

RADIO INK®

THE VOICE OF RADIO REVOLUTION™

EXECUTIVE
OF THE YEAR

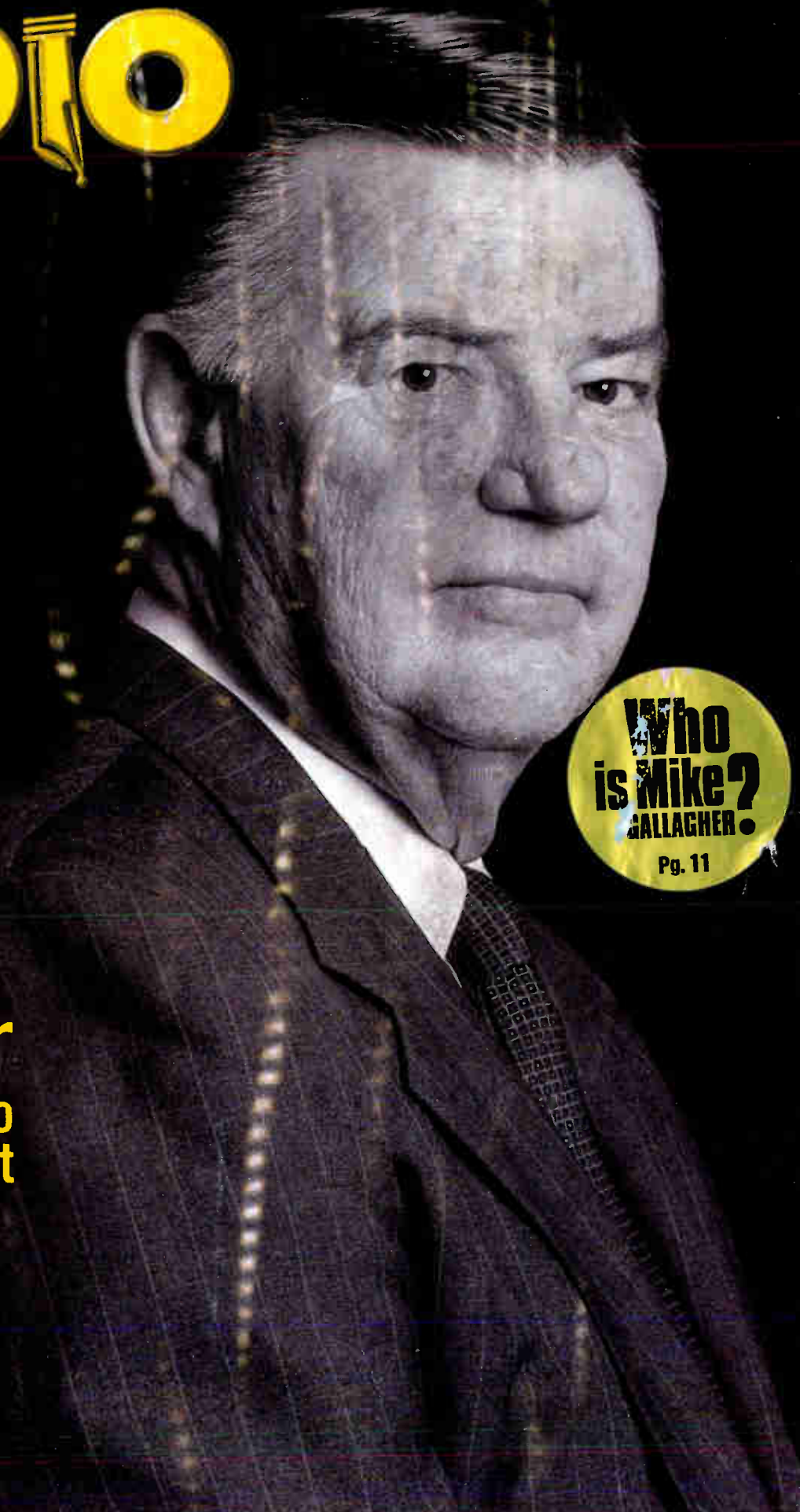
THE CLEAR CHOICE

CLEAR CHANNEL'S
LOWRY MAYS

Web Power

You Can't Afford to
Ignore the Internet

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



**Who
is Mike?
GALLAGHER**
Pg. 11



You Listen To Paul Harvey, So You Know What The News Is.

Wait 'Til You Hear 'The Rest Of The Story'.

Heard any good stories lately?

You listen to **Paul Harvey News and Comment** each weekday on your favorite radio station. But don't tune out after he signs off- or you'll miss **The Rest Of The Story**.

Paul Harvey is more than the USA's most listened-to newsman. He's a master story-teller, and each weekday he gives a tour-de-force performance in his 5-minute feature, **The Rest Of The Story**. Sometimes humorous, sometimes touching, always entertaining- with those 'twist' endings that keep listeners enthralled. And Paul Harvey's legendary delivery is mesmerizing in itself.

So don't tune out after **Paul Harvey News and Comment**. 'The Rest...' is yet to come!

PAUL HARVEY NEWS & COMMENT

MORNING NEWS (MON-FRI); MIDDAY NEWS (MON-SAT)

THE REST OF THE STORY (MON-SAT)

abc ABC RADIO NETWORKS

For More Information Call
212-735-1700



When the pressure's on for a great rating book. Try DIRECT MAIL.



1000 Belcher Rd. S., Suite 10 • Largo, FL 33771-3307

CONTENTS

RADIO'S PREMIER MANAGEMENT & MARKETING MAGAZINE™

VOL XIV • NUMBER 1 • January 4, 1999

Radio's Premier Management & Marketing Magazine

RADIO INK

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

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

ASSISTANT TO THE EDITOR
Mary Crowley marycrowley@radioink.com

EDITORIAL ASSISTANT
Julie Ross julieross@radioink.com

EDITORIAL RESEARCH
William S. Stokes billstokes@radioink.com

ART DIRECTOR
Jim Nicholas jimnicholas@radioink.com

GRAPHICS DESIGNER
Anthony Grant anthonygrant@radioink.com

PRODUCTION MANAGER
Tom Elmo tomelmo@radioink.com

DIRECTOR OF SALES
Jim Lobaito jimlobaito@radioink.com

VP/NATIONAL SALES
Chuck Renwick chuckrenwick@radioink.com

ADVERTISING MANAGER/SOUTHEAST
Michael McClatchy 941-379-6749
mikemcclatchy@radioink.com

MARKETING MANAGERS
Jeff Strahl, CRMC jeffstrahl@radioink.com
Lois Ann Chooljian lois@radioink.com
Therom Hays

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

ACCOUNTING/CREDIT
Andrea McMillan andreamcmillan@radioink.com

CLASSIFIED ADS
Shane Tanner shanetanner@radioink.com

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

TRANSCRIBER
Sandra L. Vincent

SALES AND PRODUCTION ASSISTANT
Denise Blouin deniseblouin@radioink.com

ADMINISTRATIVE ASSISTANT
Veronica Cooperveronicacooper@radioink.com

NEW MEDIA SERVICES DIRECTOR
Kristen Gordon kgordon@radioink.com

CONTRIBUTING WRITERS
Lee Abrams, Sylvia Allen, Rhody Bosley, Julie Lomax
Brauff, Bill Burton, Maureen Bulley, Holland Cooke,
Mike Ellis, Allison Glander, Bill Haley, Don W. Hal-
lett, Philip J. LeNoble, Ph.D., Pam Lontos, Sean
Luce, BIG Mike McDaniel, Chuck Mefford, Rick Ott,
Bob Ottaway, Michael Packer, Jack Rattigan, Al Ries,
Walter Sabo, Rosemary Scott, Ed Shane, Kim
Stiles, Jim Tiszarek, Tom Tradup, Jack Trout, Deb-
bie Whitaker-Platt,

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

**STREAMLINE
PUBLISHING, INC.**

CHAIRMAN
B. Eric Rhoads, CRMC/CRSM

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

MARKETING DIRECTOR
Richard Pachter richard@radioink.com

DIRECTOR OF STRATEGIC MARKETING
Lindsay Flora lindsay@radioink.com

MANAGING EDITOR/BOOK DIVISION
Amy L. Morrell amymorrell@radioink.com

EXECUTIVE EDITOR EMERITUS/LOS ANGELES
Dwight Case

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

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



INTERVIEW 22

LOWRY MAYS, CLEAR CHANNEL

Radio Ink names Lowry Mays the 1998 Executive of the Year. Read about his many accomplishments, his commitment to the industry and his vision for the future.

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

SPECIAL REPORT 54

INTERNET RADIO

The Internet has become the cash highway as well as the information highway. Find out why you should be on the Web, who is competing with you on the Web and who can help you make money from the Web.

DEPARTMENTS

Publishers Notes	6
Letters	8
People in Ink™	10
Forum	13
Sales Ink™	39
Hot Tips, Sales Meeting Success Story, Movers & Shakers, Sales Planner	
Program Ink™	49
Soundbites, Staff Meeting, PD To-Do List, Format Focus	
Events Calendar	73
Classifieds	75
Yellow Ink	76
Blast From the Past™	78

COLUMNS

The Wizard of Ads™ 12
The Battle for "Top of Mind Awareness"
by Roy H. Williams

Management 14
Website Not Working? Read on For Real Help
by Scott Frothingham

Sales Revolution 16
Stealth Tactics Winning the Rate Flight
by Kent Malinowski

Giff on Sales 18
Salespeople are not Sheep Field SMs Break Herd
Mentality
by Dave "Giff" Gifford

Sales 42
Records are Meant to be Broken Finding a New
Way to Sell
by Chris Lytle

Sales 43
The Anchoring Principle Identify and Cut Loose
Your Anchors
by Harry Beckwith

FPR Scheduling 46
Ads That Stand Still ... and Move: Creating 52-
Week Advertisers
by George Joachim

The Seagram Pitch 47
The Dilemma of Leaving Money on the Table ...
Or is it on the Bar?

Talk Radio 50
Let Your PD Out of the Box: Give Leeway in
Choosing Air Talent
by Walt Sabo

Programming 51
Get A Lite! Being On-Air Should Be Fun
by Jim Steel

COMING NEXT ISSUE:

▲ Amador Bustos
Z-Spanish Media Corp.

▲ Spanish Format

▲ Radio Wayne Nominees

Editorial Offices: 224 Datura Street • Suite 701 • West Palm Beach, FL 33401 • Phone 561-655-8778
• Main FAX 561-655-6164 • Editorial Dept. FAX 561-655-6134 • E-MAIL: comments@radioink.com
• **Subscription Information/Advertising/Classifieds/Yellow Pages** • Phone 561-655-8778 • Main FAX 561-655-6164

Copyright © 1999 by Streamline Publishing, Inc. and Radio Ink (ISSN 1066-5770) All rights reserved. Radio Ink is published biweekly, twenty-six issues each year by Streamline Publishing, Inc., 224 Datura Street, Suite 701, West Palm Beach, FL 33401. © Radio Ink is a registered trademark of Streamline Publishing, Inc. Radio Central and Radi Central.com are registered trademarks of Streamline Publishing, Inc. All rights reserved.
POSTMASTER: Send change of address to Radio Ink, 224 Datura Street, Suite 701, West Palm Beach, FL 33401. Periodicals Postage paid at West Palm Beach, FL and additional offices. Subscriptions: Mail subscription rate: One year \$179.00. Canadian and European subscribers \$229.00 for one year. All subscriptions, renewals and changes of address should include address label from most recent issue and be sent to the Circulation Department, Radio Ink, 224 Datura Street, Suite 701, West Palm Beach, FL 33401. Copying done for other than personal or internal reference without the express permission of Radio Ink is prohibited. Address requests for special permission to the Managing Editor. Reprint and back issues available upon request. Printed in the United States. Bulk Business Mail paid at West Palm Beach, FL • Third class enclosures paid in Columbus, WI. Permit #73.

IDEA TICKER

24,974

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



What does it take
to really make it big
in the radio business?

Lowry Mays.

In April 1997, Daniels & Associates had the opportunity to represent Clear Channel Communications, Inc. in its acquisition of Eller Media Corporation. This is how we experienced, first-hand, Lowry's industry leadership in the radio, television and outdoor advertising industries. Today, we are delighted to join others in recognizing Lowry as this year's recipient of *Radio Ink's* Radio Executive of the Year.



**DANIELS
& ASSOCIATES**



“Absolut” Radio

The hot topic at recent industry gatherings has been whether or not Radio and TV should accept advertising from liquor companies (see also pages 47, 55). Unlike tobacco, there is no law on the books that bans the advertising of hard liquor on electronic media. When Arthur Shapiro, Executive VP of Marketing and Strategy for The Seagram Company, claimed that the liquor cartel would be responsible advertisers and not encourage underage drinking, my first response was, “Yeah, and the Joe Camel campaign wasn’t targeting kids either, right?” Then I recalled that it was these same liquor companies that created their own self-regulation regarding the use of electronic media way back in the ‘50s.

Intellectually, I think liquor companies should be allowed to advertise. If a product is legal, then advertising that product should be legal, as well. Then my emotional side kicks in and says, “Yeah, but unlike print, Radio has the power to seduce people into drinking and to drink more heavily. I know it, you know it, and Seagram knows it. That’s why they’re pushing so hard to get on our air.”

Radio has the ability to create alcoholics by the millions. If we allow the liquor companies to use the power of sound, we might as well open the floodgates and allow cable TV to carry pornography. We might as well allow private citizens to own handguns. We might as well have legalized prostitution in Nevada. Wait a minute ... we already allow those things.

We Americans are a funny bunch, aren’t we? When a product is dangerous, our usual solution is to allow it be sold to

consenting adults, then restrict the promotion of it to only the weakest forms of advertising. Instinctively, the American people don’t want dangerous products promoted using the power of sound, but then many of these same people say they advertise in print “because it works better.” Yes, we Americans are a funny bunch.

Liquor companies have long spent millions of dollars in nonelectronic advertising, and now a few local Radio and TV stations have begun accepting ads for hard liquor, albeit very quietly and cautiously. Many broadcast owners have left the decision “in the hands of their local managers” — the same managers who are being pressured by them to meet ever increasing goals. Yes, we are a funny bunch indeed.

Ultimately, all the questions regarding the sale of hard liquor on Radio revolve around the issue of hypocrisy. No, not moral hypocrisy ... business hypocrisy. Do you and I really believe that Radio has the power to convince people to buy things they were not planning to buy? Do we believe that Radio can change public perception and increase the sale of a product, or is all that sort of talk just “sales hype?”

If you and I believe in the power of Radio, we must ask ourselves one simple question: Would the promotion of hard liquor on Radio put more drunk drivers on our streets ... yes or no?

Note: Wouldn’t it be fun to coordinate a national Radio campaign calling on American newspapers and magazines to follow Radio’s lead and begin a program of “voluntary rejection of all advertising for hard liquor?” ☐

Eric

B. Eric Rhoads, Publisher

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

Stop Wasting TV Budget
on people who will never listen to your Radio Station.

FOCUS TV
The TV Placement System for Radio.

Now placing for Winter 1999.

FOCUS TV is a service of Broadcast Marketing Group.
Super-Serving the Media Placement needs of the Radio Industry since 1980.

Call Aubrey E. Potter, Jr: (800) 581-3277 Email: focus@primenet.com

One Dealer, One Focus, One Call

Trust **ABG**

Call us, and put our people to work for you.



MAIN/MIDWEST OFFICE

Grand Rapids, Michigan
Voice: **800-999-3281**
Fax: 616-452-1652
E-mail: support@abg.com

NORTH CENTRAL OFFICE

Duluth, Minnesota
Voice: **800-788-8759**
Fax: 218-525-0455
E-mail: cgrace@abg.com

SOUTHEAST OFFICES

Mountain Home, North Carolina
Voice: **800-369-7623**
Fax: 828-697-2691
E-mail: cindy_edwards@abg.com

Lexington, South Carolina
Voice: **800-951-7443**
Fax: 803-951-3123
E-mail: jgeorge@abg.com

SOUTHWEST OFFICE

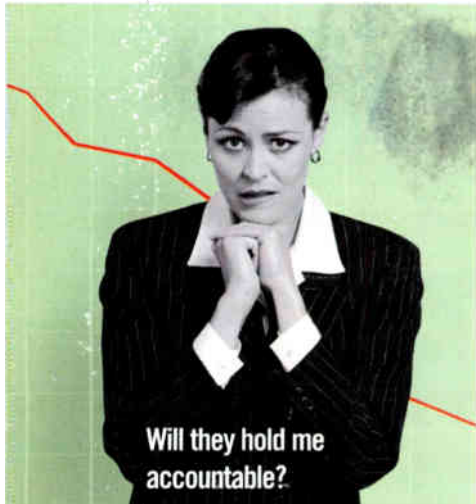
Palmdale, California
Voice: **800-858-9308**
Fax: 805-273-3321
E-mail: tmezey@abg.com

www.abg.com

Have a question or comment? Please send correspondence to "Letters," 224 Datura St., Suite 701, West Palm Beach, FL 33401 or by E-mail to Letters@radioink.com

More on Accountability

Kent Malinowski has written a hard-hitting piece, "Accountability: Lack of It Is Killing Radio Sales," (*Radio Ink*, Sept. 14, 1998). Is he open to a different view on the tactics employed?



Will they hold me accountable?

"Account" ability (understanding the bottom line, servicing the client, follow-through etc.) is a minimum requirement. Accountability, the attitude, is better dealt with during the hiring process. Being accountable is a work ethic trait. You have it or you don't. Our GM sees hiring through an 80-percent-attitude/20-percent-talent filter. Only one of our eight AEs has previous Radio sales. All are self-accountable.

Spend time weeding out whiners in the hiring process, and managers won't waste so much time policing accountability.

Malinowski makes a strong point on a lack of accountability being the enemy. Consider that the person hiring the staff has to take the heat, too. Hiring the right people can produce a high energy and a competitive work environment.

Our AEs are harder on themselves than management will ever be. Accountability is hard-wired in their character.

A manager who gets off on practicing "or else" management is as dangerous (if not more so) as a whiner on staff. A bad attitude in the manager's office can often result in high turnover, low morale and, consequently, shallow relationships with clients. The speed of the pack = the speed of the leader.

Instead of policing your people, police the bottom line. Motivate your people. Challenge them. Respect them. They'll walk through walls voluntarily. Hire people with accountability built in. It's very difficult, if not impossible, to teach.

Jim Morrison, Senior AE
WSTR-FM, Atlanta, GA
jmorrison@jpc.com

Smaller Markets' Counter to Consolidation

Now that consolidation has gobbled up most of the stations in the top 125 Radio markets, action is moving to the second 125 markets. Three of the four stations we own fall into that tier, and we are receiving at least three inquiries weekly about purchase. On a visit to the NAB legislative conclave in Washington, D.C., I found that my contemporaries are getting the same inquiries.

There is a better solution for those of us who are not ready to retire. Most of us own one or more privately held corporations. What we should do is take a few of those public and merge the others into these. This would create a tax-free

exchange, enable us to achieve critical mass and become specialists as managers, instead of the generalists we must be now. If we structured this carefully, we would see the value of the publicly-held stock increase, again tax-free, until we chose to dispose of it.

We can become dominant, profitable players in a variety of mid markets. Moreover, we can continue to do the work we enjoy, and we can specialize in the areas of management in which we each are strongest.

Tom Burns
President, WLLT/ WDXR
Michigan City, Ind.

"New and Improve It" Radio

I read an article in *The Wall Street Journal* that discussed innovation in American products. According to Tom Vierhile, manager of Marketing Intelligence Service in New York, innovation is creeping out of American products at an alarming rate. Vierhile said that American companies were nearly 20 percent more creative in 1986. Last year, the innovation factor wavered around the 5-percent margin.

This holds true for a number of Radio stations. "New but not necessarily improved" may be a slogan on a number of today's Radio stations. Big companies are making low-risk product launches — a lot of "this (image, format, promotion, logo etc.) stuff worked for me in Peoria. Let's make it work in Indianapolis." Sometimes things do carry over, but what we are squeezing out of the mix is and always will be what makes great Radio great: innovation.



What is the solution? Hire or surround yourself with creative types who can keep innovation a part of the daily environment. As a manager, make sure you create an atmosphere that will allow your people to do their best work. But, most important, take time to brainstorm in every department. Good ideas sell in the sales department. A great marketing posture will make you shine for your listeners and your advertisers. Who will forget a great Radio promotion that was the talk on the elevator or plastered on the front page of the newspaper?

Roger Ingram
Formerly COO, WAZY
Lafayette, Ind.

Senior Consumers

Jack Rattigan's commentary, "Marketing to the 50+" (*Radio Ink*, Oct. 26, 1998), is very much on target. A little research into fast foods, however, will disclose that the "over fifties" are massive consumers, not [just] because "they take their grandchildren."

The fact is that fast foods are soft and full of salt. Older people find them easy to eat, and as one ages, one's sense of taste diminishes. Hence, the attraction for salt and highly seasoned foods.

The products are also attractive to those on a limited budget — filling and relatively inexpensive. Next time you're near a Burger King, go in and take a look at who's eating there.

