Houston accidentally burned her baby with a curling iron (Globe, Star).
- **Rods Pulled, Roadies Slung**

- Rod Stewart and Sting's Stills almost had a 2am gunfire recently, says the Star. The Stills agreed to share the use of a private jet. But Sting took it on a day when Stewart wanted it, so Rod's bodyguards put a note on the fuselage: Sting's "goin' to the suburbs, they can't go..."

**Legs Together**

Animal rights activist K.D. Lang insisted a leather motorcycle seat be replaced with vinyl before she signed on to it in her video (Star). Natale Merchant tells Q that the best advice she ever got was "when my mother told me when I told her to become a woman. She said, 'Keep your legs together.'"
For 16 years, I've been writing year-end columns to summarize the year gone by and attempt to predict what will happen in the year to come.

93 Hindsight

Some 12 months ago, I predicted five issues that would be focal points in 1993. The most contentious turned out to be the role of government in schools, particularly with children on a broad scale. It turned out to be bigger than any of us could have expected. We stood around the water cooler debating whether a child should be forced to return to her natural parents even if she never knew them. We took it in stride when a 12-year-old divorced his parents, and we hoped it wasn't true when we heard that Michael Jackson might have betrayed the trust of a generation of kids who idolized him.

Another prediction centered on a search for gurus, experts, and heroes. Unfortunately, not many of us found them. There were no consensus standouts in politics or entertainment. Ross Perot let it be known out of his own balcony, and when Michael Jordan retired, there was no obvious athletic heir.

In our search for experts, we turned to two extremes, generating a pair of best-selling books in the process. Rush Limbaugh peddled his simple solutions of "How Things Ought To Be," continuing to mine our desperate search for simple answers—a search that paradoxically stops us from solving big problems. Howard Stern topped nearly every best-seller list by making his "Private Parts" available for all to see. As he zealously promoted his book throughout the media, it was completely evident that he earned his crown as "King of the Bad Boys."

To The Extreme

Unfortunately, my third prediction turned out to be all too true—the move toward increasingly extreme positions. Civil wars based on race and religion raged around the globe. A doctor who performed legal abortions was murdered in the name of ideology. Skinheads from Germany to America turned our thoughts back to Nazism and a time when they were gone. Taco, TX became important. And on a lighter note, Beavis and Butt-head repositioned Wayne and Garth as the boys next door.

The fourth prediction—the new world work—was based on NAFTA to health care, down the information highway, across the Pacific, and into a few duopolies. And all said the same thing. No job is safe; like it or not (and most of us don't), it's a global economy; and we aren't investing enough time and money in the management skills necessary to deal with this new world and build a healthy, efficient, self-managing culture.

Finally, I predicted that many new words would emerge to deal with our changes. And they did. More than 30,000 words worked their way into the English language last year. Most have been technological, focusing us on a digital information surfer who might ride the technology wave or be wiped out by 500-channel overload.

Ninety-Foresee

That was 1993. What's ahead for 1994? Most of the changes will be driven by two needs—efficiency and an almost primal craving for simple answers rooted in our existing comfort zones.

Marketing

There are too many products, too many messages, and too many opportunities all trying to reach the same people. More than ever, 1994 will be the year of marketing and advertising. Here shopping shoes and sitcoms will pop up like mushrooms. Advertising agencies will begin to push results instead of creative awards, and customers will become more sophisticated than ever at navigating through the information barrage and cherry-picking what they want. Successful marketers, advertisers, and experts will command big premiums in this environment.

Back To Basics

Basics will be the buzzword everywhere, from schools to businesses. Companies will start talking—and doing something—about basics such as research and development, entry-level management training, and product differentiation based on benefits (as opposed to image).

The public will push for basics in government and school, confusing their encomium for simple, stereotyped answers with the much more difficult and essential challenge of simplifying the approaches needed to survive and grow in a global village.

Race Relations

From Japan to Europe, from the Baltics to the USA, race will be a big issue in 1994. There will be so many racial problems and issues that people will ignore this age-old tribal labeling tool at their peril. Whether it's religion disguised as race or class conflicts masquerading as racial hatred, all of us will be challenged to break through some dangerously stereotypical thinking that's sweeping the globe in one form or another.

Internationalism

This is a double-edged sword. On one hand, we'll focus on global issues ranging from NAFTA to Japanese protectionism. On the other, we'll prop up the "Buy USA" effort and move it further into the political correctly correct side of the ledger. Increasing globalization will show up in everyone's backyard—a closed factory or a new business exporting American products and know-how. Many will be puzzled, but the few who are willing to learn will be very rich.

Phones

Curiously, this subject will be even hotter in 1994. Everything from the potential cancer danger of microwave to an explosive demand for more phone portability will bring phones to the fore. Phone companies mergers with cable companies will set the stage for the next technological revolution—one that will almost impossible to find a traditional format hole. This will increase the demand for Audience Mapping, the next level of research sophistication that has put stations like KJKY Houston, WQKX Chicago, and KSHE/Louis on top.

Finally, 1994 will be about rethinking—rethinking concentration of power, technology and frequency scarcity, the management skills necessary to grow, the way in which radio attacks itself (rather than newspapers, cable, and historical relations with customers and retailers.

1994 promises to be a great year for those willing to work with change—and a frustrating one for those who want to fight it. It will challenge our beliefs about the way we've done business. And it will provide enormous opportunity—for those who are willing to think against the grain and for those who apply process and professional management to business.

Number 47 in a series

John Parikh is CEO of Joint Communications, a research and consulting firm which specializes in custom research, marketing, and program consulting. He can be reached at (203) 324-3410.
WVRT Dissolves Format With 'Drano'

Capitol Hot AC WVRT/Baltimore is no longer simulcasting duopoly partner WMWM (Mix 106.5)'s Hot AC format. VRT — formerly CHR B104 — launched what VP/GM Artie Gregory calls "a Drano format" designed to move listeners to Mix 106.5 while VRT puts a "new format under construction."

Currently heard on "VRT" are five songs calculated to find zero common ground among the broadest-minded listeners — Village People "YMCA," Whitesnake "In The Still Of The Night," Garth Brooks "Friends In Low Places," Debby Boone "You Light Up My Life," and an instrumental, "Mozart With A Beat."

Look for another grouping of five disparate (or is that desperate?) songs just prior to the bow of a new "VRT format" — one of four being suggested by Coleman Research and Alan Burns & Associates.

January 10. Don't expect jocks or a PD to be named until after the debut.

Meanwhile, WRAL-FM/Raleigh PD Corey Scott has been named PD at Mix 106.5.

Shock! KABCTLA. PD Diane Cridland called Pres/GM George Green while she was on vacation just before Christmas and resigned. No replacement named.