Robert E. Richer
mediabroker1@home.com

To a fellow **T**exan,
and from last year's winner to this year's...
Congratulations, Lowry,



ON BEING NAMED

**Radio Ink's
1998
Radio
Executive
of the Year!**

Hope you enjoy the Rolex!

Steve Hicks
President and CEO, Capstar Broadcasting Corporation



Capstar Broadcasting Corporation 600 Congress Avenue, Suite 1400 Austin, Texas 78701 www.capstarbroadcasting.com

An Equal Opportunity Employer



WE LOVE LARRY:
Citadel's Larry Wilson (r) accepts award from *Radio Ink's* Eric Rhoads for being No. 16 on the most recent list of 40 Most Powerful People in Radio.



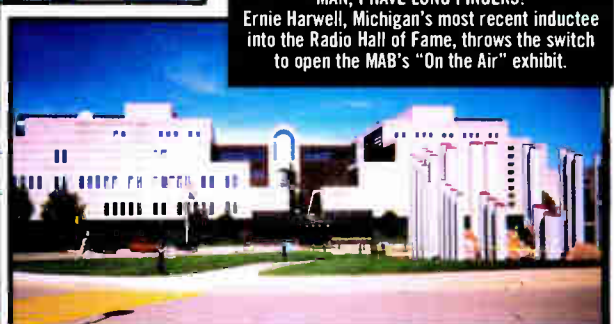
▲ **NOW WE KNOW WHO'S REALLY RUNNING EMMIS!**
At the NAB's European conference in Madrid, Jeff Smulyan introduces Cartman!
▼ **MY SHOW IS BETTER THAN YOUR SHOW!**
Dennis Clark (l), Morning Show Inc., USA, debates Kristian Kropp, Hit Radio Antenne, Germany.



MAN, I HAVE LONG FINGERS!
Ernie Harwell, Michigan's most recent inductee into the Radio Hall of Fame, throws the switch to open the MAB's "On the Air" exhibit.



MEET THE EUROPEAN WOLFMAN JACK: Actually that's Jonathan James-Moore (2nd from left) of the BBC at the NAB European conference. Others (l-r) are Tanya Dubyana, Ukraine; Moore; United Stations' Nick Verbitsky; Bonnie Verbitsky; and Shirley Maldonado, Greater Media, USA.



NO, THIS ISN'T A HOSPITAL: The Michigan Historical Museum, located in downtown Lansing and operated by the Department of State, houses the "On the Air" exhibit.

The Chase Manhattan Bank congratulates

Lowry Mays

on his

Radio Executive of the Year Award

Your friends at Global Media & Telecommunications Group

The right relationship is everything.®



DAME-GALLAGHER NETWORKS LLC



TALK RADIO'S NEXT GREAT TALENT • MORE LOCAL INVENTORY • 100% BARTER • LIVE FROM 9AM TO NOON EASTERN
...ALL THE THINGS YOU EVER WANTED FROM A SYNDICATED SHOW



MIKE
GALLAGHER

THE REVOLUTION BEGINS

CALL NOW FOR AFFILIATE INFORMATION **1-800-387-2366**

World Radio History

Tap Into Radio's Secret Strengths

The Battle for "Top of Mind Awareness"



ROY H. WILLIAMS

If you want to be able to offer advertisers the greatest possible reach for their money, then you need to sell outdoor advertising. If you want to sell slick production, get into television. If you want to sell audience targeting, try direct mail. If you want to sell immediate response, then newspaper is definitely the career for you. Do you want to sell Radio? Are you sure? Then you need to be selling Top of Mind Awareness, because that's what Radio is all about.

Other media have at least one advantage over Radio, but they can't match Radio's ability to presell the customer. Echoic intrusiveness (sound) gives Radio the ability to enter the mind when the prospect is not immediately in the market for the product. And, the stability of echoic retention (memory of sound) allows Radio ads to be recalled long after visual ads are forgotten. Yet, instead of measuring the category dominance of advertisers in marketwide share of mind, Radio stations across America continue to fund ridiculous "qualitative" surveys in an attempt to prove that their station's audience is better than the next station's Radio audience. This is idiocy.

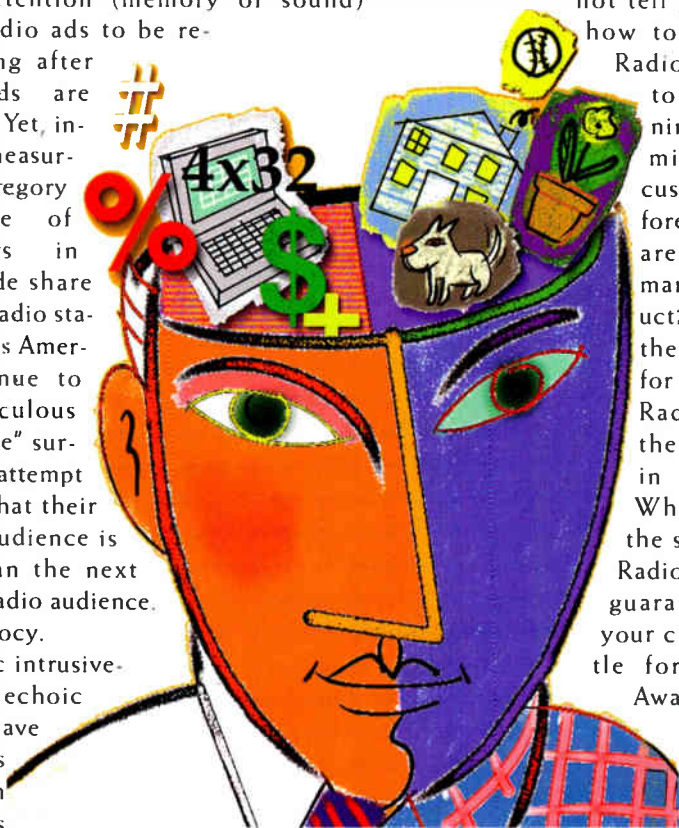
Echoic intrusiveness and echoic retention have always been Radio's

secret strengths, and format has nothing to do with it. I say "secret" strengths because most Radio reps have no clue what these things are or how to use them for the benefit of their clients. Have you ever read a survey by T.O.M.A. Research? Even when these surveys are funded by the newspaper, it is the advertisers investing most heavily in Radio who show up at the top of each product and service category. The only categories not dominated by a Radio advertiser are those categories in which no one has been willing to invest in Radio with consistency.

Why aren't we pitching, selling and measuring the one thing that Radio can deliver better than any other medium? Because most advertisers demand instant results, and most Radio reps believe "the customer is always right."

I've got an idea. Instead of promising what you can't consistently deliver, why not tell your advertisers how to get rich using Radio? Why not talk to them about winning the hearts and minds of their customers long before those customers are actively in the market for the product? Why not ask for the entire ad budget for as many 52-week Radio schedules as the client can afford in your market? Why not call upon the strengths of your Radio brothers to help guarantee victory for your clients in the battle for Top of Mind Awareness?

Now go sell a 52-week schedule. ☑



QUICK READ

▲ Do you want to sell Radio? Then you need to be selling Top of Mind Awareness, because that's what Radio is all about.

▲ Echoic intrusiveness (sound) and echoic retention (memory of sound) have always been Radio's secret strengths for preselling the customer.

▲ Why aren't we pitching, selling and measuring the one thing that Radio can deliver better than any other medium?

Roy's new book, *The Wizard of Ads*, is available in bookstores nationwide and is rapidly climbing the charts to become the best-selling business book in America. Foreign publishers are now bidding for the rights to publish *The Wizard of Ads* in all foreign languages, including Chinese! Best of all, this book is pro-Radio!

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

What would you would like to accomplish at your station this year?



MAJOR MARKET

Catherine Meloy
VP/GM

WBIG-FM, WTEM-AM
Washington, D.C.

First, I would like to achieve revenue budget and broadcast cash flow budget. Second, I would like to continue to develop nontransactional business by hiring and training professional sales and marketing people. We have hired a New Business Development Manager, who will work closely with the local sales staff as well as with the Chancellor Marketing Group.

Financial incentives are being established to help achieve '99 budget goals. We have joined with the Center for Sales Strategy to set standards for working with both new and established advertisers. In hiring, we will be looking for professionals who do not necessarily have a Radio background but who have professional retail and sales experience.

Third, I would like to be a part of developing the strength of the Washington Chancellor cluster to create new Radio dollars and to maximize current dollar expenditures.



MEDIUM MARKET

Frank Hammond
GM/SM

KUSD-AM
Memphis, Tenn.

KSUD is a Christian Radio station with an AC and Top 40 format. We also cover the Arkansas Razorbacks. We plan to increase awareness of our station in the community by placing our program guide in retail locations and in churches, and by advertising in print publications. This will let people know when to tune in for music or a bible study program.

We will also be doing more remotes and station appearances at special events. Our station gives something back to the listeners. Christian Radio deals with a person's beliefs. By reinforcing the spiritual side of man, we are helping people grow. They feel good, and it's a lasting part of their lives.

And, it's about showing the truth in our lyrics, our songs, our bible study and even in the Talk programs that address national issues in Washington, or family values issues discussed in our programs.



SMALL MARKET

Sam Jackson
GM

KGDP-AM/FM, KWQH-FM
Santa Maria-Lampoc, Calif.

One of the visions that we have at Christian Radio is to be strongly involved in the community. We want to help the churches break down denominational barriers. We like to help bring about unity among the churches on the central coast. This is something we feel strongly about.

We are also tightening up the programming on the stations to fulfill the needs of the market and the needs of the different demographics of the stations. We're building up the sales force so that we can rely more on that income, become profitable and not rely so much on donations.

We'll attempt to build up our cume by creating awareness of the Radio stations through extensive promotions and outside advertising. It's going to be a building year for the stations. I took over about six months ago, and we're looking forward to a lot of changes. ☺

Digital Consoles
As simple as...

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

FIDELIPAC®
Broadcast Studio Equipment



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

Dynamax

- Simplicity of Operation
- Serviceability
- True Modular Design

MX Analog Consoles

Website Not Working?

Read On for Real Help



SCOTT FROTHINGHAM

After visiting more than 350 Radio station Websites in the past two weeks, I feel compelled to ask Radio station GMs, "Why does your station have a Website?" The answer I would like to hear is: "To publish and distribute information that we choose not to offer in another form."

Your Website offers a distribution channel for information that you don't want cluttering your airwaves. It also offers a low-cost way to "print" and distribute information that you might send to a printer or direct-mail house.

• **GOAL: INCREASE ADVERTISER LOYALTY**

Show off the team. Make your Website as complete for the advertiser as it is for the listener. Stations typically give Website visitors detailed information about on-air personalities. Give similar profiles, including pictures and E-mail addresses, of the sales department.

The Internet as a distribution channel:

E-mail and the Internet can be used for sending and playing spec commercials and delivering CD quality sound to clients, agencies, national reps and other stations. For a primer on sound delivery on the Internet, send your Webmaster to www.KevinPierce.com

Thinking small: Armed with a password, an advertiser could enter an area of your site set up for him or her in order to see a PowerPoint slide presentation on a promotion you offer for purchase. Or, your national rep could download photos of a local promotion for a national client.

• **GOAL: INCREASE LISTENER LOYALTY**

Your Website must be more than an extension of your image. It must join in the battle to increase P-1 and P-2 loyalty through increased station visits and longer TSL.

Downloads may be too long. Did you know that sites that take more than 20 seconds often lose up to 50 percent of their visitors? Send your Webmaster to <http://www.websitegarage.com>. Visitors to this site can get a thorough Website checkup with suggest-

ed fix-ups for loading speeds, links, popularity, spelling, etc.

Avoid static information. Every few days, you must post something new and of interest to your core listener. Then, let your listeners know what and where those new things are.

Bounce Website visitors back to the station to increase TSL.

Your Website can work like a direct-mail campaign and increase station visits by loyal listeners. For example, if your frequency is 92.5 FM, let listeners know that names entered on the Website will be read on the air at certain times. If they hear their name, they have nine minutes and 25 seconds to call in and win \$925.

• **GOAL: GENERATE NONSPOT REVENUE**

Savvy broadcasters are creating new sales opportunities that do not impact spot load. Your Website can and should be a source of income, not an expense. (See *Radio Ink* Special Report p. 62.)

Generate saleable features. Find an advertiser's hot button, and add a page or two to your site that the advertiser can sponsor. Add a page about your city's history, a school lunch page or a page dedicated to a specific core artist.

Sell something. Millions of dollars in direct sales are taking place every week on the Internet. You should get a piece of this action. Visitors to your site can buy station paraphernalia, such as hats and T-shirts. Also, your Webmaster can link your site to sites that pay a commission for referral sales. These sites include everything from software, to books, to music CDs (e.g., N2K's www.musicblvd.com).

Take a moment to consider the Internet without thinking of your Website. Picture an easy-to-access, inexpensive distribution channel. Use the information in this article as a springboard to brainstorming ways you can use your Website to promote your Radio station(s) to the listener and the advertiser. Ask your Webmaster to redesign your Website based on your new insights. Soon, your position on the Internet will be the effective tool it should be. ☐



▲ Your Website offers a distribution channel for information that you don't want cluttering your airwaves.

▲ Make your Website as complete for the advertiser as it is for the listener.

▲ Every few days, you must post something new and of interest to your core listener.

▲ Find an advertiser's hot button, and add a page or two to your site that the advertiser can sponsor.

Scott Frothingham sponsors an award for station Websites that qualify for recognition. He may be reached at 703-893-3635 or by E-mail at www.RadioManagement.com/awards.htm

COMMENTARY

Observations from Outside the Workforce

by Steve Berger

I have left my position as a corporate officer. Although my title was president, what I really did for a living was spot trends in human behavior so that my company, which was in the Radio broadcasting business, could capitalize upon these trends.

Although I'm not paid to do this anymore, I still do it for my own enjoyment. What follows are observations from outside the workforce — a primer for those who are about to step out from under the safety of the company tree.

1. I have begun to focus on calling plans, restaurant early-bird specials, and cable and satellite services — even though there is plenty of money. I think I do this because, for the first time in 40 years, I do not have a regular paycheck. I took over the bill-paying duties from my wife so that I could see how much was going out each month. I still don't know for sure.

2. I have developed routines. I go to the post office each morning to retrieve our mail, this is an excellent opportunity to shag any needed tradespeople.

3. I spend a lot of time with E-mail. I have appointed myself the official forwarder of humor. This keeps me in touch with a select group of about 50 friends and acquaintances.

4. I bought a larger Swiss Army knife. When you are retired, there are far more occasions to pick your teeth, clip things out of the paper and tighten various screws.

5. An acquaintance turned down a gazillion dollars for his company. When asked why, he said, "I don't want to be another one of those rich guys with nothing to do." This fellow has not developed an inner life. Forget that "get a hobby" is a cliché and get one. I chose photography. It has equipment,



varying techniques, changing technology and publications dedicated to it.

6. If you move to a new town, be prepared for the luxury of being no one special. If you ever really wanted to be accepted for who you are, this is probably the last chance you'll get.

7. Check through your stuff. Give to charity the things you haven't touched in years. But, if you have lusted after something like a new boat, buy it now. It will be almost impossible to talk yourself into it later.

8. Give back to the community. Charity management is not about money; it is about power. Let the administration deal with how the mailer will be folded and what color it will be. Do the real work for which the charity was founded.

9. Think long and hard about that second home. For what you will spend annually on a second home, you can go to the finest resorts in the world for a month or two every year. If you don't like it, go somewhere else.

10. Make a daily date with your spouse. It is easy to forget to share. We think that because we are spending more time together, we are communicating more. This will not be true unless you make it so. ☺

Steve Berger may be reached at 516-722-3204 or by E-mail at XHBN44A@Prodigy.Com

Two proven, effective methods for increasing your station's revenues:



1. Pray for a *really* good book.



2. Arm your sales staff with TM Century's New Business Development Disc. NBDD brings you three new killer commercial jingle campaigns every month... they're like spec spots on steroids. And you know that nothing opens more doors and closes more new business than truly great creative.

NBDD is market exclusive so call TM Century today for a free demo 972/406-6800...or e-mail us tmci@tmcentury.com

Stealth Tactics

Winning the Rate Fight



KENT MALINOWSKI

As a GSM, SM, seller or even CEO, how many times have you heard prospects fight you on rate or price?

Here's a true story told by a Radio sales rep named Jack. Jack finished

a presentation to a prospect after he had qualified the prospect on need and budget, and had all the decision-makers in the room. He had convinced each of them to make a decision at the end of the presentation. His presentation was textbook. It covered each prospect's issues in the prospect's priority, and he addressed only issues which were relevant to the sale.

At the end, one of the prospects made a simple statement: "Jack, this is great, and we love the job you did for us (beware of compliments). We'd love to begin the schedule, but we want you to give us a discount."

Jack remembered the following sales rule: Never defend, justify or explain. In fact, Jack did the exact opposite thing most salespeople would have done. He said, "I could raise it."

The prospect laughed and said, "Jack, I know how you Radio guys sell. You have lots of latitude on your rate card."

Jack calmly replied, "I suppose this is over."

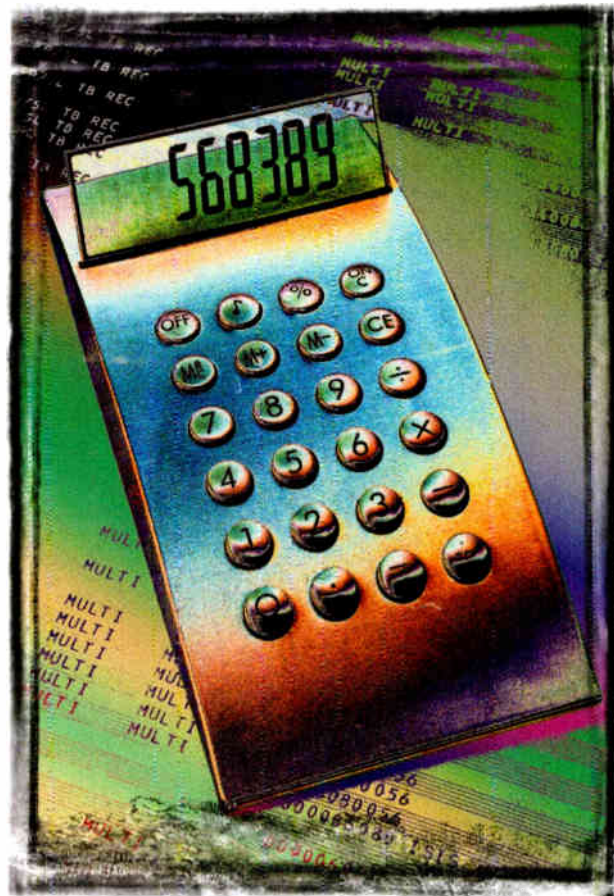
The prospect responded, "What do you mean?"

Jack said, "Simple. My price is too high, and it's over." Jack held out his hand to thank him for his time when ...

"Time out, Jack. Your rates are high, but your ideas are better than any we've seen."

"I appreciate that," responded Jack, "But you aren't going to buy it, and I wanted to thank you for the opportunity."

Then the prospect responded, "Don't be too hasty to leave. Actually, Jack, we are going to do this. But, telling people that they aren't going to buy is no way to



make it in sales."

"Thanks for the advice," responded Jack. "I'll remember that."

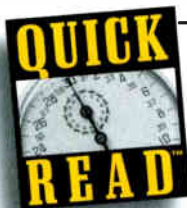
The result: When used at the right time, telling a prospect that "it's over" can make sales happen, because it forces prospects to make a decision.

Why? Remember when you were a child and your parents told you that you couldn't have something you really wanted? You actually wanted it even more. The same concept applies here.

Two conditions must exist before you use this tactic: First, prospects must have stated how your solution will solve their concerns. Second, prospects have told you that they have a budget big enough to buy your solution. When you go forward, act the part with conviction. When you make the statement, you must convey to the prospect that you believe the sale is NEVER going to happen.

And when the prospect tells you that it's not really over, offer your help by stating, "Oh. I got the wrong impression. What would you like me to do now?"

Then wait, forever if necessary, for a response. ☑



▲ How many times have you heard prospects fight you on rate or price?

▲ Remember when your parents told you that you couldn't have something you really wanted? You actually wanted it even more. The same concept applies here.

▲ Two conditions must exist before you use this tactic.

▲ First, prospects must have stated how your solution will solve their concerns.

▲ Second, prospects have told you that they have a budget big enough to buy your solution.

Kent Malinowski is Managing Partner of SuccessWorks, a sales consulting and training firm to Radio industry CEOs. He may be reached at 888-667-7253 or by E-mail at successworks@usa.net

Arbitron surveys your listeners all over your metro... does your music testing do that?

If you use “auditorium” music tests, the answer is no.

How could they? For example, our Phoenix clients, Country giant KNIX and AC leader KESZ each have 27 Hot Zips (out of 111 total zips in the metro) that deliver about 70% of all their average quarter hour ratings. They need to reach the listeners in all these zip codes effectively. Because people aren't willing to drive a great distance at night, “auditorium” tests tend to draw people only from the few zip codes around the hotel test site. And, after all, you couldn't conduct an auditorium test in 27 different hotels, could you? But Music-Tec's Interactive tests reach all 27 Hot Zips just the way Arbitron reaches them: with completely random sample distribution.