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**RADIO'S HOTTEST IGNITE TUBE**

**Rush Rates Higher Than Howard In Late-Night Talk Showdown**

They're paired together on the cover of Time, in joint reviews of their respective best-sellers, and in think pieces in papers across the nation. Finally, on the Friday night of December 17, Rush Limbaugh and Howard Stern squared off against each other on late-night talk shows — Rush via Letterman, Stern via Leno.

The Limbaugh-Letterman combo triumphed with a 7.3 rating/29 share (Letterman's best-ever Friday rating, and third-best ever, compared to Stern/Leno's 5.3). But when you stack up their showdowns against Limbaugh and Letterman's average for the week, both radio stars — and radio itself — come up winners.

Limbaugh's 7.3 was 24% higher than Letterman's average for that week, while Stein's 5.3 was 13% above Len's weekly mark. Radio eclipsed the TV stars...

brick fireplace, and threatened her life. She declined medical attention as well as the option of seeking a restraining order.

Leykis pleaded not guilty to charges of assault and battery with a deadly weapon and threatening to murder his wife. Leykis' lawyer, Jeffery Denner, predicts all charges will be dismissed, telling the Globe, "This was an absolutely minor domestic titl that almost went unreported" and asserting that Leykis "absolutely, categorically denies" threatening to kill his wife, and that he had "no intention of hurting her." A hearing is set for February 2.

AOR KRKS/Sacramento PD Judy McNutt and Research/Mgr. Dir. Jeff Williams (in private life a married couple) have been shown the door.

**Mayne, Spielberg Upped At WB**

WB/Nashville VP/Promo Bill Mayne and Nat'l Dir/Sales Neal Spielberg were upped to Sr. VP and VP posts, respectively, at the label's recent annual meetings.

Former CMT Program Mgr. Bob Baker takes the new Giant/Nashville GM post. Also at the label, Chuck Rhodes becomes Mgr/ Nat'l Field Promo. WB/Nashville SE Regional promoter Rick Moxley joins as Assoc. Nat'l Mgr/Promo (based in Atlanta), and Jay Brooks — formerly an affiliate relations rep for L.A.-based Cutter Productions — becomes Midwest Regional Promo Mgr.

U.S. District Judge James Ideman has thrown another roadblock into the government's attempt to rekindle payola charges against Joe Isgo. According to the AP, Ideman said the feds cannot...
introduce testimony from key government witness Dennis DiRicco in any possible forthcoming trial. (Prosecutors have until
next week to appeal this decision.)
Isgo had been on trial on payola, racketeering, and various other charges
three years ago until Judge Idenman uncovered what he called "gross misconduct"
on the part of prosecutors.

The Music Row rumor mill is running round the clock over Mercury/Nashville
adding a second label soon. President

**Rumbles**
- KROQLA, ups MD Gene Sandblom to APD and Music Coord. Darcy Sanders to MD.
- KMPS/Seattle morning personality Icabod Caine exits after 10 years — eight in mornings — for wakeup at crosstown KZMP. He's expected
to join KNAPM in late July, after sitting out a six-month no-compete.
- KGGG/Riverside puts the seat on its Hollywood mornings pact. Joining Hamilton
— who'll debut January 3 — will be his former KISL.A. sidekick, Dr. George Brother.
- WTCF/Saginaw, VP/programming-station Mgr. Rich Panama turns over PD duties to morn-
ing man Steve Williams. MD Amy Wilde adds APD responsibilities.
- KBZT (AM)/Los Angeles also flips from Hispanic to Nostalgia on New Year's Eve.
- WKOB (The Bear)/Pittsburgh names inter-
— evening host Bob Monti — former PD at cross-
town Country rival WDSY — APD/afternoons.
- KLAC/L.A. midday Stoney Richards snags the YMI morning slot.
- KLSD/Asheville, morning host Uncle Joe Benson takes evenings while the Geesamani syndicated show copies the 19pm-2am slot.
- KRBH/Houston promotes 4-7pm personali-
ty Scotty Sparks to the vacant APD post.
- AOR pioneer Raechel Donahue joins Uni-
— star's Classic Rock format, "Adult Rock & Roll," as a weekend air personality.
- Former Wild 107.5/SF staffer Michelle Lynn joins KFOX/Bakersfield as Promotion Dir./midday personality.
- KKLO (92)/SD Promotions Dir. Liz Pokora
— who resigned several months ago for personal reasons
— exited the station.
- KMBY/Monterey morning man Hal "9000"
— Abrams joins KNOW/Denver as afternoon news sidekick.
- Gold WCFL/Morris, IL PD Curt Ackman be-
— comes Co-Dir. of the Connecticut School of Broad-
casting in nearby Lombard, IL. WCFL MD morning man Len O'Kelly adds PD duties to Jim Delaney.
- Under new owner Albany Broadcasting
— which owns crosstown WPTV & WFIL/Albany
— AG WROW FM will change calls to WYJB ("The Now 98.9")

Luke Lewis says it's a "strong possibility," with the decision to be made early next month.
If it happens, look for Mercury/Nashville Sr. VP/Creative Harold Shed to head the new label. Joining him
— will be Mercury/Nashville VP/Sales & Mktg. Steve Miller.

**Prestigious Profile**
Check out the lavish profile in the December 26 New York Times on IBD
Communications chief — and now L.A. Kings co-owner — Jeff Gudkoff.

**Records**
- Wats for Columbia VPI/AOR Promo Kid Leo to concentrate on the growing Progressive AOR
format, while staffers Jim Delaney, Chris Wofford, and Pam Edwards focus on AOR.
He was most recently Dir/Creative Services for Warner Chappell.
Emmis

Continued from Page 1

America Inc. will own nearly 14% of the Class A stock. Emmis President Steven Crane will own 5.6% of the Class A stock.

Emmis owns KPWV/Los Angeles, WQHT/New York, WQXK/Chicago, KSHE/Sioux, Louis, and WENS/Indianapolis. The company's filing says it "frequently evaluates potential acquisitions" but has no deals pending.

According to the SEC filing, the broadcast cash flow of Emmis's five stations was $193.5 million for the fiscal year ended February 23, 1993. The company had net broadcasting revenues of $497 million. Its publishing division, which includes Duncan's, Indianapolis Monthly, and Atlantic Magazine, had revenues of $954,000.

Emmis posted net income of $25.1 million (52 cents per share) on nearly 9 million shares) for its most recent fiscal year, compared to a loss of $196 million ($4.64 per share, based on 6.8 million shares) the previous year.

The public stock offering is expected to yield $38 million to Emmis at the $15 per share price after underwriting costs ($45 million if the full overallocation is exercised). The company plans to use $29 million to reduce its debt under a credit facility that currently totals $93 million. The remaining $9 million will be used to redeem preferred stock and associated warrants.

Mardin

Continued from Page 3

Atlantic Group co-Chairman/co-CEO Ahmet Ertegun. "By contrast, Art's career has openly embraced a wide spectrum of sounds and musical genres, the signature of his work being unparalleled inventiveness, taste, and class. As a result, he brings out the very best qualities in every artist he works with."