The result? After moving up to Music-Tec's Interactive tests, Country KNIX is back on top #1 25-54 Persons and 12+ Persons. KESZ has risen to #2 25-54 Persons (Arbitron Mon-Sun 6AM-Mid Summer 1998 share rank in both cases). They're rather pleased.

Is it difficult to move up to interactive testing? No...you pick the test hooks just as you always did and it comes back to you in both paper and Microsoft Excel® forms for easy sorting. There's really nothing new to learn, except what kind of ratings performance you're truly capable of.



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

Salespeople are Not Sheep

Field SMs Break Herd Mentality



DAVE "GIFF" GIFFORD

You didn't get up this morning for the company. You didn't get up this morning for the station. And, you didn't get up this morning for "the team," your salespeople.

You got up this morning for you, period. The same goes for your salespeople. They got up for themselves. Now, what's all this about?

In today's "dominate or die" Radio world, you're probably managing more salespeople than ever. The problem is that you no longer provide the one-on-one help you provided when you had fewer salespeople to manage. And so, your only option is to manage your salespeople as a "team." Wrong!

I believe in teams, conditionally. I believe in teams — within teams (in competition with each other) — because teams sell more. And, often I needed them to sell as a single "team."

Maintain your role as head cheerleader, pump 'em up with your rally-around-the-flag team rhetoric and, by all means, continue to preach teamwork. But, never manage salespeople as a team.

I can hear someone out there saying, "But, the hottest trend in corporate America is managing whole companies with teams." True. Remember TQM, Total Quality Management? Was TQM hot or what? Now, they write books on "Why TQM Doesn't Work." And they're starting to write books on why teams don't work. If Fortune 500 companies have problems managing teams, what chance do you have to make it work?

Reality: Radio is a young person's business — with the result that Radio is also a volatile, unstable business with too much turnover. For the same reason that no owner is stupid enough to practice "open book management" in this business — too much turnover — managing your salespeople as a team doesn't work either. Fact: Radio stations don't keep sales teams together long enough to make it work.

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



Your salespeople are not sheep. They got up this morning for the same reason you did, for themselves, not for the team. Point: They need more help than a team shepherd can provide. They need individual help.

What you really need are field SMs who spend 3 1/2 days on the street helping your salespeople. You need field SMs who spend 30 percent of their time with the superstars, stars and future stars; 20 percent of their time with the fading stars, high producers and mid-producers; 10 percent of their time with the UFOs (new salespeople); 10 percent of their time with the uncommitted stars, low producers and failing salespeople; 10 percent of their time recruiting; and 20 percent of their time on administration.

Before each sales call, they should ask each salesperson the following: 1) Bring me up to date on this account. 2) What is the purpose of this call? 3) What commitment are you going for? 4) What is your game plan for achieving same? 5) What role (if any) do you want me to play?

After the call (if no sale was made), they should ask the following: 1) What went right in there? 2) What went wrong? 3) What would you do differently if you could make this call all over again? 4) What is Plan B? 5) How can I help you?

Today, your salespeople need more one-on-one help where they need help the most: in the field — the kind of help only field SMs can provide. ☎



▲ Never manage salespeople as a team.

▲ Radio stations don't keep sales teams together long enough to make it work.

▲ Salespeople need individual help.

▲ You need field SMs who spend 3 1/2 days on the street helping your salespeople.

Congratulations Lowry Mays

Radio Ink
Radio Executive of the Year

*We at Scott Studios are
pleased to have our digital
audio systems in more Clear
Channel stations than any
other digital manufacturer!*

Scott Studios Corp.
13375 Stemmons Freeway, Suite 400
Dallas, Texas 75234 USA
(972) 620-2211 FAX: (972) 620-8811
8 0 0 7 2 6 8 8 7 7
(800) SCOTT-77

LAPTOP MEDIA KIT

ShareBuilder is a complete laptop sales presentation system developed for Radio groups. It's an entire media kit on a laptop computer. You'll hear sound clips of Radio stations, see video of the latest promotions and perform a newspaper vs. Radio analysis that will actually calculate the number of commercials a prospect's newspaper budget will buy on your station. (Clicking on the specific icons will take you to different parts of the presentation. See picture below.)

ShareBuilder is a highly interactive sales presentation and selling tool that enables salespeople to represent their station(s) at a new level.



Ongoing training for the product is available. Chris Kropp, SM of KTCL Denver, uses the product for a cluster of Jacor stations. He says it's a state-of-the-art tool: "It has helped me train new hires and actually get new hires."

For more information, call Joann Callow at Cimarron International at 303-369-0500 or reach her by E-mail at jcallow@cimintl.com

Survey Says ...

Dollar values being equal, which prize would you prefer to win for achieving top ranking on your sales team or as a contest participant?

Cash	53%
A trip and extra days away	36%
A prize	11%

Source: justsell.com



T H E

22

Immutable Laws of BRANDING

How to Build a Product or Service
into a World-Class Brand

AL RIES

Coauthor of *THE 22 IMMUTABLE LAWS OF MARKETING*
and **LAURA RIES**

Book Review

The 22 Immutable Laws of Branding: How to Build a Product or Service into a World-Class Brand
by Al and Laura Ries

(Al Ries is also co-author of *The 22 Immutable Laws of Marketing*.)

Finally, a fresh look at how to approach business as we near the turn of the century. *The 22 Immutable Laws of Branding* is a no-holds-barred look at some of the best and worst decisions that America's top companies have made when it comes to branding.

This book will give you insight into how to build your brand and keep it alive. You'll learn the right ways to brand your business as well as the pitfalls to avoid. *The 22 Immutable Laws of Branding* is recommended reading for any company that wants to take its business successfully to the next level.

— Jeff Strahl, Radio Ink

Wind and Play

The Freeplay 1 is an AM/FM and shortwave Radio that does not need batteries or other outside power sources. The Radios provide 30 minutes of playtime with only 30 seconds of winding. These



units are great for camping, severe weather situations and outdoor living. For more information, call BAYGEN Power

USA 914-258-5660 or reach them by E-mail at freeplay@freeplay.net



BOB & TOM, BACK IN 1998

Syndicated morning personalities Bob and Tom have released their latest CD. Proceeds go to charity. For more information, contact www.bobandtom.com

COOL CARDS FOR CLIENTS

IntroKnocks Corporation in New York City has a complete catalogue filled with excellent cards that will help you stay in touch with your clients and prospects. Inside these cards, find funny, creative, personal and professional sayings, including: "Don't keep me on the back burner"; "It's been a while since we've spoken"; and "Just wanted to touch base with you."

NAB CRYSTAL AWARDS

The National Association of Broadcasters is accepting entries for its 1999 Crystal Radio Awards. The awards recognize Radio stations for providing exceptional service to their communities. The deadline for entries is Feb. 2, 1999.

The winners will be announced during the NAB Convention in Las Vegas on Tuesday, April 20, 1999.

For more information, contact Stacy Siroky at 202-429-5350 or reach her by E-mail at www.nab.org/radio



Storz' Story

He lived only from 1924-1964, but Todd Storz was a genius when it came to Radio programming and promotions. Richard Fatherly and Ray Otis narrate Storz's story along with employee interviews, station jingles and actual broadcasts. This tape is a "must listen" for Radio buffs. It's well-produced, thought-provoking and exciting to broadcasters who live and breathe Radio.

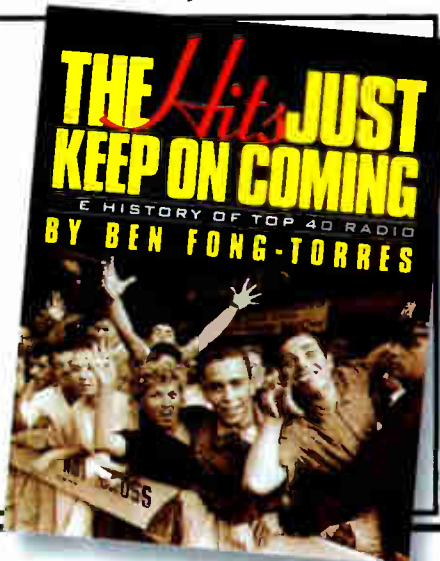


For more information, call Richard Fatherly at 913-362-9793.

Inside Top 40 Radio

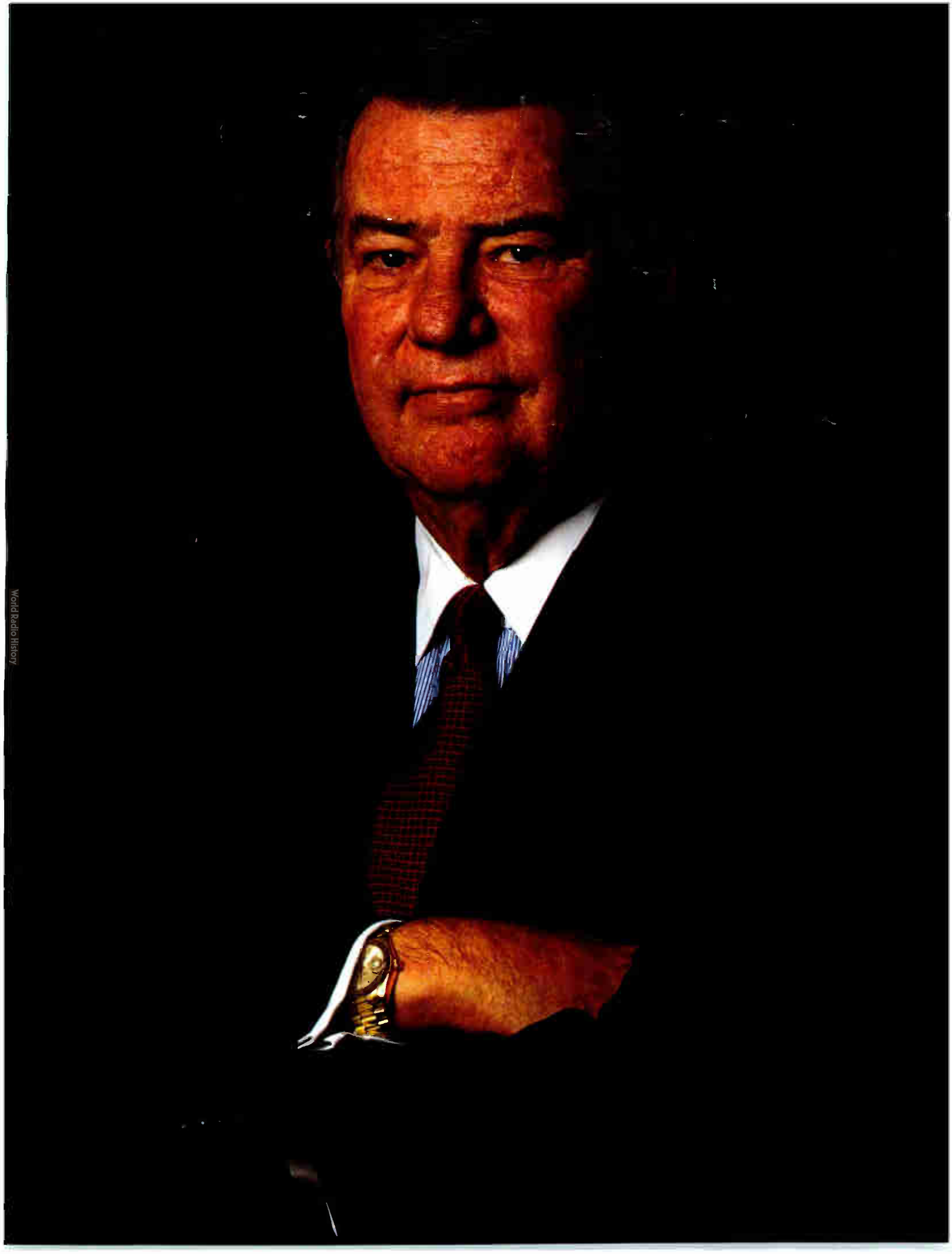
Ben Fong-Torres reveals the behind-the-scenes stories from a host of popular Top 40 jocks. You'll read about Don Steele, Murray the K, Mitch Reed, Casey Kasem, Wolfman Jack, Cousin Brucie and others.

For more information, call Miller Freeman Books 415-905-4912 or reach them by E-mail at mfbooks@mfi.com



For more information, call Karen Polikoff at 212-967-6185 or reach her by E-mail at www.introknocks.com





CLEAR-LY A-MAYS-ING



About the Award

Radio Ink magazine created the Radio Executive of the Year award to recognize the one individual who has made the most impact on our industry during the previous 12 months. The Executive of the Year winner is profiled in the first issue of the year, and the award is given in February. The Executive of the Year is appointed by the Publisher of *Radio Ink* after a poll of the editors.

Crystal Clear Our newest choice receives the **award** due to his fearless pursuit of growth and his massive international acquisition strategy. His company, Clear Channel Communications, is a broadcasting force worldwide, a globally diversified media company. Including pending acquisitions, the company operates or is affiliated with 625 radio stations, 19 TV stations and 220,000 billboard displays in 25 countries. The company's stations have an estimated billing of 1.1 billion dollars, third only to Chancellor and CBS. This past year, our Executive inked a deal with Sam Zell to acquire Jacor Communications. The purchase brought on board Premiere Radio Networks, Rush Limbaugh, Dr. Laura, Art Bell and others.

The 1998 Radio Executive of the Year choice was clear...Lowry Mays.

24 ►

◀ 23 Lowry Mays

THE JOURNEY

INK: You've come a long way since you purchased a San Antonio Radio station in the '70s. Can you give us some perspective on your journey?

Mays: The history of the company started when I got into the business in 1972. I made a commitment when we started buying stations other than the one in 1973. In 1975, when we purchased WOAI-AM San Antonio, our first Clear Channel station, we changed the name to Clear Channel Communications. At that juncture, I made a commitment to building a Radio company.

The first sign of deregulation came in 1984 when the FCC made the change in ownership rules, from 7-7-7 to 12-12-12. At that time, we made a public offering, which gave us access to the capital markets. We were serious about ultimate consolidation in this business and wanted to be a major part of it.

In 1993 with duopoly, the ownership rules were changed from 12-12-12 to 20-20. We were the first to duopolize our markets and to reach the 20-20 limit. We began moving offshore, looking at other opportunities since we couldn't expand further in the domestic market. At the same time, we had begun our consolidation of Australia. The consolidation in Australia led us to New Zealand. When the Telecom Act passed, that started the avalanche of consolidation.

Did you imagine it would come to this?

Yes. The vision started in 1975 when we purchased WOAI to go along with our FM station. At that time, I left the investment banking business and became a full-time player in Radio. I was treating it as a hands-on investment between 1972 and 1975.

THE MERGER

How did the merger with Jacor come about, and what does it mean for Clear Channel?

We have always admired, number one, the assets of Jacor and, number two, their management team. We had tried to interest them in a consolidation for quite some time. Sam Zell was actually a catalyst for the marriage. He asked us to come to Chicago. He thought we could make a deal. I flew to Chicago,

business. We think this will give us a critical mass in Radio that will be very significant.

For example, with Heftel Broadcasting, we bought 62 percent of the company. Heftel had five of the top 10 Hispanic markets. We merged that company with Tichenor Media Systems, which had six of the top 10 Hispanic markets, with the only overlap in Chicago. All of a sudden, we had nationwide coverage of something like 65 percent of all Hispanic stations in those top 10 markets.



▲ LET US IN ON THE JOKE: Lowry Mays (l) and Sam Zell are happy with the punch line.

and within 72 hours, we had a signed contract. It was exciting.

Here's what the Jacor acquisition really does for us. We view Jacor as the other half of the footprint in the Radio

In the outdoor sector, after we bought Eller Media Company, which was half the footprint, we bought Universal Outdoor, which was the other half of that footprint. This meant we 25 ▶

You've Had the Arbitron for a Whole Damn Week!

Where are the sales stories?

Call us. We deliver - before the data gets cold!

Call Rhody Bosley, Julie Heath or Charlie Sislen at 410-377-5859 today.

▶ **Research Director, Inc.**

The Ratings ExpertsSM



Prophet Systems Innovations

salutes

Lowry Mays

recipient of the
1999 Radio Ink

Radio Executive of the Year



◀ 24 Lowry Mays

were the first outdoor company that could truly deliver national business. We see this kind of business as exciting and being contracted for today.

With the **Jacor merger**, we will add to our rapidly growing markets as we have in Florida, Texas and California. They have dynamic clusters in Denver and in Florida, as well. There are also other spots like Atlanta and Houston. And, they have a presence in Los Angeles. This provided us with an add-on to our philosophy of having the best clusters and the fastest growing markets. They were a perfect marriage for this.

What can employees expect from Clear Channel when the company comes into a market?

You can ask those who have joined us over the past 10 years, and you will see a big smile on everybody's face because we provide something that people like, the opportunity to run their own business. We have a very decentralized approach.

A promotions manager in Louisville, Kentucky, at one of our six or seven stations can really run the Radio station in conjunction with his management team and GM. He can run his department within the general plan of the station.

The reason we have such good people is that, when they come to us, we give them a lot of responsibility. After scrubbing their business plan, we let them participate in the growth of their market and their job, whether it is the traffic director, the GM or the SM. It doesn't matter. If you have your own team, are a part of that team and have the autonomy to do the kinds of exciting things we can achieve in the Radio business, you are far different than an employee of South-

western Bell, where you lose identity.

How do you think your company's "culture" will mesh with that of Jacor and Randy Michaels?

Randy (Michaels), even though he might not be the brightest guy in the Radio business, is certainly the most creative. He brings a lot to our company in terms of his intellect and creativity. Is his personality different from mine? Sure, but mine is different from Mark Mays', Randall Mays' or others'. I think it is a good match.

When management is brought into this company, whether it is a relationship with Mac Tichenor, Carl Eller, Roger Perry in London, or our leadership in Australia, our experience has been that they have bought into our culture. This gives us a very diverse group of management leadership. Mark has done an incredible job of putting those different backgrounds together and focusing on the common objective: to increase your holder value. Randy is going to be a huge benefit to our success in moving our Radio group forward.

Will this merger affect how you do business with Premiere, specifically with

"We view Jacor as the other half of the footprint in the Radio business. We think this will give us a critical mass in Radio that will be very significant."

Rush and Dr. Laura?

If the question is, "Will there be a big change at Premiere?" I would say no. It should be business as usual.

THE ADVERTISING PLATFORM

How do you see Radio, TV and outdoor as a platform for your advertisers?

The next 10 years are going to be terribly exciting. Radio is a local business. Television is in the same business as Radio, selling our customers' products, but TV is somewhat more nationally focused. Since our culture focuses on local business, we do more local business than most television stations. Certainly, the outdoor sector has a strong local component.

A platform that has all three gives you some unusual advantages, mainly in cross-promotion. We can promote our morning show during our 10 o'clock television news broadcast, and we can use all of our unsold billboard space to promote our Radio stations. We can also promote our 10 o'clock television news broadcast on a vacant billboard.

Going forward, the focus of our

▶ 28

Jacor Merger

With Jacor, Clear Channel will own and/or operate 454 Radio stations in 101 domestic markets. BIA estimates revenue of the company at \$1.1 billion.



HUGE REVENUE GOALS ... LESS TIME

Imagine if each AE had 30 minutes more each day... more time to sell new prospects and service existing clients.

Hire us to create your sales one-sheets and graphic presentations.

**CALL RHODY BOSLEY OR JULIE HEATH TODAY!
410-377-5859**

Research Director, Inc.

KATZ RADIO GROUP
IS ESPECIALLY

PROUD TO SALUTE

LOWRY MAYS

OUR CLIENT,
OUR PARTNER,
OUR FRIEND

AS THE RECIPIENT
OF THE RADIO INK

RADIO EXECUTIVE OF THE YEAR

◀ 26 Lowry Mays

company is going to be on the out-of-home business. This is where the growth is going to be more accelerated. We have been reinvesting mostly in the Radio and outdoor sectors. Being the largest out-of-home advertising company in the world suggests that we have a commitment to it.

All you've got to do is take a look at the vehicle miles grouping per year. It looks like a growth chart for Microsoft. If you look at the time it takes to drive those vehicle miles, it is exponentially higher. This means that people within our mobile society are driving more and are in their cars more. We see a flight of advertisers going to the out-of-home market at a rate that gives us great confidence in the future of Radio and outdoor.

Will the Internet be part of your company's advertising platform?

We sell a lot of advertising over the Internet. In 1998, our Internet advertising was up 100 percent from 1997 and will be up another 100 percent in 1999. Now, this is not a significant number. Maybe we will sell \$4-million worth of advertising on our Webpages in broadcast next year. But, we have the unusual ability to drive customers to our Websites. We do this over the phone.

I heard an advertisement on WOAI for Barnes & Noble.com. They are using our Radio station to drive customers to their Website to sell books in order to compete with Amazon.com. Not only will we be selling more and more advertising over the Internet — because we can

Shareholders

Clear Channel's after-tax cash flow (for 3rd quarter 1998) increased 117 percent to \$119 million, compared with \$55 million for the same quarter in 1997.

drive customers to our own Websites — but what's more, we are going to be the beneficiaries of other people who try to drive customers to their Websites.