Mardin joined Atlantic 30 years ago as an assistant to Ahmet Ertegun's late brother, Nesuhi. He subsequently became the label's house producer and arranger, and was named VP in 1969. Among his producing credits: "Good Lovin" (Young Rascals), "I've Talkin'" (Bee Gees), "Pick Up The Pieces" (AWB), "Wind Beneath My Wings" (Bette Midler), and "Against All Odds" (Phil Collins).

Lindahl

Continued from Page 10

America's great cities. I know we'll be able to carry on the KULP winning tradition."

Lindahl was displaced at KLRL following the Cox/CBS Dallas-Tampa station swap. He joined Cox in 1986 as WSOQ/Charlotte VP/GM and transferred to KLRL in December 1990. He previously was OM/AD at WAXX/Atlanta, FM/Nashville and PD at KOMA/Okahoma City.

WAXQ

Continued from Page 1

We also expect to receive an enthusiastic reception from long-neglected rock fans who, until now, have no radio station devoted exclusively to current pure rock music, despite the fact these "pure rockers" comprise the largest segment of listeners in the 18-34 age group. We intend to be totally music-intensive, and we won't dabble in morning "talk radio."

Bongarten noted that extensive market research found no station in the New York area filling the niche targeted by WAXQ, which signed on at midnight December 18.

KROQ Of Ages

Crooner Tony Bennett drew enthusiastic raves when he headlined KROQ's recent Acoustic Christmas concert. Picture backstage (l-r) are KROQ PD Kevin Weatherly, Bennett, and Billy Idol.

American Cash Exchange

Johnny Cash recently performed a surprise acoustic set at L.A.'s Viper Room while in town to work on his American Recordings debut with producers/label head Rick Rubin. Gathered in the celebrity crowd were (l-r) Jeff Lynne, Tom Petty, Cash, and Rubin.

NewMarket

Continued from Page 1

million." Robertson called that offer "preemptive" of the plans he and partner Peter Schulte had for NewMarket when they considered the interests of its investors, employees, and stations. Sonson indicated that he intends to keep current employees in place at the NewMarket stations.

"We were looking to acquire a blue-chip radio group to help build Radio Equity Partners into a major radio company. NewMarket met that objective, and our plans are to continue with the same winning team and go forward with business as usual," Sonson said.

NewMarket owns AM-FM combos in Winston-Salem, New Orleans, and Oklahoma City, both of which will be included in the group sale. Radio Equity Partners owns three stations in two markets and has one other station purchase pending.

Additional details: see Radio Business, Page 6

Ervin

Continued from Page 3

Winston commented, "Dave's extensive programming background will enhance KBIG's position and ensure our continued viability in this highly competitive market."

Ervin said, "While I regret leaving Win Communications, I couldn't pass up the opportunity to return to Bonneville's values-driven environment. KBIG is a great radio station, and I'm honored to be working for Jim." Ervin previously worked for Bonneville's WCLR (now WTMX) in Chicago. He has also served stints at WWMG/Pittsburgh and WNIC/Detroit.

WZLX

Continued from Page 10

Muhammad Valley President Sharon P. Zimmers said, "The format targets 18-34-year-olds who want ... an alternative to what's being offered in this market. Our audience's music is reflective of a generation that doesn't want to be labeled or forgotten."

Scovill commented, "Extensive local perceptual research showed Dayton is absolutely dying for new music — and it's not being played here. We rectified that upon sign-on."

Wynner has previously held positions with Great Trails Broadcasting, Springfield Broadcasting, Liggett Broadcasting, and at his previous perceptual research firm, Scovill. Associate Consultant with the Lund Consultants, will continue in that post in addition to his WZLX duties. His previous programming experience includes stints with KFXF/Santa Rosa and KRRX/Sacramento.

White

Continued from Page 3

Roger Nadel. "She has a record of success with CBS that will serve to enhance the reputation of Detroit's only all-news station."

White commented, "The opportunity to step up in the CBS family is wonderful — all these years have paid off in a big way. W2J is a very successful station, and I can see it continuing on the same path it's been following."

White joins W2J after 15 years at co-owned all-news WBBM (AM)/Chicago, where she began her career as an announcer, 12 years later, rose to Exec. Editor/Ass. News Director.
BOOK BEAT

Fresh Crop Of Almanacs, Research & Reference Works For New Year

Here a roundup of music-related almanacs and compendia that may assist your stellar timer research. All are available now.

Rock Day By Day

Author John Tobler, a UK-based journalist and broadcaster, covers events involving all major pop styles from 1950-1993 in "This Day In Rock - Day By Day Record Of Rock and Roll's Biggest News Stories" (Carroll & Graf Publishers). Each of the trade-size pages covers one day, with one to four main stories plus short news items, photos, births, and deaths. All in all, the lively, fact-packed volume comprises a substantial record of the history of pop and its players, complete with more than 570 b&w photos on 364 pages. For more info, call John Tobler at (212) 889-0772.

Rock Encyclopedia

UK rock writer Michael Headley edited "The Ultimate Encyclopedia Of Rock" (Harper Perennial $20.95, $14.95 paper). Organized in an idiosyncratic fashion, the 352-page compendium lists artists alphabetically by spelling, groups are arranged by style (pop, rock, metal, etc.). Other sections include period music, roots, Who, 190 top LPs, rock fashion (fads and fashions), a chronology of major events, and top LPs and singles by year. The well-indexed, full-size volume also sports 350 b&w and color pix. For more info, contact Tracy Silverman at (212) 207-7041.

Celebity Almanac

In his '94 Daily Celebrity Almanac (B&B Publishing $29.95, "Beefy Bob" Barry organizes more than 10,000 factoids onto 464 full-size trade-size pages, with each day's page covering a single day. Barry's "weekly radio gig was wakeups on WZTR (98.7) in Indiana - provides celebrity birthdays, short biographical notes, brief historical items, selected Academy, Emmy, and other award winners, and moments in pop culture history. The book also includes such standard almanac fare as holidays and special designations (e.g., January 195 is Man Watchers Week, and April 17 is National Publicity Stunt Week), and a 40-page index. For more info, call Wallace B. Block at (414) 275-0147.

Big Beats Book

It may not be the same old 'Tom the Fab Foul, but 'The Ultimate Beatles Encyclopedia (Hyperion $19.95/softcover, $13.95 paper) by Bill Harry may be the most comprehensive and organized approach yet. Among the 1500+ entries cover the band's songs, LPs, live appearances, TV and film work, and personal lives. Harry, who attended art school with John Lennon, has already penned 13 books on the Beatles. The 728 pages offer plenty of in-side as well as 300+ b&w photos, many of them previously unpublished. For more info, call Jennifer Lander at (212) 633-1883.
OUTLOOK '94: CHR Foresees Four C's: Change, Creativity, Community, Courage

Although it’s hard enough to predict what will happen tomorrow, we’ve asked a number of forward thinkers to forecast the coming year... and it’s looking good for CHR.

Rick Gillette

Longtime Chur- ban WHHY-Detroit PD Rick Gillette believes the streetwise direction of the format—regardless of niche—will continue. "The music your audience wants will continue to drive successful stations in '94," he predicts. "But the next several years will require two important things that stations aren’t known for: courage and creativity.

"Looking at New York and L.A. [on curbs on violent] lyrics, we’ll face issues of social consciousness—that may affect our programming from fringe groups with their own motives; we may have to stand our ground. We must act responsibly and be sensitive to issues. Keep in mind, we can’t please everyone. We don’t refer to a woman as a bitch, but people can call in and bitch. There’s a difference. The challenge will be to keep a cool head about it."

Specific to music, Gillette adds, "Ballads always are the most popular form of music, but I couldn’t predict if 'freestyle' will make a comeback. I don’t think hip-hop is going away, it will continue to evolve. As cutting-edge rap, dance, and rock acts like Dr. Dre and Pearl Jam become more mainstream, we must look toward what makes us different. No one could predict the success of grunge or hip-hop. Who knows what Snoop Doggy Dogg or Pearl Jam will bring this year?"

"I look for CHR to go beyond the music to separate itself from other media. There are a lot of entertainment choices. We’re competing against Sega-Genesis’s 'Mortal Combat' video game as well as the station up the dial. In '94, the search for stronger personalities—as a means of making the difference—will grow more intense. More PDs will realize they’re obligated to make the community better by talking about problems—not because they must, but because they can. I’ll try to lead by example and come in every day with something new to help us reinvent ourselves."

Michelle Stevens

WPSU/Trenton, NJ PD. Mornings personality Michelle Stevens’s station has been winning for several years with a mix of New Rock and mainstream pop. She predicts this musical trend will endure: "The influx of alternative music into CHR’s mainstream simply reflects the 18-34 target audience, changes in the market, and attitudes that will continue to win in '94."

Like other PDs, Stevens believes the overall environment of CHR has changed. "Personnel who sound real, can relate to and talk about the world’s concerns, and evoke passion and fun will be the winners in the years ahead. WPSU’s production has replaced lasers and explosions with more stations will beget talented jocks to grow into personalities and let them have fun for lasting ratings."

Bill Richards

What’s the national perspective? Zapoleon/Richards consultant Bill Richards observes, "New Rock and Urban crossovers will continue to affect CHR. I don’t see wholesale shifts in nationalities who sound real, can relate to and talk about the world’s concerns, and evoke passion and fun will be the winners in the years ahead. WPSU’s production has replaced lasers and explosions with more stations that encourage talented jocks to grow into personalities and let them have fun for lasting ratings."

The next several years will require two important things that stations aren’t known for: courage and creativity. ——Rick Gillette

PERSONALITIES who sound real, can relate to and talk about the world’s concerns, and evoke passion and fun will be the winners in the years ahead. ——Michelle Stevens

More stations will encourage talented jocks to grow into personalities and let them have fun for lasting ratings. ——Bill Richards

Rich Stone

A&M Sr. VP/Promotion Rich Stone is a major CHR maestro, and recognizes the format’s importance in shaping artists. "In '93, CHR PDs realized it was their best interest to look at the music that was selling. I expect that trend to continue in '94. CHR still must look for music it can initiate and claim as its own, rather than eroding a bit—a return to good format basics of dayparting and personality jocks.

"Although CHRs will adapt to the changes in the 12-34 lifestyle as they become apparent. We simply must keep up with the changes. If we do it successfully, we won’t have to place so much emphasis on 25-34s. We’ll attract the adults who want to stay in touch with today’s music."

Brown concedes: "In '93, we made money on 12-34. Well continue to do so in '94. We talked ourselves into that 25-34 niche, and we had to hang in it for a while. We got too myopic—it became a self-fueling prophecy. We see that trend changing. Advertisers are becoming more aware of the dynamics of the different demos—especially the 18-34s who have pockets full of cash and are developing brand loyalties."

CHR still must look for music it can initiate and claim as its own, rather than borrow everything from other formats. ——Rick Stone

Subjective word. It connotes excitement. I still get excided listening to a jock who’s pumped about the music or is passionate about campaigns like "The Streets," "AIDS Awareness." Successful stations in '94 will employ personalities who invest in making their cities safe, happy places to live. After all, you must put something into your market besides asking for advertising and playing hit records.
OUTLOOK '94:

Urban Managers Ponder Churban Conversions, Satellite, Revenue Parity

As 1993 slowly fades into history and 1994 beckons with its promise of opportunities for newfound success or continued prosperity, I thought I'd address some of the key issues our format will face in the coming year.

Will mainstream Urban adopt a hybrid Churban approach? How will the increased availability of Urban-targeted satellite programming affect the format? And will this be the year Black stations achieve ratings-revenue parity? For some answers, I called on WDAS-FM/Philadelphia PD Joe Tamburo, WLIB/WNYW & FM/Norfolk OM/Head of Programming Steve Crumbley and WDAE & WHHR/Memphis VP/GM Rick Caffey.

Churban Dilemma

Tamburo believes most mainstream Urban stations will maintain the status quo rather than opt for Churban. "I think we'll see specific stations consulted by certain consultants based on their ability to lean in that direction based on Churban's success in some markets. I still think straight Urban stations can be successful in their markets. The key is billing and whether they can get fair market value for their spots in a competitive situation. If a mainstream Urban has a community commitment, it would never just quit — it would be wrong...to make that kind of change. It would be going backward. —Joe Tamburo"

If a mainstream Urban has a community commitment, it would never just quit — it would be wrong...to make that kind of change. It would be going backward.

—Joe Tamburo

Satellite Shifts

With the number of satellite-delivered programs and formats growing almost daily, will 1994 be year for the hybrid? Tamburo replies, "Only in smaller markets. For major-market stations to bring in satellite broadcasts of any type would be a mistake. Even if it's useful, that would be a mistake. It just says you're not a major player in the market. And there's nothing wrong with satellite broadcasts — some of them are really well-done. In a small market, however, I can see the value [of using satellites] to help save operating costs and [allow stations] to have money to spend for excellent live, local daytime personalities..."

No Black station in the country should sell its spots for less than what they're worth — if they do, they're hurting all of us.

—Joe Tamburo

As far as syndicated personalities go, Tamburo says, "With Tom Joyner and Donnie Simpson coming on the air, I think we'll see some small- and medium-market stations give that concept a try, like the Howard Stern type of thing. So you may find song of that, but I don't think major markets will go that way."

Cost-Cutting Choice

Crumbley concurs with Tamburo, adding, "For economic reasons, we may see more of that in the smaller- to medium-sized markets, depending on the city. Where advertising dollars are hard to come by, I can understand using live announcers locally and supplementing the off hours with a satellite service."