THE EVOLUTION OF RADIO Has Wall Street caused Radio to become more interested in servicing shareholders instead of listeners?

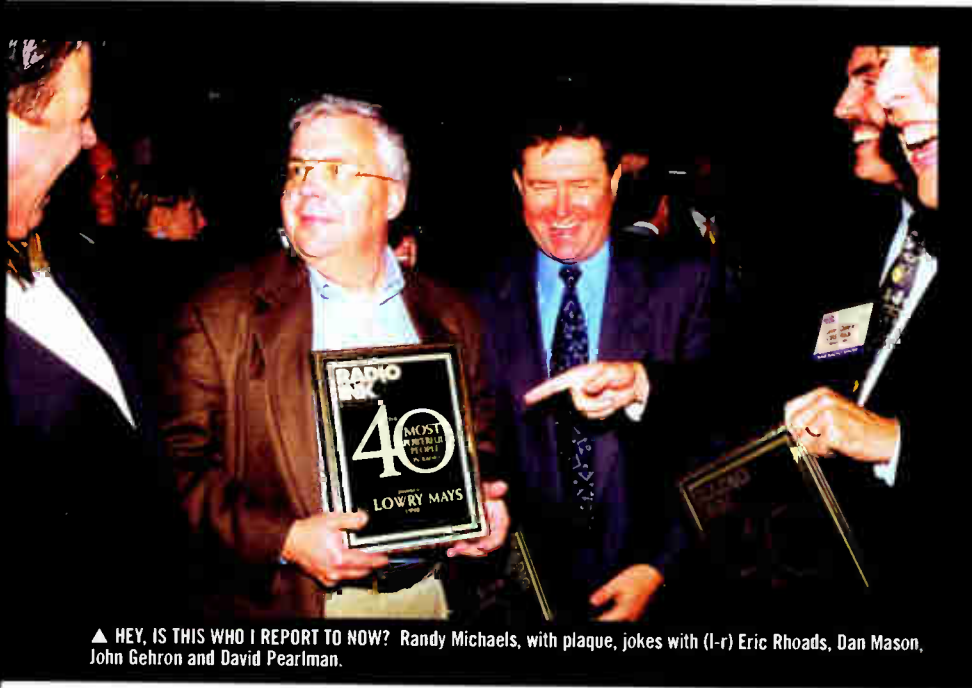
Our chief objective is to serve our shareholders. They are the people who hire us to increase the value of their investment. Realistically, even I know that Radio is a very personal medium to the listeners. We have to be the very best in the business in servicing our listeners and our customers to achieve the kind of shareholder value we have achieved.

During the last three to 10 years, we've been the best performing media company. These challenges have rewarded our investors in a significant way, and that's not going to change. We can't take our focus off the ultimate objective, which is to increase our holder value.

You talk about Radio's being personal. What about the regionalizing of voices?

We are on the forefront with some of the voice tracks for certain stations within our clusters. We are involved in New Zealand because we've got so many stations there, and we are trying to use this type of talent in multiple markets. You have to be very careful in how you roll it out.

Your personalities need to be in the market and at the remotes. They need to touch your customers and their listeners. Once you have a syndicated personality, you are going to lose that. On the 32 ▶



▲ HEY, IS THIS WHO I REPORT TO NOW? Randy Michaels, with plaque, jokes with (l-r) Eric Rhoads, Dan Mason, John Gehron and David Pearlman.

THE Channel

TO

Audience Development

IS GROUP

CLEAR...

CLEARLY

Successful Results

"ADG's hands on approach has made a significant difference in our programming operation. The expertise used in developing a strategic programming and marketing plan for EZ 105.7 has been very impressive."

— Skip Essick, VP/GM, WOOD-FM

WWLV-West Palm Beach, Format Switch Fall '98

"In the world of consolidation, there are new challenges. Audience Development Group has been able to articulate and pinpoint a strategy for two radio stations in different stages of growth, with the same programming base coming from one studio. This competitive strategy will help the all-important product and produce results for the demanding bottom line of this operation."

— Chet Tart, VP/GM, Clear Channel Palm Beach

WTKX Pensacola/Mobile No. 3 Adults 18-34, No. 3 Men 18+

"ADG is more than a programming consultant to us. They are a great resource in management, motivation, coaching, advertising, promotions and sales. And they're fun, too!"

— Jeanie Hufford, GM Clear Channel Pensacola

WRKH Mobile No. 6 25-54 Adults, No. 3 Men 18+

WMXC Mobile 3.7-5.2-5.8-6.7,

No. 11 — No. 5 Adults 25-54, No. 4 Women 18+

"Audience Development Group is helping us with two of our Mobile stations and both are experiencing strong growth. They've been invaluable to creating our success."

— David Coppock, VP/GM, Clear Channel Mobile

**Call or E-mail today
for a free analysis of your station's situation.**

Audience Development Group
E-mail: alan@goodratings.com
Fax: 650-373-2682
Or call Tim Moore: 616-940-8309
Alan Mason, Managing Partner
Audience Development Group
<http://www.goodratings.com>

**Audience
Development**

P

Need Another Reason to Register **NOW** for RAB'99?



How About 100!

RAB'99 February 4th-7th in Atlanta is the best, most exciting marketing leadership conference ever with keynote addresses from Elizabeth Dole, Harry Beckwith, Dr. Gerald Bell and more, plus three action-packed days of seminars, workshops and forums! But if you still need another reason to register now, we have a great one! Simply watch for your RAB'99 brochure in this week's mail and register by January 15th to save \$100 on each registration fee! Do it. Register now and get ready for the biggest and best sales and marketing conference in Radio...RAB'99.

For instant reservations, call 1-800-917-4269.



GE Americom

Salutes... **Lowry Mays**

CEO of Clear Channel

Radio Executive of the Year



GE Americom

The home of America's largest
satellite radio neighborhood into
the next millennium.

1-800-273-0329

www.geamericom.com

◀ 28 Lowry Mays

other hand, we have nationally syndicated personalities to whom people tune in and like.

My position is to be careful. We are very cautious in moving in that direction. However, we do see a lot of benefit in providing better talent to a market in an

this point, I don't know how successful they will be and whether they will be a good return on investment. We know that the subscription services have never been successful within the home because people don't want to pay for them. I don't know whether or not they will be successful in a mobile environment.

better and better. Their stature continues to rise in Washington, D.C. They are an extremely effective voice for us. I have been chairman of the NAB, but I haven't had a close working relationship or been on the board of the RAB. However, I have watched their success in reaching their goals. As an outstanding organization,

“Going forward, the focus of our company is going to be on the out-of-home business.”

outlying area that could not otherwise afford it. We will use syndication, particularly in Jacor's hub-and-spoke-type operations, but we will be doing it in a cautious way. We will also maintain some local personalities within the markets in order to touch our listeners and our customers.

Do you think CD Radio and XM Satellite Radio will be successful?

They will get part of the market. At

I do know that XM is going to try to make themselves into an entertainment company rather than a background music company. They may be more successful. I just don't think you can take anything away from local Radio when people can identify with a person in their market.

Are you happy with RAB and NAB progress as Radio continues to evolve?

Absolutely. The NAB is getting

they deserve all of our support.

What is the most disappointing aspect of our industry?

I think we have the most exciting and fun business that exists. We have an enormous amount of creativity to promote and market our customers' products. If there is anything we could improve on, it is the promotion and marketing of Radio itself. For far too long, we have, as an industry, been competing with ourselves. As consolidation moves forward, it has forced us to take a broader view of our business in terms of selling our customers' products. We should not, as we did some years ago, sell against other Radio stations. We should be promoting Radio as a tool and a vehicle, rather than competing with ourselves.

Where do you see Radio going in the next five years?

There will always be the opportunity for the entrepreneur who can own one or two stations in a market, or a small cluster in a market. However, consolidation will continue over the years, and a typical market might have three larger players and three smaller players, maybe even four smaller players.

I don't think you're going to see very much change than you already have today in certain markets. Our merger with Jacor, while it doesn't change anything within the individual marketplace itself, creates a larger Radio company. The typical marketplace will remain pretty much like it is. You will have fragmented markets that are more or less consolidated. San Antonio will be one of them, with more players, all

*BankBoston salutes
Lowry Mays—
Radio Executive
of the Year.*

Member FDIC



BankBoston

bankboston.com

of which are very profitable. My guess is that you will have some markets that remain this way.

I do not think the consolidation will stop. It will continue. Yet, there is still plenty of room for the entrepreneur who

of our company and the maintenance of a very conservative balance sheet that gave us the opportunity to expand, particularly from 1990 to 1992, when others could not. It was also the flexibility to win prices.

have gone broke. They would have been in the bus business, the trucking business, the airline business, as well as other forms of transportation.

It is the culture of our company, focused on selling our customers' prod-



▲ HERE THEY ARE: Lowry Mays (2nd from right) is flanked by team members (l-r) Randy Michaels (Jacor), Dr. Laura (Premiere) and son Mark Mays.

can operate one to five stations in a given market. Because Radio is as local as it is, you can have a strong presence with one or five stations in a market and still be very effective and have a good business.

What advice would you give to a young broadcaster trying to get his or her first break into the industry?

Get into the business on one side or other. There are many sides to this business, whether it is promotion, programming or sales. Get involved and learn the business. Succeed in it and have as much fun growing in it over the years as we have.

THE EVOLUTION OF THE MAN
Why is Lowry Mays so successful?

Good Lord! It's been a lot of good luck, focus on the culture

We have always said that the business we're in is not the Radio business, not the television business and not the advertising business. We are in the business of selling our customers' products. We were sitting around the table one day in 1988 and agreed that, if this is really our business, what difference does it make what conduit is used to sell our customers' products — whether it be television, Radio or outdoor? The ability to concentrate on what business we were in led to our success.

His Children

Mark Mays is President/COO of the company, and Randall Mays is Executive VP/COO. Daughter Katherine Johnson is VP/Communications.

I had a graduate-school professor, Ted Levitt, who wrote *Marketing Myopia*. Ted said that, if the railroads had identified their business as transportation instead of railroads, they would not

ucts, that has built our success. We have maintained this culture throughout. But, it is much harder to maintain this culture when you're operating in 25 countries around the world.

What is the greatest achievement in your Radio career?

My greatest achievement in Radio is talking **my sons and one of my daughters** into coming into the business and watching them develop into people who are a hell of a lot smarter and creative than I am.

What is the next step for Clear Channel?

Nothing is on any radar screen at this time. We will continue to grow in all of our different sectors. We will try to be a company that everybody wants to work for and continue having fun. It's my motto, "If it ain't fun, don't do it."

So, you plan to be in it for a while?
Oh, as long as my children will let me. ☺

At Last LUCE'S LAWS

IN TWO NEW BOOKS!

If You Want To Sell More...
If You Want To Earn More...
Follow the Laws. LUCE'S LAWS

Presenting the most-wanted information in Radio from
Sean Luce, award-winning manager, trainer and motivator

• **Luce's Laws** - 10 Steps to Sales Success
&

• **Luce's Leadership Laws** - 10 Steps To Managing Sales Success

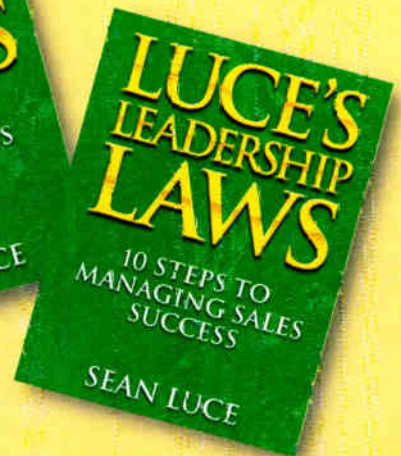
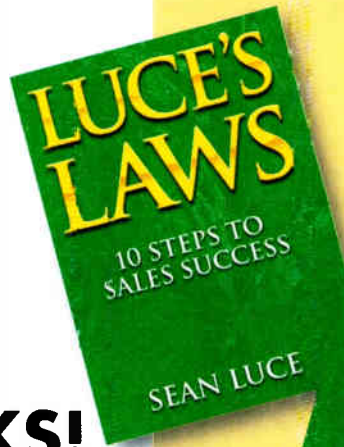
These 2 books give you the tools you need - in simple, understandable and easy-to-implement steps - to meet and surpass your personal and professional income goals.

Stop dreaming about success! If you're really ready, now is the time to learn from the Master of Radio Sales, Sean Luce, and take your career to the highest level.

Luce's Laws - 10 Steps to Sales Success is for Account Executives.

Luce's Leadership Laws - 10 Steps To Managing Sales Success is for Managers.

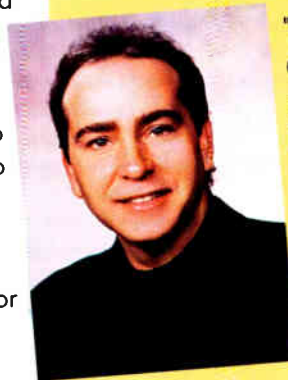
Both books are complete and comprehensive. If you've ever seen or heard Sean Luce speak, this is what you've been waiting for! **Order today.**



Advance Praise for Luce's Laws and Luce's Leadership Laws

"In place of generic sales tips, Luce's Laws gives broadcast sellers very specific, real-life advice on how to get the order. Sean really does share the secrets of his success."

-John Hiatt, VP/General Manager, CBS Radio



▲ Sean Luce

"Today's media landscape demands leadership. Sean Luce provides current and prospective Radio managers with the kind of leadership template that can have an immediate impact on your personal and professional life."

-Milt McConnell, VP/GM
Trumper Communications

- YES! Please send ___ copies of **Luce's Laws - 10 Steps to Sales Success** for \$39
- YES! Please send ___ copies of **Luce's Leadership Laws - 10 Steps to Managing Sales Success** for \$79
- YES! Please send both books for only \$99
- YES! Please send ___ additional copies of **Luce's Laws - 10 Steps to Sales Success** for only \$29 each with my purchase of both books for \$99

Name _____ Title _____

Company _____

Address _____

City _____ State _____ ZIP _____

Charge my Visa MasterCard Amex

Card Number _____ Exp. Date _____

Signature _____

CALL NOW FOR FASTEST SERVICE 800-610-5771

FAX ORDERS 561-655-6164 (OUTSIDE NORTH AMERICA: 561-655-8778)

**STREAMLINE
PRESS**

***When two innovative companies join,
the game has just begun.***



Scrabble is a registered trademark of Milton Bradley Company

***Harris and
Intraplex
Synergy
Continues***

Harris, the leader in advanced broadcast systems, is pleased to welcome Intraplex, the leader in digital transmission solutions, to the Harris Communications family.

Whether you are outfitting a new station, networking a group of stations, or upgrading your equipment, Intraplex Transmission Solutions from Harris Broadcast Systems will take you there. Call us today.

Harris and Intraplex Transmission Solutions.
Welcome to the next level.



next level solutions

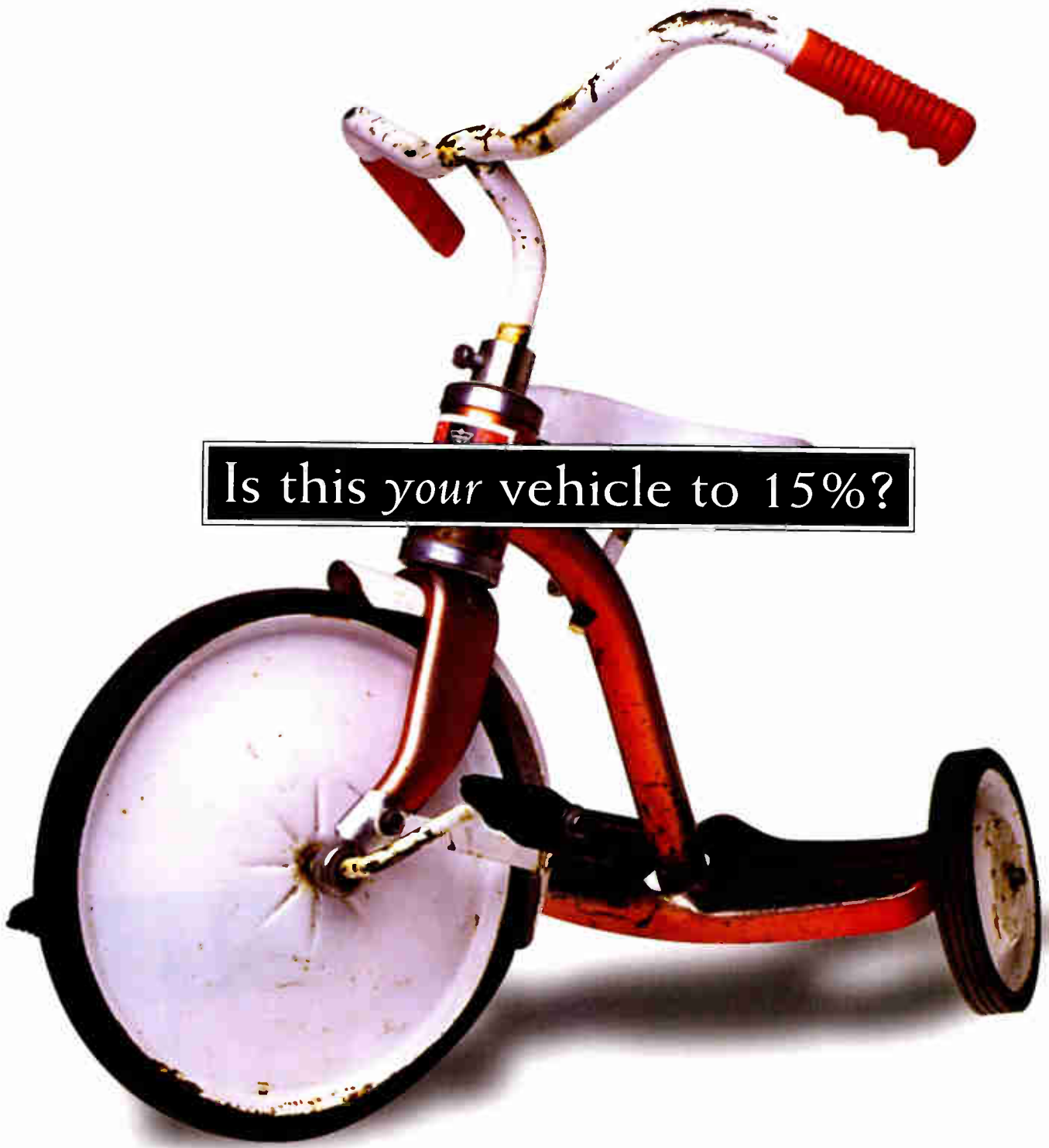
WIRELESS

BROADCAST

COMMUNICATIONS
PRODUCTS

HARRIS
Communications

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



Is this *your* vehicle to 15%?

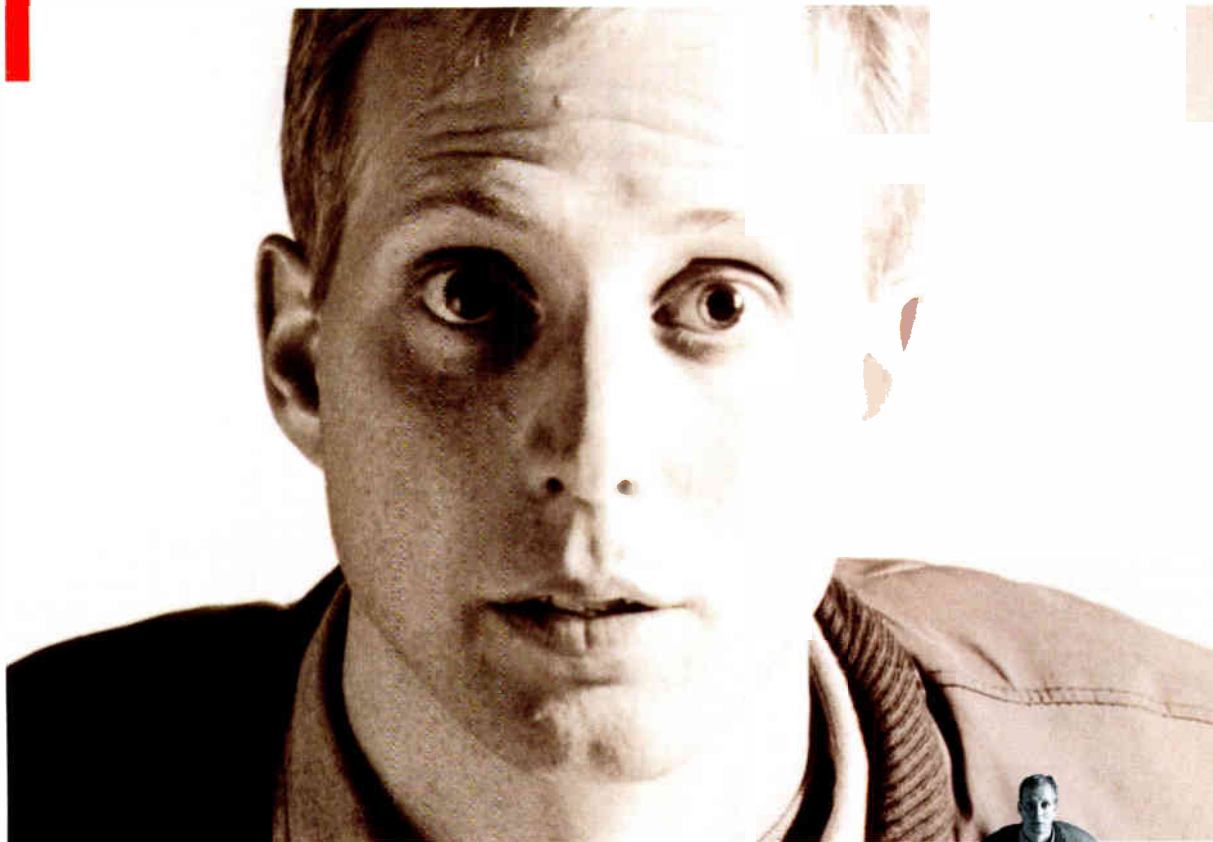
COME SEE US AT

Booth #220 in Atlanta at RAB 99.

The industry vehicle to 15%

**RADIO
INK**
Live

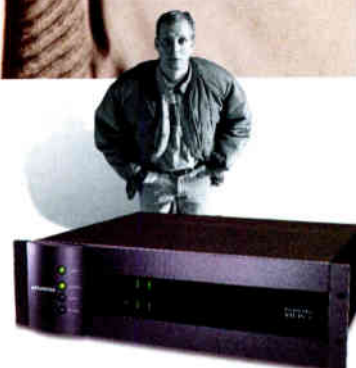
"Tom, we bought another radio station last night."



**Intraplex
STL PLUS**

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

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



next level solutions

WIRELESS

BROADCAST

COMMUNICATIONS
PRODUCTS

HARRIS
Communications

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

Sure, you've got research...

NOW, WHAT'S YOUR STRATEGY?

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

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

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

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

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

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

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



Mike Shepard
Senior VP



Bill Moyes
President



Don Gilmore
Executive VP

Moyes Research Associates

AMERICA'S LEADING STRATEGIC ADVISORS

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



Sales INK™

PRACTICAL HANDS-ON SELLING TIPS AND IDEAS

HOT

TIPS!



See it Before They Sell it

A Supermarket Sales Idea

The top-renting videos in supermarkets across the country are:

- 1) Godzilla;
- 2) Hope Floats;
- 3) Deep Impact;
- 4) The Horse Whisperer; and
- 5) Small Soldiers.

Source: Supermarket News

A cross-promotional idea with a supermarket and its video rental department is a great opportunity for nontraditional revenue.

Pitch this idea to the supermarket video department and your local theater. Have a pre-video release viewing. Obtain a copy of a soon-to-be-released video and "premiere" it at the theater. The theater makes money from the concessions, and the supermarket hands out coupons to drive traffic to its video store.

Important Impression

Attending a professional event to help mold those sales relationships? Barbara Pachter, author of *The Competitive Edge Newsletter*, suggests avoiding these networking mistakes:



- 1) There's someone else I'd rather be talking to ... The roving eye.
- 2) The Terminator ... He doesn't shake hands. He crushes them.
- 3) Nice meeting you, gotta run ... The fast talker who burns holes in the carpet.
- 4) Ms. Melrose Place ... Skin-tight or low-cut dresses are inappropriate.
- 5) I'm the greatest thing since E-mail ... They love to hear themselves talk.

Source: Barbara Pachter

SALES MEETING

To Advertise Or Not To Advertise: What is the Answer?

Note to SMS: Cut this sales meeting from the magazine, make copies of it and put in front of your entire sales team.

On a blank sheet of paper, ask your sales team to describe what they would do. With their written responses in hand, engage your team in discussion. Should we accept this money? Why don't we? Why should/is this type of advertising any different than beer advertising?

After you complete this exercise with them, distribute copies of your policy on "spirits" advertising. Please E-mail details of your meeting to edryan@Radioink.com

The telephone at your desk rings. It's your favorite buyer from your favorite advertising agency. You've worked years to cultivate a great working relationship with this agency. You're actually friends with this buyer.

She says, "I just picked up a new account, and I've got \$4,000 to spend on your station." She tells you the cost per point, the demos, the grips, the reach and frequency, everything. You're calculating the commission in your head as she speaks.

You ask, "Who's the client?"

"Seagram. I'll need your proposal in an hour."

Five minutes earlier, you were wondering where the \$1,200 was going to come from to get you over this month's quota.

Now, what do you do?

Power-ful Demonstration

The Phoenician Hotel in Scottsdale, Ariz., had two of its pastry chefs hold a demonstration of their craft at a local hardware store. The pair used a variety of power tools to demonstrate large-scale, pastry techniques, useful for the resort's \$32 million in banquets/weddings. The chefs used a torch to caramelize rice pudding, fruit and meringue. A blowtorch melted chocolate in metal bowls. Wagner Power Painters, filled with melted chocolate, were used to spray cakes. Paint rollers were dipped in chocolate and striped across white plates for decoration. Plastic shower curtains made excellent stencils. Organize a marriage of two advertisers, and smell the money!

Source: Big Mike McDaniel

Fascinating Fax

Make faxes work twice as hard for you. Redesign your fax cover sheet to include news about your company for customers and contacts. Include a box to announce special events, contests or other timely company information.

Source: Debbie Whitaker/Platt

Objection Rejection

My rates are too high? Compared to what? Put a Mercedes and a Yugo side by side, and you'll certainly have some explaining to do with regard to price. They'll both get you from point A to point B, but the way you'll feel when you get to your destination will be quite different.

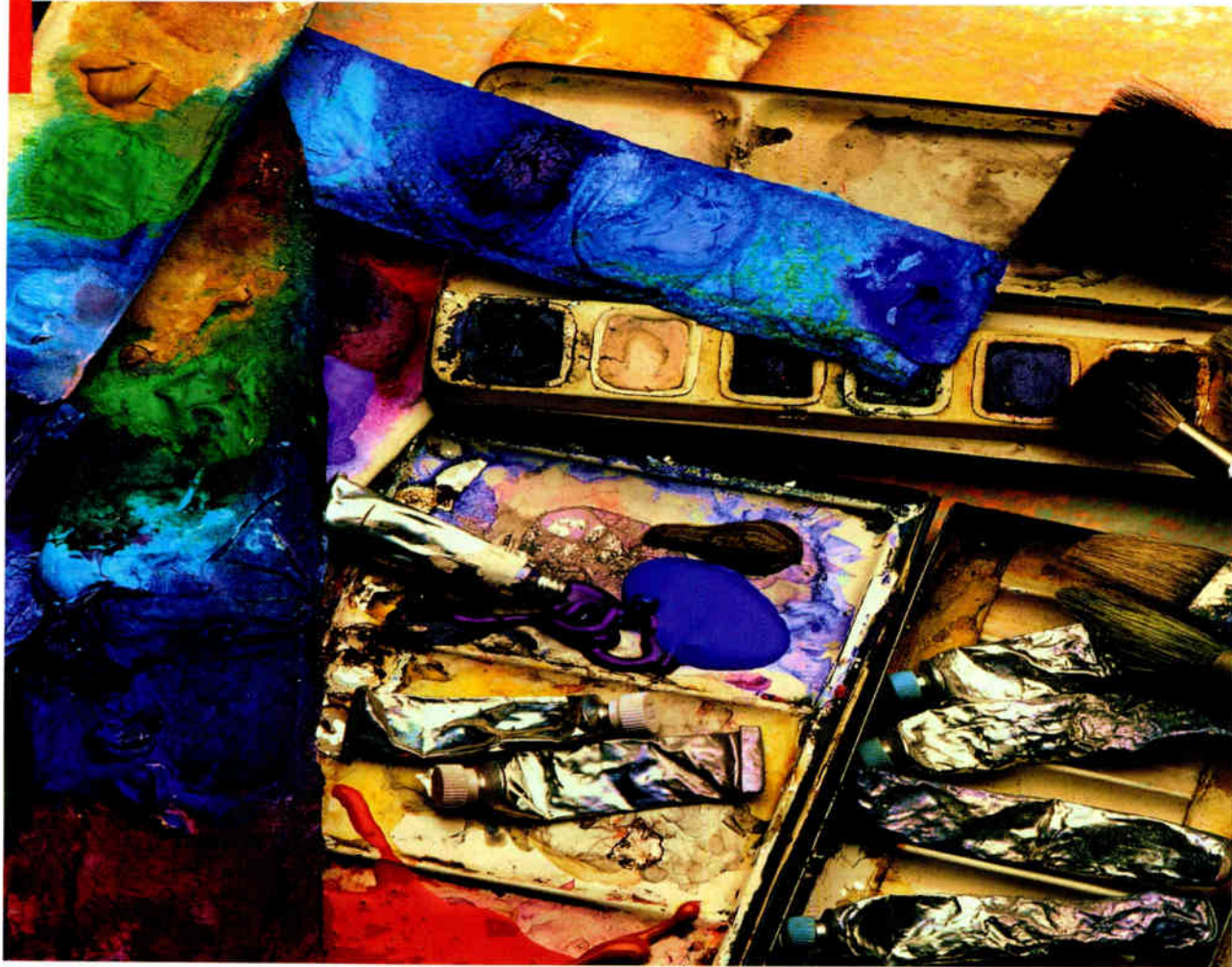


With Radio, it's results that become the key. A cheap spot that doesn't work is expensive. An expensive spot that gets results is very cost-effective.

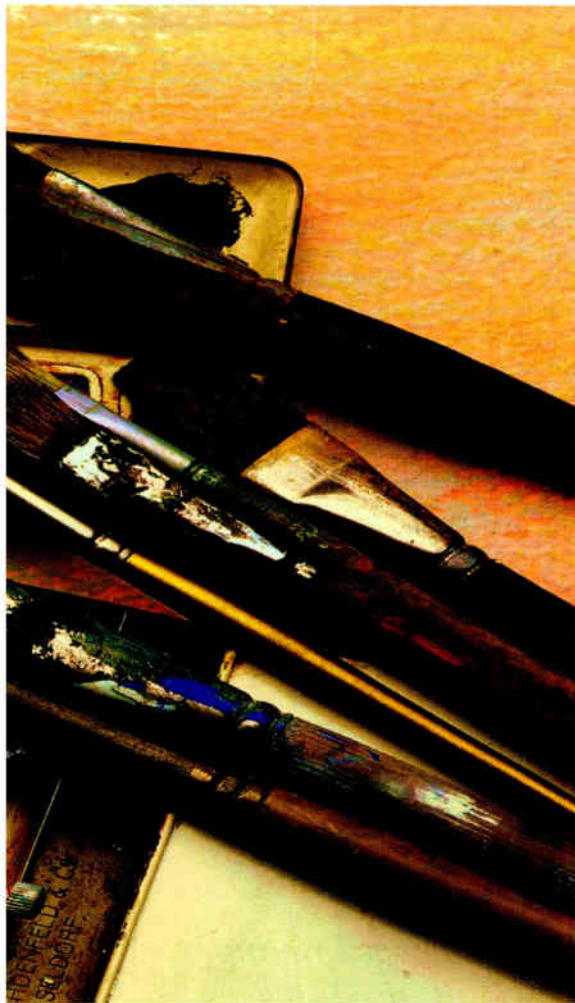
Eliminate rate as an objection by building value into your presentation. If the advertiser believes that he needs the ideas and results you've agreed upon, the objection will disappear. If you build value, charge everybody the same rates and let the client know your inventory is limited, the objection will disappear.

Ike Phillips, SM, WDSY Woodstock, NY

***Lowry Mays paints
the canvas of radio.***



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



Harris Broadcast Systems Division congratulates Lowry Mays, Clear Channel CEO, on being awarded the honor of Radio Ink Radio Executive of the Year.

Harris appreciates the opportunity to create broadcast art with Clear Channel stations that have made our company a next level solution provider to the radio industry.

We look forward to continuing to provide a palette of equipment and systems integration needs – microphone to antenna and everything in between – to the Clear Channel family.

Again, congratulations. Get out those brushes and paint the town!

next level solutions

WIRELESS

BROADCAST

COMMUNICATIONS
PRODUCTS

HARRIS
Communications

Records are Meant to be Broken

Finding a New Way to Sell

by Chris Lytle

On the last day of the 1961 baseball season, Roger Maris hit home run number 61, setting the all-time record and bettering Babe Ruth's record. On the last day of the 1998 baseball season, Mark McGwire hit home run number 70, setting the all-time record and bettering Roger Maris' record by nine. He hit number 62 on Labor Day, leaving him with another month to establish a standard of McGwire-ian proportions. It was an expansion year for baseball. And, some records are meant to be blown away.

Was it an expansion year for Radio?

Bringing 30 and 40 shares to the table ought to help Radio blow away some sales records — just as expansion, Creatine and Sammy Sosa may have aided Big Mac.

The trouble is that everything has changed about Radio except the way we sell it. Instead of bashing other stations, salespeople are out there bashing other clusters. And, in some not-so-isolated cases, the cluster with the 30 share is now doing the same business that the old AM-FM combo did before the Telecom Act gave us the opportunity to acquire more bulk.

Another lesson? McGwire used to be one of the "bash brothers" when he was a teammate of Jose Canseco. There was certainly no "bashing" this year in the McGwire-Sosa assault on Maris' mark. Each one was rooting for the other.

Asking the Wrong Question

Another record fell in October. According to *USA Today*, "Kagzi Sherpa, 33, of Nepal, broke the 18-year-old record for climbing Mount Everest, ascending the 29,028 peak in 20 hours, 24 minutes. Previous record: Mark Batard, France, 22:29 in Oc-



tober 1980." Kagzi blew away the old record by two hours and five minutes, a 9-percent increase. Not a big deal, except for the fact that a storm stopped Kagzi cold for three hours.

In order to blow away records, you have to take a different route to the top. McGwire took the high road by supporting his competitor. Kagzi found a different approach to the summit.

We're still asking the same old wrong question: "How can we get 100 percent of the client's Radio budget?" Better questions might be:

- How can I double the sales of this cluster in three years?
- What can we do to be the primary medium in this client's marketing plan?
- How can we market the opportunity and the sales force to the decision-makers in this market?
- How can we help this client double business in three years?

Like Mark McGwire, Radio has certainly "bulked up" with consolidation. So far, though, there haven't been a lot of home runs. Setting our sights a lot higher will help. Records are meant to be blown away. Start climbing. ☎

Chris Lytle is founder of The Lytle Organization and developer of the RMM program. He may be reached at 800-255-9853 or by E-mail at CLytleSP@aol.com



We've won awards for saving our customers money.

BSI

Broadcast Software
International

"Your knowledge and programming efforts allowed the United States Army to save the American taxpayers \$20,000.00."

John B. McDougel, Colonel,
United States Army.

(Certificate of Appreciation presented to BSI.)

\$999 Automation. \$249 Cart Machine. Let us save some money for you too.

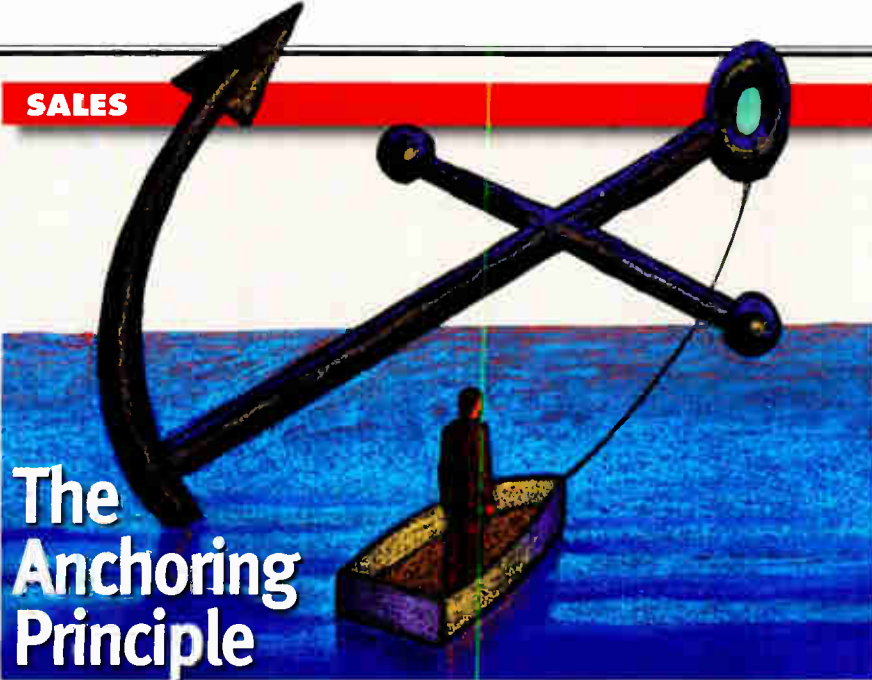
Affordable Digital Automation

Free Tech Support

Free Trial Software

888-BSIUSA1

www.bsiusa.com



The Anchoring Principle

Identify and Cut Loose Your Anchors by Harry Beckwith

Case One

Joan Davis, unwittingly, enters Smithers & Company as a secretary. For months, she tries to convince her boss that she belongs in management. Joan's boss finally relents and persuades his boss to give Joan a try.

She tries. Unfortunately, a widespread belief soon takes hold that Joan "is not quite right for the job." Discouraged, she leaves for Apogee & Company. Four years later, Joan is named Apogee's vice president.

Case Two

After spinning a wheel that stops on the number 800, a researcher asks a group how many words Lincoln used in the Gettysburg Address. The group's average answer is 800. After spinning a wheel that stops on the number 275, the researcher asks the same question of a second group. Their average answer is 275.

Case Three

Peter goes to an office for an interview. Sarah, his interviewer, does what several studies of interviewing predict that she will do: She makes her decision after Peter has spoken for less than one minute.

What do these cases have in common? The answer is "The Anchoring Principle." The people at Smithers & Company were anchored to their initial perception of Joan as

a "mere secretary." The subjects in the Gettysburg Address test were anchored to those numbers on the wheel, even though the numbers had no relationship to the Gettysburg Address. The job interviewer, Sarah, was anchored to Peter's first appearance and first words.

As these examples show, people do not simply form impressions. They become *anchored* to them.

Even more important, people with little time — almost all people today — are more likely to make first impressions as snap judgments and then base all later decisions on them. The smart marketer must be aware of this strong tendency. First impressions have never been more critical. They take hold very quickly and then become anchors to which you and your station's success are tied.

What anchors has the prospect already attached to you and your station? How can you overcome them? What first impression do you make? Do you look like a professional? What's the first thing you say? What's the first way that you position your station? ☒

Harry Beckwith is the author of the international bestseller *Selling the Invisible*. He may be reached at 612-305-4420 or by E-mail at invisible@bitstream.net



"Dave Gifford is the best sales and management consultant in the Radio business today!"

*Ed Christian, President/CEO,
Saga Communications*

Budget Time!

"As I told you at the conclusion of your Grad School in Boston, I wish I had taken your course 30 years ago."

*Joe Amatore, President,
The Amatore Groups*

Budget Giff!

"Your presentation touched all the bases and delivered far more information than we could ever have expected. You targeted your presentation to our needs. You were sensational! What more can be said?"

*Art Rowbotham, President
Hall Communications, Inc.*

Get Giff...Or Get Left Behind!



1-800-TALK-GIFF

DAVE GIFFORD INTERNATIONAL
 **GIFFORD**
 1143 TAOS HWY., SANTA FE, NM 87501
 1-800 TALK GIFF • (505) 989-7007

Sleep Train Rides the Radio Train All the Way to the Bank

Dale Carlsen is the owner of Sleep Train, located in North Highland, Calif.

Sleep Train features mid-priced and upper-end bedding. Begun in 1985 with one store, Sleep Train today has 47 stores in three states.

Sales Projection: \$60 million in 1999.

Sleep Train purchases five to 12 stations deep in a market. It runs Radio commercials 52 weeks per year, and it does not use an advertising agency.



Dale Carlsen

"We look at Radio as the only medium that can truly tell our story."

Now, 13 years into business, Dale Carlsen is sleeping pretty. His idea of opening a mattress store has blossomed into a tremendously successful 42-store chain. Thirty-seven of Carlsen's stores operate under the Sleep Train name. Three stores in Sacramento and two in Seattle are called Boxcar Bedding. Those locations are more promotionally priced. The stores include clearance merchandise, returns and discontinued models.

Despite his father's telling him he was not cut out for the business, Carlsen aimed high. He and several college classmates put together a plan for his company's growth, which really skyrocketed in the mid-90s. In 1995, Sleep Train entered Portland, Ore., with one location. In 1997, Seattle saw 12 stores pop up. From there, the Sleep Train rolled throughout the West Coast. Carlsen says Radio has been a very important part of his business' success.



beginning with him and he would always take care of me and would continue to do my spots as long as I wanted him. So far, he has been a man of his word.

What would you say to advertisers about making Radio the centerpiece for their advertising?

Our primary reason for using Radio is the vehicle itself. Radio offers a quick turnaround, inexpensive production costs and the 60-second spot — which really allows you to get your story out there with the best frequency to the customer and the listener. It allows you to reach that listener on a regular basis. Our customer is only in the market once every seven to 10 years and is there for only about three days, so we have to be on Radio to be out there consistently.