In the major markets, I don't think we'll see much of that. Caffey agrees that satellites can save money: "I think you'd see that if an operator's doing it for economic reasons or if the station's part of a duopoly, which would also make sense. If you're part of a group of two or more stations and you're looking to cut costs, a satellite format may be a good way to go. However, he warns that you may lose something in the process. "Satellite programming isn't going to be the way to generate a large audience. And just as important, it isn't the way to generate a highly responsive audience you can market to advertisers. Black radio is one of the few formats that has an interactive relationship with its audience — the black radio station is truly part of the community, and the community is part of that station. It's very hard to have that spontaneity, that local creative and personal touch, broad- castin..."
Aaron Hall

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OUTLOOK '94:
Duopolies, Improved Technology
Mark Rockers Wave Of Future

This column features a select sample of industry notables sharing their expectations for the coming year, covering duopolies, syndicated personalities, music, and the economy.

Lou Mellini, GM
KIL0/Colorado Springs

"1994 is going to be an excellent year for radio in general. The implementation of network television, cable, the mergers of TCI and Tele-Atlantic, and the battle over Param-"n Pictures will help radio because we're going to stay constant and stable. Advertisers will know which stations and programs they can place buys on that'll deliver the audience they need.

"Duopolies will be the first step toward industry consolidation. Duopolies are good for bringing investment bankers back into our business — enabling small groups to acquire more stations. However, in the '90s we have broadcasters driving our business, as opposed to the '80s when nonbroadcasters were. When the economic downturn came, many of the nonbroadcasters didn't know radio well enough to keep their stations aloft.

"Duopolies will be a major force in '94 and a stepping stone to ownership. I agree with Mel Karmazin regarding ownership rules [R&R 11/21]. It makes no difference to our industry if a broadcasting group owns 18 or 50 stations across the country, as long as those stations are managed correctly and serve the local communities.

"As for syndicated personalities, Howard Stern, Rush Limbaugh, and Larry King are phenomena, but they're very good for the business. They made it in radio then transferred some of that to television. But the cornerstone to radio is localization. When I was at Business Radio Network, we discovered from our affiliates that you needed localization in morning and afternoon drive."

Steve Goldstein, VP
Saga Communications

"We've done duopolies in six markets, and every one is different. The only thing we know for sure is there's one exception. In a case of two stations similarly formatted, the goal is to decrease the sharing between the two, and that's where the duopoly can be quite effective. Another duopoly strategy is to flank yourself to protect your franchise. The economics of scale dictate that duopolies are going to be a huge part of the business, if for no other reason than economically — it's what's selling on Wall Street.

"Things seem to be looking up in the economy. It's still market-driven, some markets are stronger than others and some regions of the country are doing better than others. But we're very optimistic for the coming year. We've forecast an approximate 7% growth in revenue. '94 will be the year when the syndicated personalities issue shakes out. Good talent will always rule, but importing a morning show from another market is not without risk. There'll be many stations that won't see a dramatic benefit from a syndicated morning show. A successful syndicated show is one that transcends and is significantly better than the local talent available. In many markets that's not the case. Look at Rochester, NY, where people are very happy with Brother Wease at WCMF. Howard Stern hasn't had much impact there."

"The Progressive format is going to make important inroads in the coming year. There's a case for modern-based music. It's quickly moving into the mainstream and becoming more commercial. You'll see many more stations either go into the format or integrate that style of music."

"In '94 we'll see the next step in technology. It's now technically feasible for a DJ in Dallas to record voice tracks for your station and deliver them by modem instead of Federal Express. You can have a show produced anywhere in the U.S. and sent via modem to your station with your own localization, and played back in perfect fidelity."

George Harris, CEO
Harris Communications

George agrees that technology is the wave of the future. "The computerization of music will continue to the point where we will be paperless in two to three years as it becomes cost-efficient to buy digital over analog. You won't need a CD changer, cart machine, turntable, etc. You'll just program the computer's hard drive and select songs, promos, liners, breaks — live or recorded — and commercials in the order you want. There are many companies already heading in that direction and some are already there. It's high-tech, and instead of just a programmer, you'll need a programmer/computer-friendly technician."

"We see more regional combining of operations as a future trend, which is along the lines of duopolies, except taking it a step further and using the power of a four-station combo in one market and spilling it over into an adjoining market. It makes sense for an operator to buy four stations in a market, then go into another market, even if it overlaps, and buy more stations. If the formats are similar, they can be simulcast from one market to the other. Previously, we thought that a syndicated or simulcast show wasn't local enough — and why would we want a program that originated in another market 50 miles or more away? Today, regionalism makes sense, particularly when you consider programming and management costs. The economies of scale will continue to flourish, and it makes sense to have a Stern, Greereman, or Imus in Top 50 markets. But when you get beyond that, I don't know that stations want or can afford a nationally syndicated show.

"Many broadcasters are opting for 'lifestyle,' opposed to moving every six to 12 months. I can see morning show hosts being paid fairly well and staying in a medium to large market, instead of striving to get to L.A. or bust. Your Bob & Tom of the world are making a healthy living in Indianapolis. They could go to L.A. and get their lunch eaten or they can continue to thrive and syndicate regionally.

Sky Daniels, VP/Promotion
PLG Records

"One thing can be safely predicted about music in '94 — it seems AOR will continue to be open minded to a wide variety of styles. Many new artists were supported in '93 and were successful for the format, thus insuring further commitment to new music.

"As for emerging styles, it's our job to allow forms to be created and then find radio homes for them. It would seem the more rock-orient-ed, low-end stations can count on a break. Sky Daniels through for the East Coast 'hard-core' school pioneered by Fugazi. Bands like Helmet, Quicksand, and Shudder To Think will be next in the marker, faster evolution."

Interestingly enough, alternative pop — possibly the most fertile emerging musical genre — may be overlooked by AOR, much to the benefit of Progressive AOR. AOR has traditionally eschewed pop artists from Dwight Twilley to Lindsey Buckingham to Lemonheads. Ironically, it's this sound that's most palatable to 35+ listeners — making it the same kind of active winner for heritage outlets that grunge was for low-end. This retro sound harkens back to the Mersey era, which was a time of musical enchantments for this demo.

"Progressive AOR recognizes and successfully capitalizes on acts like Paul Weller, Cranberries, and Teenage Fanclub. Smart heritage outlets like WMMR, WFIL, and WMMV incorporate this style to great success. As Progressive rises in popularity, more upper-demo AOR should tap the motherlode of jangle."
OUTLOOK '94:

Four New Rock Execs Tackle Issues For Coming Year

This week, four execs tackle pertinent format issues that lie ahead.