When we go on a new station, we know it will take up to 90 days of consistent spots on that station before we know whether or not the station is working. Too many people will throw money at a station, then they'll try television.

You have to be consistent and constant in what you're doing, and you need to give it the time to prove itself. It is not going to happen overnight. There is no medium out there that is going to drive business overnight without having some consistency. ☐

RADIO INK: What role did Radio play in your advertising mix?

CARLSEN: From the beginning, Radio has been the centerpiece for our advertising. One day, my AE for KFBK [Sacramento] came into the store and said, "We've got this new guy at the station. He's a little controversial, but he needs a bed. Will you take care of him?" I said, "Sure, bring him in, and I'll take care of him."



It was Rush Limbaugh. Rush had just started at the station. He came in and said, "You've got a great operation.

You've got to let me tell Radio listeners what you're doing." He went on the air and told people about my little store, and people started coming in huge droves. We started to do well and opened a second store.

We started having the afternoon team do spots. We then tried other stations. We've been using Radio ever since. We look at Radio as the only medium that can truly tell our story. We look at print to get price points or an idea of selection, as well as addresses and phone numbers. We use TV as an image and branding vehicle. We use Radio to tell our story and push our sales.

I heard that Rush still does your commercials.

Rush is an excellent individual. When he left town, I was sad he was going. He told me, "The same people you meet on the way up are the same people you'll meet on the way down." [He said that] I was there at the

JAYE ALBRIGHT

Former Director of Country Programming for Jacor, Jaye Albright, will be joining McVay Media as President of the Country Division. As a result of McVay's merger with Critical Mass Media, Albright will continue in her role as supervisor of Jacor's Country programming. ☎



JOHN K. JONES

The Associated Press has chosen John K. Jones to be the manager of marketing communications for its AP Broadcast News Center. AP recently retooled the position to emphasize external/internal communications. As spokesperson, Jones will develop and implement strategies to improve communications with AP broadcast members and the press. ☎



NED C. JACKSON

Telex® Communications Inc. has a new President and CEO, Ned C. Jackson. He plans to focus on corporate growth, especially in building strong relationships with customers. He will concentrate his efforts on maximizing the strong manufacturing, marketing capabilities and product positioning the company has gained since the Telex/EVI merger. ☎



GEORGE G. BEASLEY



Chairman and CEO of Beasley Broadcast Group, George G. Beasley, was inducted into the North Carolina Association of Broadcasters Hall of Fame. Beasley Broadcast Group, one of the largest privately held broadcast companies in the United States, was started by Beasley in 1970. ☎

KEVIN MILLER

Kevin Miller has made the move from Pizza Hut, where he was VP of Marketing, to ABC Radio Networks, where he is Senior VP and Chief Marketing Officer of ABC Radio Networks. He is now responsible for all aspects of ABC's marketing and its products. ☎



RALPH MODUGNO



Another ABC promotion — Ralph Modugno is now Senior VP/Information Technology and Engineering and CFO for ABC Radio Networks. He coordinates new distribution technology and the development of advanced enterprise-wide systems along with his prior responsibility for overseeing and directing ABC's finance, MIS, engineering and technology convergence. ☎

CHARLIE MORGAN

Susquehanna Broadcasting has announced that Charlie Morgan, GM of WGLD-FM Indianapolis, will be inducted for a one-year term as President of the Radio Broadcasters of Indianapolis. As president, Morgan intends to advance the position of Radio among Indianapolis advertisers. ☎



Increase Sales Opportunities Today with the most comprehensive Sports Update available

SPORTS SALASH!!



*Get the attention of local sponsors—
Offer them airtime around the nation's premier sports update.
Count on up-to-the-minute sports news—
Rely on the nation's largest live 24-hour sports talk network.
Enjoy the advantage of market exclusivity—
Guaranteed.*

one on one
SPORTS
www.1on1sports.com

FOR INFORMATION
CALL CHUCK DUNCAN
847-509-1661

Ads That Stand Still ... and Move

Creating 52-week Advertisers

by George Joachim

Many experience has been that many non-event (non-retail) advertisers perceive Radio advertising to be of little use to them. They see that most Radio ad schedules are retailer-oriented heavy flights (30-50 ads per week) designed to get immediate response from the current week's in-market segment.

Because they primarily sell services, non-event advertisers use positioning-based messages (differentiating, but unchanging) with the ultimate objective of continuously maintaining Top-of-Mind Awareness with both in-market and out-of-market consumers.

Behold a new ad scheduling technique tailor-made for these non-event advertisers: FIXED-POSITION ROTATOR. FPR is philosophically located at the other end of the advertising strategy spectrum from the well-known, flight-based Optimum Effective Scheduling (O.E.S.) technique. It was created to get more effective advertising results for non-event advertisers.

The FPR concept uses only five ads per week (21 per month, 260 per year), one per day in morning drive to achieve its systematic, cost-effective method of Top-of-Mind-Awareness (TOMA) maintenance and positioning in the consumer's mind. The FPR concept is based upon the regularity with which morning drive audiences listen to their favorite Radio station.

The FPR concept can be confused with two other "sponsorship-based cousins" in the ad scheduling field: the traditional News Sponsorship and the Rotating News (Flight) Sponsorship. The traditional News Sponsorship schedules

a Radio ad at a fixed time each day inside a commercial avail within a newscast. If the ad runs in the 7:00 a.m. news, it would always run at the exact fixed time (7:01 a.m.) each day, tending to reach the exact same audience.

The Rotating News (Flight) Sponsorship schedules ads that rotate among commercial avails inside newscasts but without fixed times. An ad might run in the 8:00 a.m. news one day, the next day at 3:00 p.m., and the following day in the 11:00 a.m. news, reaching different audiences each time with little repetition.

The FPR system combines the best of these scheduling techniques, using a fixed position time each month (21 weekdays) to achieve critical repetition (frequency). Then, by changing fixed position times after each month, it rotates the message through every segment of a station's morning drive audience.

Using the FPR system guarantees that at least twice a year, nearly 100 percent of a station's cume audience will hear the client's message approximately 21 times. This maintains TOMA with enough repetition to imbed the positioning message effectively in the



Using the FPR system guarantees that at least twice a year, nearly 100 percent of a station's cume audience will hear the client's message approximately 21 times.

consumer's mind

The 52-week consistency of the FPR concept also helps advertising clients keep a cost-efficient positioning (selling) message in front of their target consumers once every weekday as they move from out-of-market to in-market status on a daily-weekly basis. FPR helps the client maintain sufficient awareness to be either the No. 1 or No. 2 choice when a triggering event moves the consumer "into market," and a "choice" becomes required about which business might help them the most.

FPR is an excellent way for the Radio station to increase the premium value of selected morning drive avails by at least 25 percent. New, long-term clients, increased advertising effectiveness and increased revenue — FPR is another tool to help our industry break through that 7 percent revenue ceiling.

George Joachim operates Media Marketing Strategies. He may be reached at 800-463-0700.



- ▲ FPR was created to get more effective advertising results for non-event advertisers.
- ▲ The FPR concept uses only five ads per week (21 per month, 260 per year), one per day in morning drive.
- ▲ By changing fixed position times after each month, FPR rotates the message through every segment of a station's morning drive audience.
- ▲ FPR is an excellent way for the Radio station to increase the premium value of selected morning drive avails by at least 25 percent.

The Dilemma of Leaving Money on the Table ... Or is It on the Bar?



For decades, broadcasters have been following a liquor industry self-imposed ban on the acceptance of advertising for distilled spirits or hard liquor. It's never been illegal to advertise hard liquor on your Radio station. However, in 1996, when the liquor industry decided they needed Radio to enhance their brand and move product, the ban was lifted. Now, the number of stations accepting insertion orders for hard-liquor advertising is climbing.

Why are we accepting their cash? Is it because of pressure to hit higher quotas? Is it because some of us have decided that beer money is no different from other advertising revenue?

An argument against accepting this lucrative advertising sector is that if we accept "hard liquor" money, the gov-

ernment will find a way to take our "softer" beer money. Some major groups and other broadcasters continue to enforce a ban on accepting any "hard liquor" money. Whatever your policy, the liquor industry understands the power of our medium and has decided to come after us full throttle.

Arthur Shapiro is Executive President of Marketing and Strategy for Seagram.

Ink: What would you say to GMs about taking your advertising dollars?

Shapiro: I would say, if your audience is mature and of legal drinking age, at least in an appropriate proportion, we would like you to consider taking our advertising if you're not already doing so. If there are legitimate business reasons not to take spirits advertising, then I can understand it. But there are none. There is the fear of change and of the unknown. This is a poor excuse not to generate business. The most relevant question is: Why are you leaving money on the table?


Where does this fear originate?

I think it is more the fear of change than anything real. You can ask the Radio stations that have taken our advertising

whether there have been any reasons for them to be fearful. Were they under investigation? Did the listeners rebel or object? Did they lose beer and wine revenue? The answer to all of these questions is going to be a resounding "No"

Put your toe in the water and see what happens. You're in for a surprise. It's funny that an advertiser would have to "sell" his product to the medium on which it wants to advertise.

Since the ban has been lifted, what response have you received?

I don't have to fight as hard this year as I did last year. We've gone from 300 stations to more than 700. I love Radio advertising, and I think it works for brands. Some people have accused me of going after television in 1996 simply to get Radio. I deny it. In many respects, I would rather be on Radio than on TV.  Send letters/comments to edryan@radioink.com. Arthur Shapiro may be reached at 212-572-7415.



Top 3 Spot Radio Liquor Advertisers

- 1) Captain Morgan ... \$1,196,700
- 2) Cutty Sark Scotch Whiskey ... \$840,500
- 3) Chivas Regal Scotch Whiskey ... \$657,900

(Jan-Sep 1998) Source: CMR

February is Black History Month Observe it in a special way with **PROFILE AMERICA**

Authoritative...Entertaining...and Free!



PROFILE AMERICA...THE RADIO SERVICE OF THE U.S. CENSUS BUREAU

Every weekday, Profile America celebrates the wonderful spectrum of the American experience. For February, there's a special edition of these 60-second daily features on CD to honor the history and contributions of the nation's African American population. Your listeners will hear interesting and entertaining facts about African Americans in science, literature, business, sports, and entertainment. Celebrate Black History Month in a special way with Profile America—the radio service of the U.S. Census Bureau.

» For a copy, contact
Maury Cagle
phone: 301-457-2808
e-mail: mauryc@census.gov
fax: 301-457-3670.

FEBRUARY

QUICKFIX™

Audio Valentine Remote — Take your original remote package and spice it up for the holidays. Listeners can come out and make a cassette to take home to a loved one. The tapes should have special love songs and announcements from the station, and the beginning of the tape will be introduced by the air personality and the listener.

Fatten up for Mardi Gras — Register listeners at a client location or on the air to eat as much as they can to win a trip to New Orleans. Contestants will weigh in at the beginning of the morning show and again at the end. The results should be based on the most percentage gained during the show. Have any restaurant sponsor and supply the food!

DATES TO REMEMBER

- 1 Freedom Day
- 2 Ground Hog Day
- 7 Hangover Awareness Day
- 8 Clean out Your Computer Day
ESPY Awards (ESPN)
- 12 Lincoln's Birthday
- 14 Valentine's Day
Read to Your Child Day
World Marriage Day
- 14-20 Pancake Week
- 14-21 National Condom Week
- 15 President's Day
- 16 Mardi Gras
- 17 Ash Wednesday
- 21-28 International Friendship Week
- 22 Washington's Birthday
- 24 Grammy Awards

MARCH

PITCH NOW

Favorite Academy Festival — A movie theater will show past Academy Award-winning movies the week of the award show. The station can give away passes to the festival and have cocktail parties in the lobby before the show. Or work with a video store to give away — over the air — movies of past award winners. Use movie trivia to win the prizes.

Clear the Air — Now is the time to get your air conditioners checked out before summer. The station can put together a dealer group for air-conditioning manufacturers and give away free checks on the air.

DATES TO REMEMBER

- 1 Pig Day
- 1-7 National Procrastination Week
- 3 "I Want You to be Happy" Day
- 5 World Day of Prayer
- 8 International Working Woman's Day
- 8-14 Girl Scout Week
- 8 Most Boring Film Awards
- 16-22 Coffee Lovers Week
- 17 St. Patrick's Day
- 20 First Day of Spring
- 21 Academy Awards
- 22 Goof-off day
- 28 Palm Sunday
- 31 End Winter Arbitron

APRIL

A BIG PLAN

Rubber Duck Race — The station will sell rubber ducks through several sponsor locations with proceeds going to charity. The ducks are set loose on a river, lake or water park. The first one to cross the line wins a big prize, such as a car, boat or cash from one major billboard sponsor.

Customers will go to participating client locations and donate \$5 for the rubber duck race. They will be given a claim form with an embossed number. Each duck that will be set loose on the water has a number on the bottom that will match that of the customer.

On the big day people will gather to watch the ducks race and see who will win the big prize. The big day should be a major event with music, food, and fun!

DATES TO REMEMBER

- 1 April Fool's Day
Passover
Begin Spring Arbitron
Good Friday
- 2
- 2-4 Alcohol Free Weekend
- 3 Don't go to Work Unless It's Fun Day
- 4 Daylight Savings Time Begins
Easter
- 7 No Housework Day
World Health Day
- 10 Sibling Day
- 11-17 National Volunteer Week
- 15 Tax Deadline Day
- 16 Stress Awareness day
- 19 Oklahoma City Bombing Anniversary
- 21 Professional Secretaries Day
- 22 Earth Day
National Take Your Daughter to Work Day
- 23 Arbor Day
- 28 Kiss Your Mate Day
- 30 National Honesty Day



*Radio Ink assumes no responsibility for the validity of the promotions mentioned. Stations are advised to check with legal counsel regarding legality and possible liability. Sales Promotion Planner is compiled by Kim Stiles, creator of the Promotional Marketing Planner. She may be reached by phone or fax at 770-971-6590 or by E-mail at stiles@mindspring.com



Have a few good spots you'd like to share?
E-mail them to edryan@radioink.com

PHOTOGRAPHY STUDIO

:60 Valentine Photography

(sfx: music, *Precious And Few Are The Moments*, playing softly throughout) **Anncr:** A professional photograph is a thing of beauty, a precious package capturing life's glorious moments on your own miniature silver screen. Denny Valentine, a certified professional photographer of Louisville, Ohio, will make your portrait come to life and become a thing of beauty ... something you and your loved one can treasure. Denny Valentine is especially skilled at capturing the beauty and sensitivity in each person and will spend the extra time and effort to craft your portrait with the care and attention you deserve! With old-fashioned dedication to the art of photography, Denny Valentine has a long-established reputation for the finest photographs around. So, before Cupid speeds by and Valentine's Day is but a memory, call Denny Valentine, the photographer for whom the holiday is named! Valentine Photography on 813 East Main Street in Louisville. Hours by appointment only. Call now for Valentine's Day specials! Call 875-4689. Let Denny Valentine make this a memorable Valentine.

Mackie Berro, WZKL-FM/WDPN-AM Alliance, OH

Night Club

:60 Rolando's Crystal Light

(sfx: music, *Love is Blue* by Paul Mauriat and *This Masquerade* by George Benson, through copy) **Anncr:** Stop the presses!! Just off the wire ... the romantic event of the year!! Recapture Valentine's Day magic with your loved one at Rolando's Crystal Light in Canton. Come in and party the night away. You don't need a date to have a great time. Valentine's Day is fun for anyone. Celebrity DJ, Zack Stevens. The swinging KOOL-92 crew and the coolest mascot this side of the rockies — the Kool Kat himself — will be there.

Valentine's Night will come alive as you swing to a great evening of fun and music at Rolando's Crystal Light in Canton. Valentine's Day can be perfect ... on Saturday, February 11th from 8 p.m. to midnight. Tickets are just \$5 each ... Call Rolando's Crystal Light in Canton at 477-5934 for more information!! Cupid awaits you at Rolando's Crystal Light in Canton on Saturday, February 11th. Enjoy the cash bar and party the night away. Call 477-5934 today! Tickets also available at the door!

Mackie Berro, WZKL-FM/WDPN-AM Alliance, OH

Trade Magazine

:30 Swap Hawk

Anncr: A picture paints a thousand words in *Swap Hawk!* *Swap Hawk* introductory special! Free home and vehicle photo ads! Call 341-FREE now! (sfx: hawk screech -- Hollywood SFX CD) Central Alberta's first and only bargain and trade magazine. 341-FREE! Free home and vehicle photo ads for a limited time! 341-3733. *Swap Hawk* ... (sfx: hawk screech) Watch for *Swap Hawk* at newsstands throughout Central Alberta. 341-FREE! 341-3733.

Kelly-Sue Thompson, CKGY-AM, ZED-FM Red Deer, Alberta, Canada



Need more ready-made scripts for spots?

Call 800-610-5771 today, and order one or all of the following volumes of Proven Radio Copy: 1: Retail; 2: Entertainment/Food/Restaurants; 3: Automotive/Professional Services

Program **INK**TM

Ideas About Radio Programming

STAFF MEETING

On-Target Ideas

I have done everything from hosting a staff meeting at my own home, complete with a home-cooked meal and a PD wearing an apron and chef's hat, to taking the gang to Chuckie Cheese. I think it is most effective to put yourself in a different environment in order to avoid distraction and gain complete attention.

I offer \$20 to the staff member who can define the mystery word by the end of the meeting. It's a word that is not commonly used but is found in the dictionary and pertains to the topic of the meeting. This exercise gets everyone involved.

I occasionally use a dartboard that has various problems listed in different score areas. Each staff member gets a dart to toss. The staff member tossing the dart has to come up with a solution to the issue the dart hits. Prizes are awarded for the most effective solutions. 📧

Larry London, PD, KRNN Wichita, KS

Improve Your Station's Newscasts

- Apply the "Who cares?" test to every story. Just because it's on the wire or in the paper does not mean a story has to air on your station.
- Write short sentences and short one- or two-line stories.
- Use second person singular (you and your) wherever possible. This "talks" to the listener as an individual.
- Advance stories as much as possible. Put the very latest aspect, or some interesting wrinkle, right up top.
- Make it a goal not to repeat any story on the same day (during AM drive and PM drive) or on the next day (PM drive to next day AM drive) without something new in the first sentence.

Holland Cooke is McVay Media's News/Talk specialist. He may be reached by E-mail at cookeh@aol.com



KZON Phoenix donated \$28,000 to two local charities: the Child Crisis Center and Ronald McDonald House. The funds were the net proceeds from the sale of the *KZON CD Collectibles Volume Five*. *Volume Six* is now available. For more information on this event, call Terry Hardin at 602-258-8181. (l-r) KZON VP/GM Terry Hardin and KZON staffer Mary McCann

Features That Help Your Talk Host Soar

- **Frequent reminders** — The host condenses what he is talking about into one provocative thought that he or she repeats regularly for listeners tuning in at random times.
- **Lots of phone calls** — The host provides a fresh flow of ideas from real people, not professional callers. He or she airs real conversations with listeners who react to how he feels about something.
- **A minimum of formatics** — The host should say the name of the station and its phone number often. Leave the crutch phrases at the door.
- **No stale, overdone topics** — Avoid the death penalty, abortion and gun control, to name a few. It's Radio, not a high-school debate class.
- **No interviews** — Most hosts make lousy interviewers, as they tend to gush over guests. Let's hear how you sound on the air talking with real people. Source: Harry Valentine, SABMedia

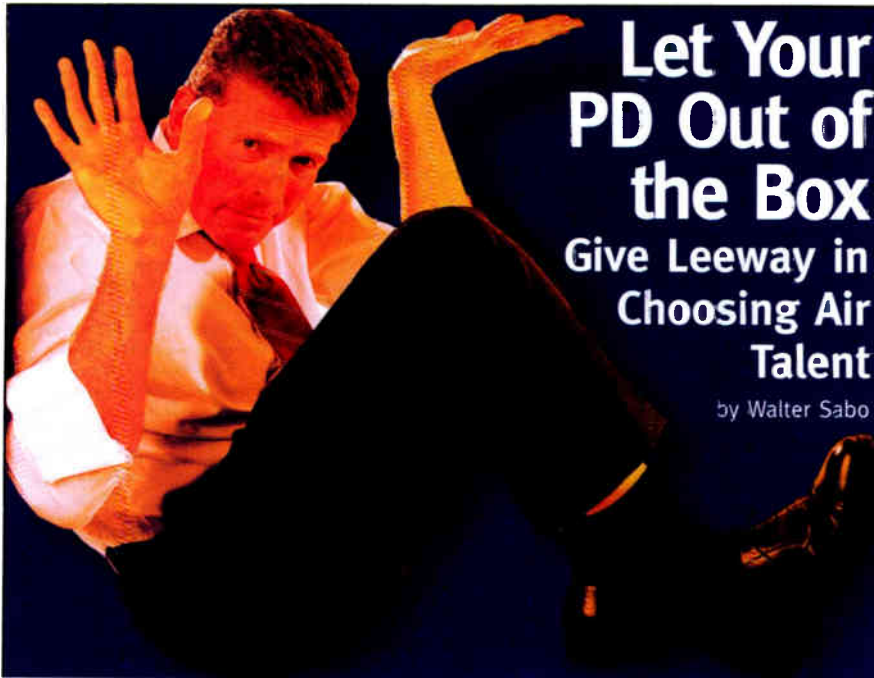
First-Quarter PD To-Do List

Set dates for spring music tests. With the book starting April 1, test results should be in place by mid-March. Choice dates go early with most research providers.

- Start thinking of promotional and marketing plans for the spring book. Great marketing strategies take time to plan and implement.
- Make sure Arbitron facility forms have been correctly filled out and returned for the winter book, which begins January 7.
- For stations in bad-weather markets, make sure that all systems are in place for coverage of inclement weather and school closings. 📧

Source: Berkowitz Broadcast Consulting





Let Your PD Out of the Box Give Leeway in Choosing Air Talent

by Walter Sabo

Your PD has a good "Radio gut" about air talent. He usually knows if someone will sound right on your station, but he cannot even audition them because they don't have enough experience in Radio or in your format.

Smash the Box

The list of unwritten qualifications for working at your station is so inflexible that some interesting people never get a shot. That's your fault. The PD knows that if he or she tries out a Radio rookie, the talent might fail. If the rookie fails, your PD will not have the dependable bromide of re-

mind you that you were impressed with the host's long resume of success. Many seasoned personalities do not transfer well, but a talented storyteller, actor, writer, TV personality or character who knows your city is a good candidate. A market-grown personality, regardless of background, is a lower risk than an import.

Risk Equals Hits


There are many examples in which newcomers to Radio attract large audiences. They include Lionel, WABC New York's drivetime host, who started as a listener-caller to WFLA Tampa, Fla. John and Ken,

syndicated PM drivers, were hosting a morning zoo in Atlantic City when Press Broadcasting put them in their first Talk slot.

Surely you've hired good salespeople who never sold Radio before. You had very few concerns, because you instinctively know the characteristics of an effective Radio salesperson. A Radio virgin doesn't always succeed in sales and won't in programming. But, often it works spectacularly well.

If it Sounds Good, It's Good

Liberate your PD from the nonsense that he or she has to select an official Radio talent. Tell the PD you'd like a great talent, regardless of the source. The audience wants a good show. Trust your PD to make a good show.

Your PD will then need your unflinching support. The media community does not cheer the hiring of newcomers. The PD's colleagues will question the decision. Fearing criticism, otherwise confident PDs sublimate their instincts and pass on great candidates with thin Radio resumes. Give your PD the backing to try a new approach. Next time your station has an opening, demand a few unlikely suspects. Let your PDs know that you will back them if they believe that a prospect is right for your station, even though the prospect may not have come up "the right way." 

Walter Sabo is President of Sabo Media. He may be reached at 212-808-3005 or by E-mail at SaboMedia@CompuServ.com



The Mormon Tabernacle Choir...A Proven Ratings Winner!



Produced and distributed by Bonneville Communications

This free public service program is the longest running, continuous network broadcast, now in its 70th year!

On great stations like
KNX-Los Angeles, KOIT-San Francisco,
WTMX-Chicago, KODA-Houston

"By far the best program we air on Sundays." WGPA

"One of our highest rated programs." WETB

To schedule Music and the Spoken Word
or for a FREE demo:

Call 1-800-247-6655



Get a Life!

Being On-Air Should Be Fun by Jim Steel

Downsizing has caused almost everyone to assume dual roles at Radio stations across the country. In some markets, you might find your Program, Promotions or Production Director also covering an on-air show. Through it all, most believe that many stations are operating at a higher level with fewer people.

As a recovering workaholic, I can attest that finding balance in your life outside the Radio station is imperative for you to maintain the right energy level to continue to perform at a high level. If you find yourself staring blankly at a computer screen, have a phone growing out of your ear or have nonstop meetings — STOP.

Get out of the office. Notice that the grass is green and the sky is blue. Get involved with community projects or help local kids.

If you are doing an on-air show, how will you be able to relate to your audience if all you do is work? Learn to interact with people outside of a

Radio-station atmosphere. Your viewpoint will become better balanced, and it is amazing what kind of material you will be able to draw for your show.

Don't be someone you're not; eventually, things will catch up to you. Either your act will grow old or styles will pass by you. One thing that will never grow old is "being real."

Even though you may have hit your lifetime limit with some songs, remember that listeners still enjoy them — which means that maybe it is time you became more passionate about something else within the Radio station. Maybe it is getting to know more about your listeners, turning one of your weaknesses into a strength, or maybe it is the way you prepare for your show.

While so many things in this industry have changed, the approach really hasn't. Read the paper or check out the Internet, talk to office workers about non-work-related topics, listen to what your listeners are talking about. Most of all, when you go into that studio — be prepared.

Any Radio station is designed to appeal to the most people possible. It is your job to keep them around. I used to run home from school to listen to Kid Leo when he worked at WMMS. He conveyed more pride and passion in his show than I ever have heard. Drawing energy from your emotions can be a powerful magnet for your listeners.

Production elements, often overlooked, also add life to any station. "Painting pictures with words" and "theatre of the mind" production are concepts that are simply magic in an industry with no visuals. The sizzle you can create between the songs becomes nearly as important as the songs themselves. Timely promotions also can spark life into any format.

The most important concept to grasp is a simple one that is often hard to achieve: Have fun. This isn't brain surgery. This is Radio. You actually could work for a living. ☒

Jim Steel is PD of KTGL-FM and Operations Manager at KIBZ-FM Lincoln, Neb. He may be reached at 402-483-6814 or by E-mail at jimsteel@ktgl.com or withfrequency@hotmail.com



SOUND BITES

MACFI - EIGHT

Mackenzie Laboratories Inc. introduced MacFi - Eight Message Digital Audio Record/Play System. The MacFi -Eight is a multi-message, random-access digital audio message repeater with local recording capability. For more information, call Robert Bird at 909-394-9007. ☎



INTERNET VOICETRACKING™

At this year's NAB Convention in Seattle, Radio Computing Services displayed its "Internet VoiceTracking™ (IVT), a new technology for remote broadcasting. For more information, call Tom Zarecki AT 914-428-4600, Ext. 143. ☎

MTV AND WESTWOOD RENEW

Westwood One and MTV have signed a new two-year MTV Radio Network agreement. Affiliates of MTV Radio Network will hear exclusive music and entertainment news, facts and sound bites from movies, celebrity interviews, and other inside information from MTV. For more information call, Westwood One 212-641-2057 or MTV 212-258-8458. ☎



THE MOVIE SHOW

The Movie Show On Radio, Radio's first and only nationally syndicated weekend show

featuring movie/video reviews, can now be heard across Canada on the CHUM Radio network. Produced/syndicated by ProStar Entertainment, *The Movie Show* is broadcast live 4-6 p.m. (EST) Saturdays and is hosted by Mad Max Weiss and Doug Roberts. ☎



ONE-ON-ONE SPORTS

One-on-One Sports has entered into an exclusive sales representation agreement with United Stations Radio Networks, the country's largest independent network. This will be United Stations' first foray into the sports marketplace. ☎

one on one
SPORTS

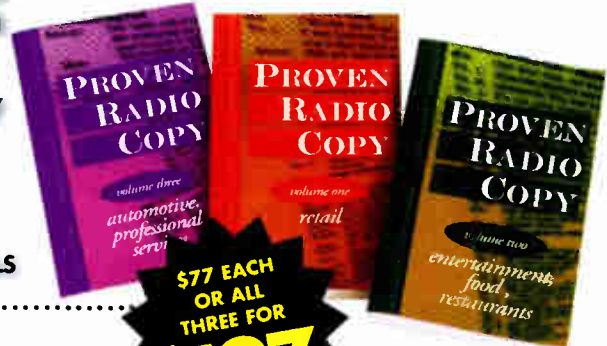
TELECT

Telect Inc., a worldwide manufacturer of connectivity products for the communications industry, has launched a new division, the Signal Management Group to market Telect's audio/video products to the broadcast and entertainment industries and the home-area-network market. ☎



BULLET-PROOF AD COPY

GIVE LOCAL ADVERTISERS NATIONAL-QUALITY COMMERCIALS



**\$77 EACH
OR ALL
THREE FOR
\$197**

PROVEN RADIO COPY

**Volume One
RETAIL**

**Volume Two
ENTERTAINMENT
FOOD
RESTAURANTS**

**Volume Three
AUTOS &
PROFESSIONAL
SERVICES**

100 categories with more than 650 proven advertising scripts that will save you time and money. Eliminate writer's block!

- Instant copy ideas
- Stimulate sales and motivate clients
- Great for last-minute selling and new campaigns
- Spots that have worked for advertisers
- An essential tool for every Radio station

**STREAMLINE
PRESS**

CALL NOW
FOR FASTEST SERVICE

800-610-5771
(OUTSIDE NORTH AMERICA:
561-655-8778)

FAX ORDERS
561-655-6164

Mickey Moves to Manhattan

A True Test of the ABC Format

New Yorkers will now be able to hear Radio Disney (WQEW-AM), a Radio format targeted for kids under age 12. It's unclear, however, whether the new format will be a long-term success. There are a number of challenges. For one, Arbitron is well-known for starting its ratings measurement at 12 years of age (Radio Disney's core demo is kids under 12). And, thirty-five of Disney's 36 affiliate Radio stations are on the AM dial. What's more, how much spendable income can kids 5 to 10 years old actually have?

Radio Disney is attacking these challenges. With its recent New York pickup, the ABC-backed format has penetrated the top three markets. The format airs on 36 stations in eight of the top 10 markets. Radio Disney is a 24-hour, national, Top 40, music-intensive format that was created for children age 12 and under.

Ratings

Advertisers, especially those located in major markets, rely heavily on ratings to place buys with Radio. ABC is funding the ratings service, statistical research in New Jersey, that will help the company sell the format.

Scott McCarthy, VP and GM of Radio Disney, says, "We recognize the

importance in being able to prove nationally and locally that we have kids and parents listening." Executive VP of Media for Saatchi & Saatchi in New York, Allen Banks, comments "Disney will have to come up with some research that will help support the fact that people are listening. We will not take it on faith."

AM Stations

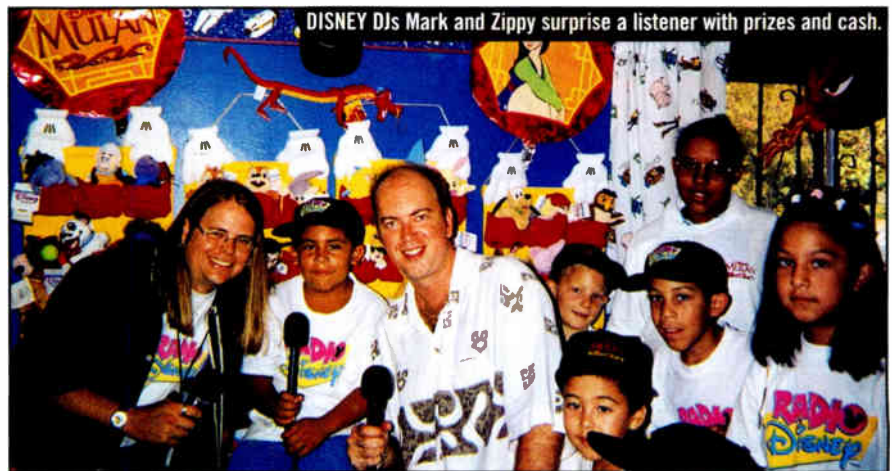
As new technologies, such as satellite Radio and Internet Radio, are bombarding our industry, Disney also faces the challenge of airing predominantly on AM stations. "I think the negative is the medium itself as far as reaching kids is con-

cerned," says Banks. "It doesn't matter whether it is AM or FM. If Disney can bring kids to the Radio and show through research that kids are actually listening to the stations, ... then we will certainly consider it as a part of our marketing plan." An ABC press release estimated that Radio Disney reaches slightly more than one million 6- to 11-year-old kids in an average week (according to statistical research).

Spendable Income

On the "spendable income" question, McCarthy says, "There is plenty of research that estimates that \$500+ billion is directly spent by kids or influenced by kids. They might not go out and buy Cheerios, but they entirely direct the purchase." Banks agrees, "They certainly influence the expenditure of money."

For more information on Radio Disney, call Julia Atherton at 972-448-3342.



Success

It's a state
of mind

Willhight Research, Inc. has been providing local market radio ratings data for over fifteen years to the broadcast community. Contact us for more information to see how we can help your state of mind.



Willhight Research, Inc.

Audience Measurement Surveys

Seattle, WA • 206-431-8430

FAX 206-431-0603 • e-mail dbhaste@aol.com

Address:

Inter

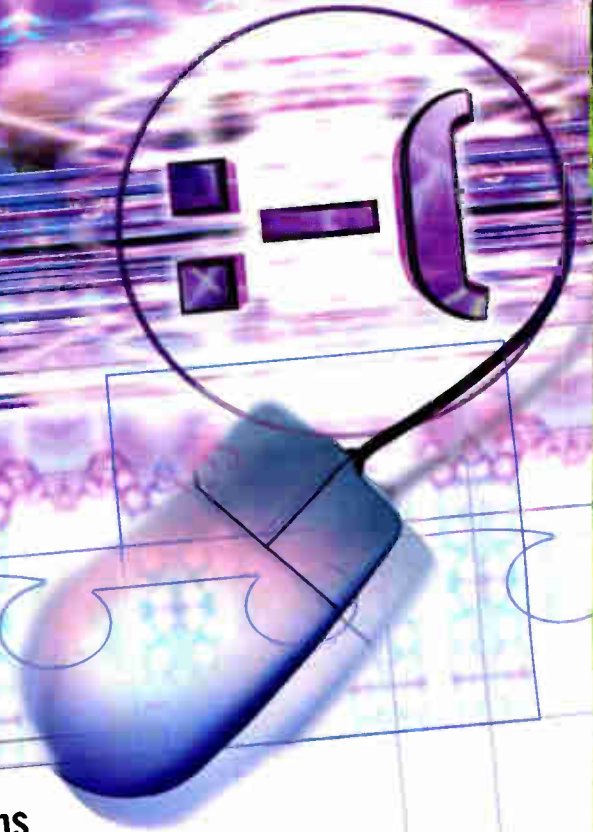
Are you Surfing



net Radio... or Sinking?

A Look into the *Radio Ink* Crystal Ball

The year is 2009. The date is January 8. The time is 7:20 a.m. Internet Radio stations across the country are announcing their winter book promotion this morning, as traditional Radio stations once did to inflate listenership artificially. You see, back in the year 2004, Arbitron decided that Internet Radio was a far better vehicle than traditional Radio.



Address: www.radioink.com/specialreport/internetradio.html

◀ 55 At the 2003 Internet Radio Convention in Simi Valley, California, Pierre Dotcom made the following announcement:

"Finally, listeners of music and local content have an audio delivery system that's clear, mobile and wireless. It allows us to track specific listenership rather than using a polling system that is extrapolated."

He then stated that the ratings company would no longer track AM or FM listening:

He continued, "For the past decade, traditional Radio listenership has been experiencing a serious decline, much like the major television networks did in the late '80s and early '90s. However, unlike the networks, which embraced cable and the Internet, traditional Radio turned its cheek on the World Wide Web."

In an unrelated matter, the FCC announced that it is continuing to pursue its case against Howard Stern for saying a bad word during his program

"Why buy traditional Radio," they chuckled, "when I can put my commercial on an Internet Radio station and its Website where listeners can hear it on demand, click to my Website and purchase my products?"

"Now," they said, "I can finally track my Radio advertising."

That statement was a dagger in the hearts of traditional Radio broadcasters.

Sound goofy? Did you ever think you'd be able to check your E-mail from your cell phone? Still sound goofy? Read these recent quotes:

Soon, there will be more stations on the Internet than on the terrestrial airwaves. Eventually, your car Radio will be a wireless digital receiver. Radio stations that figure out how to make money in this new medium will do well. Ones that don't will be very limited in growth. — Gary Schare, Microsoft

You will be able to get anything you want in your car. The thing about the digital world

CLICK TO THE FUTURE

Local Internet Radio stations began popping up in the year 2000. Once the streaming technology was perfected, the product was delivered through wireless PCs to the automobile. Traditional Radio died a slow and painful death.

Local advertisers scoffed at traditional Radio salespeople who offered a schedule of spots, a free remote and their sta-

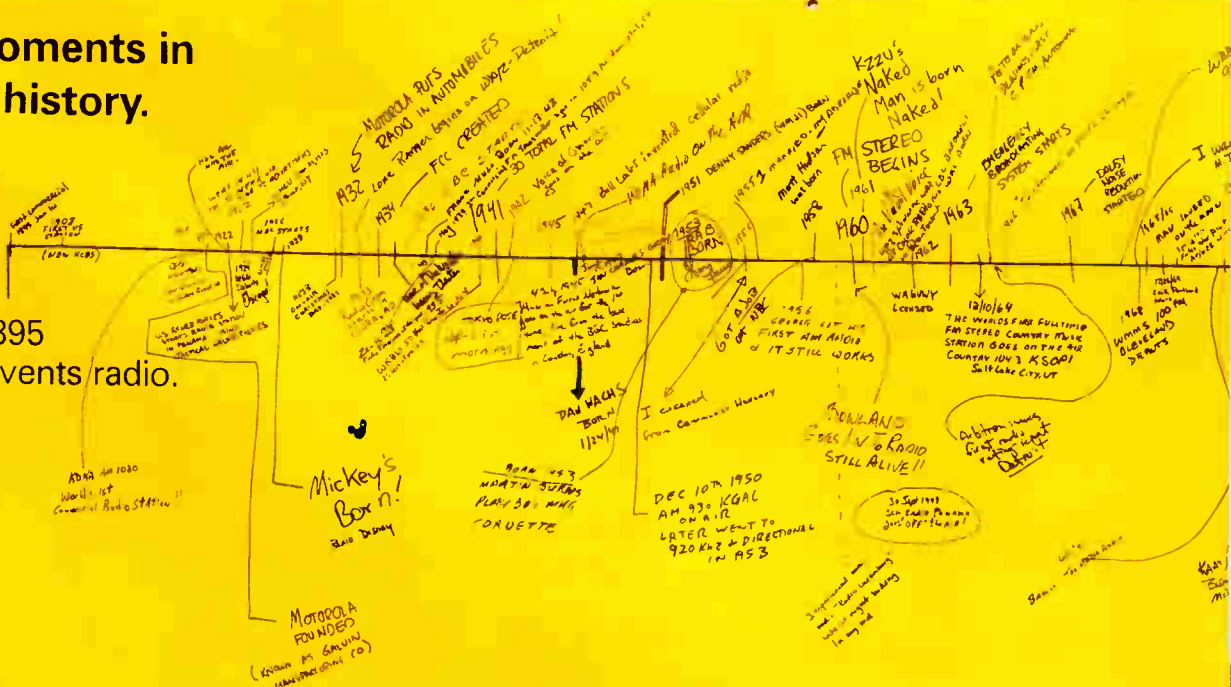
tion Website as added value.

"Why buy traditional Radio," advertisers would say, "when I can sell my product through E-commerce on the local Internet station's Website?"

"Why buy traditional Radio," the clients bellowed, "when I know exactly how many interactive listeners Internet Radio has, and traditional Radio is still telling me they're No. 1?"

Great moments in radio history.

1895 Marconi invents radio.



Thanks for adding your great moment to radio history. NAB Radio

A little off-the-wall history from RadioWave.com. If you missed our unveiling at the NAB Radio Show in Seattle, It provides broadcasters a way to earn additional revenue from their core advertising inventory by extending

is that there are dramatic advantages to the first mover. There are no regulations because you are not talking about limited spectrum. Someone could out-Howard Howard Stern because CBS turns their back on streaming media. CBS is the biggest one at risk. — Mark Cuban, Broadcast.Com

If you look at the state of Webcasting today, it becomes clear that we are witnessing the birth of a new medium that combines the best attributes of both broadcast media and the World Wide Web. We intend to lay the groundwork for the measurement standards that will help this new medium solidify its position as a powerful new advertising channel. — Greg Verdino, Arbitron

Although local wireless Internet Radio may still be years away, why is our industry slow to adapt to this very popular medium? Why isn't a station Website and the services it can offer to local advertisers a part of every rate card, every sales pitch and every promotional proposal that Radio stations make to their

local advertisers? Next month, for the first time, the Radio Advertising Bureau will offer an entire track on the Internet at its annual management leadership conference. Wayne Cornils, who organizes the annual conference, says, "Our research has indicated that although there are thousands of Radio stations that have Websites, there are very few that know how to make money on the Internet. We want to teach people how to make money on the Internet."

Forrester Research (www.forrester.com) conducted a study of 50 Radio stations that have Websites. Only 38 percent of the respondents indicated that their Websites will generate revenue this year. Inadequate staffing and Website management skills were the biggest barriers to revenue success.

Then, there's the audio question. Why shouldn't a Radio station offer streaming audio, adding another listening option to the local and national audience — especially when Arbitron has an-

nounced that it plans to track listenership by placing meters on the streaming audio players. These meters will deliver actual numbers, not a hypothesis, of an audience.