VP/GM Mike Glickenhaus
XTRA-FM (91X)/San Diego

"If you niche yourself too much you're not going to have a large enough audience to be successful as a business. The downside we've experienced is people thinking they can just put a station on the air. It's like any other format — you need to sell it, promotions, quality talent, and research.

"From a sales perspective, advertisers want to buy a certain audience. Make advertisers develop a strong story to show the advertiser who your audience is. Sometimes 'show' is the key word. We used to take advertisers out to our promotional drive around a club parking lot and show them the cars people were driving. Then we'd take them inside to meet the promotion people and get the advertisers talking.

"He suggests New Rock is primed for AOR or CHR duopolies. This format is right for AOR and CHR stations looking for something to complement themselves as long as they don't treat it like a little sister station adding a couple of shares. This format isn't as expensive to run as some formats because there's the ability to work with concerts and other promotional vehicles that you don't have to pay for."

Battling with crosstownXHRM, Glickenhaus feels it's questionable whether they can make New Rock flourish financially. "It dilutes the format and makes it more difficult for either station to be successful as they could be. To survive in a competitive battle, you need to be no less than Top 38-34 and Top 10 25-54. The lower you go 25-54, the higher you need to be 18-34."

VP/GM Dan Zako
WDRE/Long Island

"It's important to label the rock format, because when you're not one of the top-rated stations in the marketplace — like most Modern Rock stations — you need to be able to explain what you are. It's important to have the rock in our moniker because we're a version of rock and want our listeners and advertisers to know that. From an advertising standpoint, since other stations pigeonhole themselves with names, you need to position yourself to make it easier for them to buy.

"Qualitative information is huge in selling Modern Rock. You need to have your finger on the pulse of advertisers to know that. From an advertising standpoint, since other stations pigeonhole themselves with names, you need to position yourself to make it easier for them to buy."

"To make this format profitable, you can't rely on numbers, you need to explain conceptually what the format and listener are all about." - Dan Zako

GM Trip Reeb
KROQ/Los Angeles

"There needs to be more success stories for people to want to create a duopoly advantage. We're not seeing that many successes yet. Who's pulling the numbers? KROQ, XTRA-FM (91X), KEKQ (The Edge), Las Vegas, KITS (Live 105)/San Francisco okay but not extraordinary, and KDGE (The Edge)/Dallas look like they're coming on.

"I would have loved to have taken the number of currents and adds as you had them (R&R 12/3) and rank them by rating share. It's not a coincidence the rating successes are the stations with the smallest lists and that add the fewest songs. The fundamentals of radio programming haven't changed — only the music."

"No matter how popular this music is, it's not going to overcome marginal programming. The incredible popularity of this music might help some stations, but it's not going to make dominant ratings. Unless stations are well programmed, they won't be successful; this format is going to suffer."

"We're not making dominant ratings. Unless stations are well programmed, they won't be successful; this format is going to suffer."

"This is the time for the music — we better take advantage now because nothing lasts forever."

Alluding to the growing number of CHR formats entering the format, he points out, "We're closest to CHR than most formats because this music spans so many different styles. We can play US3 and the bands listeners are and what they do. They live the format, are active, open-minded, and willing to try new products and things. To make this format profitable, you can't rely on numbers, you need to explain conceptually what the format and listener are college-educated and comes Scarboro that the typical listener is college educated and comes from a household income of $75,000 plus.

"One reason we've been successful is because my sales people understand the lifestyle — if it's easy to explain to an agency or retailer how important it is for them to reach these people. The advertisers might be leery at first. But once you hook them they'll see results and be a long-term client. We've had clients since we signed on in 1988."

As for music festivals: "I'm concerned. As the format and bands get more popular and the costs get higher, it will be harder to pull it off. Getting the bands will be harder unless you're willing to pay big money. There are always up-and-coming bands, but you won't get the turnout if you have a bunch of no-name bands on the cup. You need to have big-name acts too."

Format Cooks At WOXY

The format broke new ground in many areas in 1993. Format vet WOXY (97X)/Cincinnati played a role by assembling "Chez 97X: The Modern Rock Cookbook."

WOXY solicited recipes — and songs to complement them — from artists and listeners. The 153-page cookbook ranges from gourmet wishes to "At Your Own Risk?"

All profits go to the Shared Harvest Foodbank in Fairfield, OH. If you're interested in purchasing a copy, send $1250 plus $150 for postage and handling to WOXY c/o Julie Maxwell, 520 College Corner Pike, Oxford, OH 45065. Bon appetit.

"It's not a coincidence the rating successes are the stations with the smallest lists and that add the fewest songs. The fundamentals of radio programming haven't changed — only the music." - Trip Reeb

Smashing Pumpkins on the same station. We cross a lot of musical sounds and that's what great CHR stations have always done — combine music with a beat and rock. A station like WOXY will never play Mariah Carey, and that's why I don't think we're becoming a CHR-type format." - Jack Isquith

Jack Isquith
A&M VP

Tackling the lack of a conclusive format identity, Isquith notes, "Many stations form an emotional attachment with listeners that transcend any sort of labeling. Some stations never achieve that and need to be labeled for marketing purposes. Great stations throughout the ages didn't need a label to be successful. It may be different in terms of advertising. There's not a one- or three-word description that will get that done."

He says the function of music festivals is to help the band break in a particular market. "We sped the most time going over in detail. Where will the band play in terms of slotting? How is the station going to market and promote the event? What other media besides itself will the station be using to market the event? How is the station positioning it and does it match the bands they're asking for? You should be able to pull off an event if you're willing to go through the tremendous amount of work and possible financial risk."

"There's a good balance between stations being artist-oriented and song-oriented. As the formats become more professional and to some degree based on a lot of CHR methodology — for the most part the better for the format. The move toward tightening up, more sophisticated marketing and promoting, presentation, and more repetition of current formats — all have some link toward top 10 stations."

"However, the format's in trouble if it becomes so song-oriented that we create our own Milli Vanillas and Vanilla Ices. The credibility, drawing power in terms of live concerts, press, and passion toward the bands would become as irrelevant as CHR in the late '80s."

"GM Trip Reeb KROQ/Los Angeles

'94 Potboilers

- Niching
- Format identifier
- Selling the format
- Duopolies
- Using CHR formats

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From the album "Keroceeno Hat"

Produced by Dan Siegel and Soundwave Productions

Management: Home Office

GET OFF THIS PAGE
OUTLOOK '94: Industry Experts Foresee Continued Growth, Tempo Balance, More Personality

Country enjoyed its fourth full year of growth in 1993, but it will face new challenges in 1994 as the boom evolves from infancy to adolescence.

A few intrepid souls predict how Country will handle some of its more challenging issues this year. The fearless forecasters are McEvoy Media Sr. VP/Programming Charlie Cook, Broadcasters Unlimited Director/Programming Larry Kent, Apollo Radio VP/Operations John Marks, and EZ Communications VP/Programming Tim Murphy.

Continued Growth

R&R: What are the format's prospects for growth in '94?

Cook: Good — though it probably won't come from the curve increases we've enjoyed in recent years. Everybody in town knows when to find the Country station, and there's no reason to believe they haven't already made a decision about your station. The growth will have to come from a current Country radio will have to get every ounce of listening it can out of the people listening now.

Kent: Nashville continues to produce great music, so Country will remain healthy through '94. Some say the format has reached the saturation point and peaked. Even if that were the case, I could be happy maintaining what we have. Although there's still room to grow, stations hanging their hat on teens and hoping for growth through them may be in for a surprise in the coming year. But we can still get new listeners to the 55-64 demo, particularly those still listening to CHR's and AC's that sound like CHRs.

Marks: Very solid. Country has not topped out; listeners are still looking for a place to be. The country music audience will continue to expand. We'll see even better Arbitron ratings and, more important, more listening to Country radio.

The quality of the country product far surpasses everything else on the radio. It's tough for adults to relate to a lot of the music that's out there. Country is lyrics- and production-driven radio. It's tough for adults to relate to a lot of the music that's out there. Country is lyrics- and production-driven radio.

Charlie Cook

Tim Murphy

All we had to do to grow the last few years was say, 'We're a Country station.' Now we have to do even better radio. The sampling frenzy is over.—Tim Murphy

Murphy: I don't see any change — unless people pull back in a panic because they think the format isn't growing. That might also happen if everything starts to sound alike. If Nashville gives us a new song by an artist that sounds just like the last hit of that act's hits, why not just play the last hit and forget the new one?

Tempo Fugit

R&R: Will stations remain as current-intensive as they've been — with 75-80% of the music being current/recurrent?

Cook: I could see a move to a 50-50 mix this year. I'm seeing a lot of research where listeners are saying they 'miss hearing the music I used to hear on my Country station.' That sentiment is prevalent enough to provide an opportunity for someone in a market to program against a strictly 'Hot Country' radio station.

Stations that have eliminated much of the pre-1986 music could benefit from expanding their libraries in the coming year by including the best music from the early '80s as well.

Kent: Historically, very few 25-54-targeted stations have been able to survive by being almost totally current-recurrent. Country may well trend back to a 50-50 split.

There exists an incredible inventory of music by artists who are valuable today that fits nicely into the format — if the clocks are structured properly. Programmers will discover they don't have to discard older songs by the artists in order to sound contemporary. One of the format's appealing aspects has been the familiarity of the music. Programmers will rebalance on familiarity, because losing it means we'll have a tough time hanging onto the core.

Marks: The excitement of what's happening with the new group of artists and the new music is what will continue to bring people to this format. It will continue to fuel Country as a current-based format. We'll see even more programming on some of these new songs, either the 'super-current' station, the 'relatively current' station with 75% or the part-time — and the Gold-based outlet. This will happen as the audience grows larger and more diverse than one kind of station is able to serve.

Country stations. They can't drive the entire format, but ratings have gone up because they're spending more time with Country. Temp, along with energy and lyrics, is a big part of the increases, and it will continue to be critical for '94.

Murphy: The excitement generated by successful stations will remain in '94. But demanding tempo is at cross-purposes with what the format has always delivered. It's a matter of balance and timing. But not to about keeping the tempo up, and about mixing it in to keep a good flow.

We've Got Personality

R&R: Will there be more personality outside of morning drive?

Cook: Most definitely, as stations strive to get listeners more involved in the station. Also, No. 1 stations that aren't No. 1 in afternoons will seek to duplicate the success they've achieved in the morning drive.

Look at WSIX/Nashville's success with a personality-driven afternoon show. That demonstrates the tremendous potential for attracting a huge audience with a show that's more than just music. Stations will want to maintain the music emphasis in the first part of the shift while evolving to more information and entertainment elements later in the day.

Kent: Successful stations won't forfet the music image after morning drive just to inject personality. We'll see jocks being more localized and human-sounding. But we'll see the extent of doing a morning show in the afternoon — if for no other reason than that the talent pool simply doesn't exist for that to happen on a large scale. That said, however, we see an increasing number of jocks from other formats coming over to Country stations in '94.

Marks: Yes — as we can find the talent. Today's Country listeners are looking for more than 12-in-a-row. They want to be engaged, involved. Radio has trained itself to be passive. But those who love it want to be part of the station, and the jocks provide that link; they help drive that loyalty factor.

Murphy: Radio people are not great pioneers. They'll keep on doing what they've been doing rather than make any drastic changes. Successful personalities will continue to be those who come across as your friends. That doesn't mean they won't in the future mean talking a lot.

The Search For Youth

R&R: Will Country outlets continue to focus on younger demos in '94?

Cook: I don't think so, though I've never believed a Country station should focus on 18-34 — except...

Tempo, along with energy and lyrics, is a big part of the increases, and it will continue to be critical for '94.—John Marks

Country, along with energy and lyrics, is a big part of the increases, and it will continue to be critical for '94. — John Marks

LON HELTON

LMA /duopoly reasons. It's time to swing back to a more balanced approach to appealing to the 55-64 demo. Country radio should be trying to sell variety and not pigeonholing it as strictly hot, young country. Variety is what makes Country radio exciting format it is.

Kent: The coming year will see the "weeding out" of a lot of current-intensive stations that targeted 18-34. The gains they've made in the last year may prove to be short-lived. Country is a niche format in itself, and I'm not convinced it can be splintered.

Marks: Yes. The focus will remain 20-44. They're driving the format the growth now, and they'll continue to do so. I doubt it will get any younger — it will remain centered there.

Murphy: Sure — that's where the excitement is. And that's where the active audience and active record buyers are. These are the people pigeonholing the envelope.

As for the 35-44s, why pursue them when playing older music? They don't listen to us in the '70s and '80s — why should they listen to us now? They won't like that music any better now than they did then. We have a better shot at them by playing the music that the 18-34s like — music the 45+ audience has proven to like as well.
These are the Voyages of the SMOKIN' ARMADILLOS who boldly go where no Indie has gone before. Straight to the Top of the Charts.

RED ROCK The Legend

In Store For '94: Signings, Sales, Promotion, Marketing

What's in store for record labels in 1994? Nobody knows for sure, of course. But a few of Nashville's label chiefs took a stab this week at predicting the future.

This year's prognosticators are MCA/Nashville President Tony Brown, Sony/Nashville Exec. VP GM Allen Butler, Mercury/Nashville President Luke Lewis, and Giant/Nashville President James Stroud.

R&R: Will the rush of new artist signings continue in 1994, or will it begin to slow?

Tony Brown:

Brown: It should slow down. But I predict that since country music has adopted pop music's "flavor of the month" mentality, labels will probably continue to sign a lot of new artists. I personally plan to sign one or two new artists every two years.

Butler: It's not a rash — it's the future. As long as consumers want fresh new music, we'll continue to give it to them.

Lewis: Overall, country record sales should maintain, if not increase. However, I think multiplat- form titles will remain a rarity.

Stroud: We'll maintain the current sales levels in '94.

R&R: Do you foresee any changes in marketing or promotion techniques or trends in the New Year?

Brown: Thanks to the expansion of country music's popularity via CMT (in the U.S. and Europe), VH-1, and now possibly MTV, we'll see label start-ups. I don't expect roster sizes of current labels to increase.

Stroud: There are new labels with new signings, so it will continue.

Brown: They'll maintain present levels.

Butler: Hits are hits. Good product will continue to sell very well. Marginal product will still do well. It's time to separate the men from the boys.

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OUTLOOK '94:

Format's Headed For The Future

Before being exposed to the obligatory chorus of "Auld Lang Syne," I polled radio executives to help gauge what we might expect in the new year.

"In the past 18 months, radio has become much stronger," says bulk AC KOSI Denver VP/GM Skip Weller, predicting, "We should be another good year for us in general -- revenues are growing across the country. Through October, [Major League Baseball's Colorado Rockies] brought Denver up by about 10%, but our real market growth was about 4%. With some guarded optimism, I think we'll see a similar 4% increase in '94. It will be a growth year and a good time to be in the industry." Expecting the duopoly craze to forge ahead, Weller comments, "Duopolies, as in other industries, are the wave of the future. In banking, for example, bigger is better. In order to consolidate "backroom costs," more and more radio companies will form duopolies.

More ACs will be forced -- probably financially -- out of the format in '94. In many cases, they'll try something totally different to give them a chance to be stronger.

Owning one of Weller's crosstown challengers is Hot AC KWMX. "Many Hot ACs are replacing CHRs for adult listening, so there's certainly room for Hot ACs. But there will be a problem in markets with more than one Hot AC, unless it's piggybacked with a giant station under a duopoly.

Country's massive ratings victories during the past year often came at AC's expense. But as cases, they say, "Country's popularity is starting to peak. In '94, we should see Country flatten out. AC and Country share substantial audience. But AC seems to be getting some new music, which should allow us to grow a bit. Country has seen that [new music influx] over the past few years, but all new music has been Country-oriented."

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Competing Interests

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Duopolies: 'One-Stop Shopping'

"With duopolies, stations can offer complete marketing vehicles to clients. We no longer can be one-dimensional radio stations. In terms of marketing needs, we have to offer one-stop shopping."

Encouraged by the gradual decline in unemployment rates, McCann predicts the economy "probably will grow at a moderate rate. Retailers have a very good Christmas season. Most broadcasters project that Boston's radio business will grow by eight or nine percent per year."

Country's Arrival

Boston hardly had been linked with Country music. Then two Country outlets quickly popped up in Beantown. As McCann states, "Country's here to stay. It was the format of the Southwest, but now it's more broad-based. Country listeners also listen to AC and NewsTalk."

One of Boston's Country converters was WOBF, which had been the fourth of the market's four ACs. "Format's last station must change because it just can't survive," McCann points out. "We'll see stations like this change to niche formats or format voids."

According to McCann, Hot ACs '94 success will depend largely on music product. "The quality will dictate what will happen. If AC music is as strong as it was in '93, we'll probably see more Hot ACs than CHRs do well. If there's good CHR product, however, there might be a CHR revival. Still, this should be another strong year for AC, primarily because of the music product. I see no reason why this won't continue well into the new year."


OUTLOOK '94:

Scoping Out The Year To Come

Ah, New Year's Eve — a moment filled with the promise of new opportunities, second chances — and the same old problems. As we hurtle into 1994, I asked several Talk programmers and consultants to reflect on what the hot issues will be over the next 12 months.

WABC/New York PD John Mainelli, reflecting a widely held opinion, says the possible return of the Fairness Doctrine and the search for new air talent will dominate the format's attention in 1994.

In addition to actively fighting any legislative efforts to reinstate the Fairness Doctrine, he suggests it might be in the format's interest — from both programming and political perspectives — to encourage talk hosts to "offer solutions" to the societal problems they address on their programs, instead of simply bashing and complaining.

As more stations go to Talk, a lot of music programmers are being asked to run sister Talk stations. That's like asking the police chief if he'd also like to run the fire department.

—Patrick Hennessy

Talk consultant Bill McMahon agrees that finding new talent will continue to be a major issue for Talk. That's why the format needs to make a New Year's resolution to find people who can recognize and develop breakthrough air talent. He asks, "Where will the managers and PDs come from who understand how to recognize talent capable of attracting audiences and generating revenue — without Rush Limbaugh?"

Pros & Controversies

McMahon also wonders whether 1994 will bring PDs and managers an increased tolerance for the kind of controversy the format and its most successful hosts tend to generate. "Complaints from people at the club or from advertisers send managers into a dither," he says. "Too many of them just don't want their stations to offend anyone."

Where will the managers and PDs come from who understand how to recognize talent capable of attracting audiences and generating revenue — without Rush Limbaugh?" —Bill McMahon

Generation Next

KSTP/Minneapolis PD Steve Konrad thinks 1994 is the year Talk radio will have to address the question of Generation X. "Do we buy into the hype about this being a generation with significantly different tastes and attitudes than the baby boomers? If so, do you talk to them differently than we talk to baby boomers? And where will the talent come from that can communicate with Generation X?"

Konrad — along with several for- matic colleagues — also believes 1994 will bring a shakeout in the recent glut of nationally syndicated talk shows. "I have to think some of them have to go away," observes Konrad. "There just aren't enough stations to keep those billions of shows making money."

The Young Ones

WLSAM/Chicago President/CM Tom Tradup believes Talk stations should make a New Year's resolution to work harder to attract younger listeners. "The most significant challenge facing Talk radio in 1994 is to supervise the younger Jerry Seinfeld/David Letterman crowd with interactive radio that's compelling, meaningful, and fun — rather than clinging to the radio equivalent of 'Jurassic Park,' where we clone issues and personalities whose time has passed."

KLF/Dallas Station Manager Dan Bennett sees increased fragmentation in the format's near future. That development, he says, will cause some short-term disruption but will eventually benefit well-programmed Talk stations.

"We're going to experience fragmentation just like we've seen in the Country, AC, and Rock formats," said Bennett. "In fact, it's already happening with all Sports and [other Talk] stations that aim for a younger audience or emphasize entertainment talk.

"This may lead to some audience erosion at [established] Talk stations, but it will ultimately bring more people to the format. That kind of competition can be a good thing if you're doing a good job."

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The Rio Grande Valley's top-rated music station is looking for a new morning show/band. Contemporary and adult sound is necessary. Familiarity with the Spanish language is a plus. T&R. Billy Santiago, P.O. Box, KBFM, P.O. Box 3764, McAllen, TX 78502. No phone calls please. EOE

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