Radio should be worried that Arbitron will also be tracking the audience sizes of Internet-only stations. If the audience sizes for Internet-only Radio continue to increase, and they are being tracked, these companies could pose a threat to our piece of the advertising pie, whatever the percentage is.

It's clear that traditional Radio is struggling with whether or not to build station Websites, whether or not to put their signals on those Websites and how to sell those Websites to local advertisers successfully. This Special Report will detail the companies that are helping Radio stations enter this highly successful medium, the ones that you might consider a threat to our industry and the ones with which you may want to align yourself to increase the income you're receiving from your station Website.

1926 SCAS, SUE FOUNDED

1926 WNBC - AM Staffs all 5 tracks

1926 FOX Inc. starts broadcasting. Back to ahead of its time

1936 CHES BELL HAZ NAYS KAW

1936 EARLE HARB

1936 DOWNEY WOLFE

1936 SOLIDOR

1936 8651 TOTAL STATIONS IN USA

1936 THE RYAN RADIO NETWORK SIGNS ON

1936 DEPT. OF BROADCASTING W/MSU - WITH UNIV. OF CALIF. - PEAK INDUSTRY

1936 ON THE HILL NEAR OF CHRYSLER IS BORN ON WDS IN SAN FRANCISCO

1936 RADIO MIX URBAIN, DIERHOFF/ROCK

1936 PRODIGY RADIO (ORSEA) STARTED TO WORK

1936 OCT. first year

1936 DAB

1936 1936 G. MARRZ, Dyer, D.

1936 STOCKG

1936 NATIONAL 500 MW

1936 CDS for the 3rd time

1936 MFC

1936 THE ONLY LIVE MUSIC BROADCAST TO THE PLANET! ON WABC-NY

1936 FIRST CHRISTIAN MUSIC STATION BROADCAST TO THE PLANET! AIR RADIO NETWORK MAY, 1936

1936 IT'S ON-LINE. IT'S INTERACTIVE. IT'S THE NEXT WAVE OF RADIO.

1936 RADIO WAVE.COM

1936 SHOW. SEATTLE, OCTOBER 14-16, 1998.

1936 YOU MISSED A LITTLE HISTORY IN THE MAKING WHEN RADIO WAVE.COM, A MOTOROLA SUBSIDIARY, LAUNCHED THE RADIO WAVE.COM PLAYER. IT ONTO THE INTERNET. TO FIND OUT HOW IT CAN HELP YOU, CALL 1-800-788-1270 OR VISIT US AT WWW.RADIOWAVE.COM.

Show. Seattle, October 14-16, 1998.

It's on-line. It's interactive. It's the next wave of radio.



RadioWave.com

Address:  www.radioink.com/specialreport/internetradio.html

A brand-new and innovative Radio/Internet approach has hit the World Wide Web. It's Talkspot.com. On this site, Talk hosts engage their audiences with compelling content and communicate with them in real time in a chat room. As the hosts weave their way through their shows, listeners discuss the content of the show among themselves in the chat room.

The communication continues between hosts and listeners during a stopset. That's right, stopset. Saturn, Heineken, Starmart convenience stores, Bosch power tools and Powerbar all air Radio spots on talkspot. Are these advertisers on your station?

Talkspot.com went on the air and on the Web in September 1998. It was started by Ken Williams, the founder of Sierra Online, and Jerry Bauerman. The audio is delivered over the Net via RealNetworks and contains several channels or programming. Another unique aspect of this site is that you can see the host. With the state of video technology today and depending on the user's hardware, the video feed is not as clear as a television screen. However, you can see new video of the host approximately every 30 seconds.



CYBERHOST
Karen Kay is the anchor personality for the innovative Website Talkspot.com

The Future is Now

LOOK WHO'S TALKING

Karen Kay is being promoted as the anchor personality for Talkspot. After being fired from WIOD Miami, she now finds herself on the forefront of an exciting new media. Her edgy show airs from 5-7 p.m. (PT) on Talkspot. Why is their hottest talent on in the early evening? Simple. It's smart marketing. Internet listening usage increases at night. Arbitron reported that while Radio listenership is greatest in the morning, Internet usage is the highest at night (www.arbitron.com).

Kay may start off her show with a comment about her underwear, which she then works into her discussion

about the cameras in the studio and what you might be able to see. Or, she might discuss her dating woes or another topic in her personal life.

"I have freedom on the Internet that I did not have on Radio because of the FCC. So, I can say anything. If I am really angry, I have the license to get angry in a way that I could not on Radio. I don't, very often, but I can cuss. It is a little titillating when a woman says some of those things. Maybe even more so than if a guy says them."

Kay says that the goal for her show is to bring as many people to the party as possible:

"It's a really loose show. If, for


example, you and I, as friends, have a conversation, we will talk about a lot of things in an hour. We could talk about a funny story that I read or heard or something bizarre that happened to me in the mall. We could chat about an argument I had with the dry cleaner or my boyfriend. If you and I are close friends, we may talk about sex at some time. I am not afraid to talk about sex, but the show is not strictly Karen Kay talking about sex. I think that would get boring quickly."

▼ Talkspot.com Website

"MOTION PICTURE" ADS

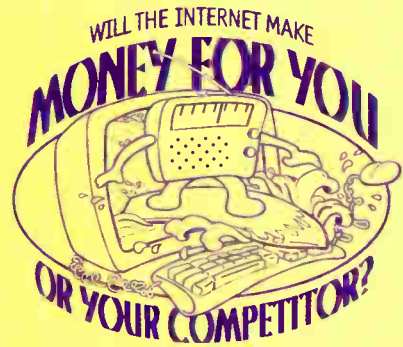
According to Talkspot's VP of Sales and Marketing, John Morel, Talkspot.com generates revenue in several areas. Some of these areas have not yet been implemented. The most basic advertising is through banners. Banners appear below the show window, which resembles a small television screen on the audio player. Also, audio commercials are sold and aired in stopsets as they are on a traditional Radio station. Soon, between segments of the shows, the company will offer multimedia ads that will provide images in the form of basic animation with full audio.

Morel says the next step for his company is incorporating full motion video:

"In the future, you will have the TV experience when you want it and the audio experience when you want it. It will be available to the customer who can decide what kind of environment he wants, based on the circumstances." 

Arbitron recently conducted a study of 3,000 Internet users. Here are the highlights:

- 57% say they are aware that you can listen to Radio online.
 - 19% have actually listened.
 - 33% would rather listen to out-of-market stations.
 - 21% access the Internet at work.
 - 33% report Radios do not come in clearly at work.
 - 13% of the respondents say they spend less time with Radio due to their Internet usage.
 - 60% of the respondents have heard Radio stations talking about their Websites.
 - 17% say their local station does not do an adequate job of playing the music they like — a niche that could be satisfied by Internet Radio or digital Radio.
 - 18% say their local station does not do a good job of providing news and information. The Internet has built an image as a source for news and information.
- When asked to rate Internet listening, 29% say they love it; 38% say they like it; 28% say it's OK; 5% have a negative impression.



Arbitron Announcement

Sales Managers: Do You Want to Increase Your Billing by 10% in Three Weeks?

You Don't Need A New Sales Staff: You Need A Better Way To Sell.

RadioConcepts USA gives your sales staff the tools to dramatically increase billing at no risk to your station or your current account list.

You may have heard a similar claim, but we have the proof to back it up.

A small-market station added \$120,000 in new revenue over a three-day period.

Another station added nearly \$200,000 in annual business — also in three days. In fact, most of our clients enjoy similar, rapid revenue increases.

RadioConcepts USA provides branding services for advertisers — new advertisers and current advertisers. We back it up with fail-safe customer service.

Call RadioConcepts USA right now. Increase your billing by at least 10% or you pay nothing.

RadioConcepts USA
Our First Focus is Radio Sales

CALL TOLL FREE 800-950-5787

Address: www.radioink.com/specialreport/internetradio.html

Capitalizing on the strengths of traditional Radio and the popularity of the World Wide Web, a handful of Internet companies have entered into our industry. These companies offer a service that is somewhat comparable to CD Radio and XM Satellite Radio, only the service is available on a PC. Multiple channels of specifically programmed music available on the Internet.

ROLLING STONE RADIO

In November 1998, JAMTV co-created an Internet-only Website called Rolling Stone Radio — 12 stations of music formats, from Rock to Hip Hop. Jerry Mickelson is the chairman, creator and one of the founders of JAMTV.

Mickelson, along with partner Army Granat, founded Chicago-based JAM Productions, a large entertainment production and promotion company. Mickelson then used his contacts in the recording industry and joined forces with David Goldberg and Pat Blake to begin JAMTV Corporation, which creates and operates music Websites. In February 1998, JAMTV, in association

David Bowie the PD?

In November 1998, Rolling Stone Radio was unveiled. Internet users download the Rolling Stone Radio Tuner, which sits on the desktop, then choose an Internet-only Radio station. David Bowie is acting as PD and DJ for one of the stations. Rolling Stone Radio displays the name of the artist and title of each song as it plays. The site gives listeners instant interactive access to content and commerce. Listeners can link to a complete bio of the artist as well as purchase the music through an arrangement with amazon.com.

How It Sells and What It Plays

Advertisers are incorporated into the site in several ways; audio spots, banner ads and synchronized 15- and 30-second audio advertisements on the tuner. At launch, the network had advertising agreements with Frontier, Hyundai, Mazda, Zip2 and 800.com.

The company also offers Radio stations an opportunity to match content with a station's format. JAM takes existing station sites and incorporates the content needed to make a site more lively. This is

money. "Local Radio stations have a tremendous ability to drive their listeners to a call to action. Because of that, they are appealing as commerce sites. If a Radio station is playing a record, they should certainly be selling that record. There are a host of other applications that could follow. However, I don't know that you will turn to your local Radio station and purchase a computer, but you may see an ad for one and click over to that site and purchase the computer."

SPINNER.COM



Another company in the Internet-only business is Spinner-dot-com, formerly TheDJ.com. Dave Samuel and Steve Levis of Oracle conceived the idea back in 1996. Samuel was a DJ and has a technical background. He became dissatisfied with traditional Radio but wanted to do something in the entertainment/technology arena. When the company was hatched, there were 24 channels of music. Today, there are 115 channels of music played continuously over the Web, from Acid Jazz, to Modern Blues, to Fusion and Punk.

Zeroing In On ... Formats

Samuel says Spinner.com provides a different type of service from traditional Radio: "It's more robust and allows you to segment more finely in an area of interest. If you are looking for something as finite as Delta Blues, you are not going to find it anywhere on the traditional airways because there is not enough of an audience to support it in any major market.

"Our product, because of its technology and the fact that it is on the Web, is more ostensible. If you want to learn more about what you're listening to, we have an artist information button on all of our players. We also have the ability to purchase any of the music through Amazon.com. So, as you are listening to Folk, for example, and you want to buy

Internet-Only Radio

A SERIOUS THREAT TO RADIO'S FUTURE?

with Wenner Media, debuted The Rolling Stone Network. The site offers streaming audio from concert venues, daily video news, Webcasts and other special events.

Rolling Stone Radio is making inroads with office listeners. Goldberg says, "We are in a space where traditional Radio might not get played in the office because people are on their computer all day and might not have access to a Radio."

INTERNET TUNER
The Rolling Stone Radio tuner sits right on your desktop and looks just like a traditional Radio.



an easy way for a station to maintain a site. It looks professional, it's fresh, and it's interactive. The downside is that it's not very local. JAM is now integrating content with 148 Radio stations.

Cha-Ching!

David Goldberg, the executive vice president of JAMTV Corporation, says that some stations are making money from their Websites, however most are in the red. According to Goldberg, stations in the red may chalk their losses up to marketing and promotions expenses. Goldberg adds, "However, the stations that are more aggressive, by that I mean, the ones that train their sales staff on how to sell the Web vs. traditional Radio, are successful."

Goldberg says that E-commerce is the next logical way for stations to make

the CD, you can do so quickly."

... Visitors

According to Samuel, Spinner.com can track its visitors: "We have a reporting mechanism to the site that allows us to track the number of hits. With the RealAudio service, we have also developed a reporting mechanism to determine how many songs we play to individual users as well as how many individual users are utilizing both Spinner and Spinner Plus. We play almost 1.5 million songs per day service-wide. We will get about 150,000 unique visitors a week."

... Advertisers

Spinner airs one 30-second spot on its channels about every 20 minutes. Commercial rates are based on a cost-per-thousand basis. Samuel says that advertising is tracked by software called Net gravity. "The software does reporting on how many impressions are served and how many clicks resulted from those impressions," he says. "We can target by demo, ZIP code, etc. If you want to reach Christian Rock listeners who are female,

living in New York and over the age of 40, you certainly can. That kind of targeting will bump up that CPM quite a bit."

... Promotions

"We do promotions all the time that build up the site in order to take advantage of the fact that we have the site and that it is not just the players who people interact with but the Website as well," says Samuel. "We did a contest for the Bare Naked Ladies, and we did a fly-away promotion. Loral was a sponsor. They gave away headphones and paid for positioning on it."

Samuel also stated that another product called *safe plate* generates revenue for Spinner: "It's a Web Radio player like Spinner, except it is launched from other partner sites. Its look and feel match whatever site it is coming from."

"For example, we have a U.S. West safe plate. People can go to U.S. West and launch our Spinner application, yet it looks like it is coming from U.S. West's site. It is another revenue source for us. We either split the advertising generated from

those safe plates, or we do a set-up and per-launch fee structuring. It is a grassroots way of getting our name out there, and it is effective for us."

IMAGINERADIO.COM



ImagineRadio.com is another Internet-only company offering two professionally programmed music stations. Imagine also allows visitors to program their own stations.

Director of Programming John Adams says, "We have had more than 80,000 stations customized by our listeners, and 5300 of them are published. Anyone can listen to them." Audio commercials and banner advertising are also available on ImagineRadio. The customizers, however, do not sell advertising.

"TRN Live w/Lowell Ponte" The Alan Keyes Show: America's Wake Up Call "The Roger Fredinberg Show"



Combine Conan the Barbarian, Ben "Obi-Wan" Kenobi, and Albert Einstein: Meet Roy Masters.

"Conquering Negative Emotions" with Roy Masters 9-11am M-F Pacific

When the history book of talk radio is written, Roy Masters will appear in the first column on Page 1. Roy is recognized as a "founding father" of talk radio, and regarded for his unique and effective approach to helping callers understand the causative emotional mechanisms behind their pain, providing insights that enable listeners to achieve their personal best. Through the years Roy has remained ever loyal to his high personal standards, refusing to compromise his "tough love" approach to helping his callers.

To some, Roy feels brash and abrupt. But the truth is, he's not impatient or uncaring at all. In fact, he cares so much that he refuses to waste air time pampering those who aren't ready to hear "the truth." The unique thing about Roy is that he not only sees the problems, but he offers real solutions. For nearly 40 years loyal listeners all across America from Los Angeles and San Francisco, to Boston and

Philadelphia, have tuned in daily to hear Roy "call em' as he sees em'." He's not afraid to take on anyone or anything, and he does just that every day. Born in London, England, Roy is proud to be an American citizen in the tradition of his favorite hero, John Wayne.

He is the author of 15 books, covering everything from sex and marital problems, to "Finding God in Physics," to overcoming everyday stress. He's been a regular featured guest on numerous national TV shows, including *Crossfire*, *Sally Jesse Raphael*, and *Larry King Live*. In today's stressful world everyone recognizes the need to overcome and relieve daily stress and experience their full potential and lead a happier life. Roy Masters has played an integral part in helping thousands achieve these goals, and he stands ready to do the same for many thousands more on his daily, and Sunday morning show, "Conquering Negative Emotions."

Subject to change without notice, force majeure and events beyond our control



Talk Radio Network Where you want to be in the future. (541) 664-8827

"Cruisin' America" w/Alan & David

"Cruisin' America" w/Alan & David "Seeing Beyond" with Bonnie Coleen

Address:  www.radioink.com/specialreport/internetradio.html

It is clear that Radio stations across the country need to tap into what is proving to be a lucrative field, Internet Radio. However, there are several challenges the industry faces. Forrester Research conducted a report which concluded that, "With limited personnel resources and scant Web revenue, Radio stations only dabble on the Internet

a Radio station Website is going to increase their business. Few Internet companies are tackling this local challenge. In this special report, we pointed out that while Internet companies were tying in sales of records, offering artist-related content and experiencing success with some national advertising, incorporating local advertisers was not the priority.

net companies must be specific, but even more important, they need to tone down their tech talk.

Managers want to know three things from Internet companies: 1) why they should be on the Web; 2) how much it will cost (trade is a cost also); and 3) how much they will see in revenue. And if they start to hear babble about streaming, click-throughs and URLs, expect a smile, a friendly good-bye and your name to be deleted from their Rolodex.

How do you cash in?



today." Most Radio station Websites are started and maintained by either a part-timer or someone in the programming department. They are usually not handled at the sales or management level. Management must embrace the technology and buy into its revenue possibilities.

Local Motion

To make station Websites successful, Radio advertisers on the local level must be brought into the process and learn how

Talking the Talk

There are a handful of companies attempting to work the Radio station angle. Unbeknownst to them, their battle is an uphill one. Managers focus on increasing revenue through traditional (and non-traditional) means, such as spots, remotes, promotions, concerts, vendors etc. Simply telling them that they are going to make money by putting their station on the Internet and joining forces with an Internet company is not enough. Inter-

Why Should We Take Note?

Advertising on the Internet is serious business. According to the Internet Advertising Bureau, \$423 million was spent on Internet advertising during the second quarter of 1998, a 97-percent increase from the same time a year ago. And, it has become just as easy for clients to build their own Websites as it is for them to record their own commercials. What are your SMs and AEs doing to increase your advertisers' business using Radio and the Internet?

Every year, the Internet becomes more of a highway for cash. The amount of items purchased over the Internet, especially around the holidays, is skyrocketing. Jupiter Communications has predicted online 1998 holiday spending to reach \$2.3 billion. Forrester predicts business-to-business E-commerce will reach \$320 billion by the year 2000. Your site, your station and your clients should be cashing in on this commerce. Next month, The Radio Advertising Bureau will make its first full-blown attempt to educate the industry on how to "ramp onto" the E-commerce highway.

RADIOWAVE.COM.

One company that is attempting to bring Radio and its local clients together is RadioWave.com. Launched by Motorola this past October, RadioWave has formed alliances with a number of recognized Radio and Internet companies, including Arbitron, ENCO, Prophet Systems and JAMTV. Although they are pushing the advantage of having a station stream audio, thereby creating a larger audience, the real angle is the local client tie-in.

Continues Page 64 ►

A Glossary of Terms for Radio Executives

Audio Streaming: This is the ability to present an audio piece or live broadcast over the Web, using software that converts the audio signal into Web-friendly audio which is then "streamed" or "served" over Internet phone lines.

Click-Throughs: Ad agencies will ask Internet advertising venues to submit numbers of Internet users who actually "clicked" on their ad banner from the advertiser's Website and "linked" to the client's information.

Domain: A specific network name is called a domain name. Every Internet address has a suffix that indicates its domain. Some common domain name suffixes are .com (commercial organizations), .edu (education), .gov (government), and .net (network).

E-commerce: This is the ability to accept credit card transactions in a secure electronic environment within a retail or service-based Website.

Flame: This means sending a poison-pen

E-mail letter to another Internet user, usually someone who has violated netiquette (see definition below).

Hits: Web page "hits" are counted each time individual users "click" their mouse on any item within their Web domain. Ad agencies are interested in page "hits" but prefer to count "Page Views" (see definition below) as a more accurate measure of the success of ad placement.

HTML (Hypertext Markup Language): This is the programming language used to store and present information on World Wide Web servers.

Hypertext or Hyperlink: This is an automatic link on the World Wide Web that connects a picture, word, advertising banner or phrase with other information elsewhere. When the user selects a linked phrase or picture, he is automatically connected to the data to which it is linked.

Netiquette: These are rules of conduct for Internet users.

Page Views: Ad Agencies will ask Internet advertising venues to submit numbers of Internet users who actually visited the page on which their ad banner was presented. Dif-

ferent from page "hits," "page views" are an accounting of the number of separate visitors who came to visit the Webpage.

POP: In Internet language, this means "Point of Presence" — a telephone number customers can use to reach Internet service providers. Larger ISPs have dozens of POPs across the country. This term is also used to describe a server or other business location on the Internet.

RTFM: This is an acronym standing for, "Read The F___ Manual." It is a suggestion for the new user to read the online manual before asking questions about a particular command or procedure.

Spam: Spamming means to cross-post or mass-mail unsolicited electronic messages to a large number of E-mail boxes or discussion groups.

Webcast: A Webcast is a concert, drama, speech or news event that is broadcast in video and audio and is accessible to Web viewers without having to download. Viewers can enjoy the Webcast immediately at its scheduled broadcast time (much like tuning into a television program). *Source: Kristen Gordon/New Media Services*

Are Your Revenues Dull and Dingy? Is Your Billing Stagnant?

Brighten balance sheets and improve your bottom line with

INSTANT Revenue

Low Maintenance High Profit Radio Telemarketing!

By Bob Doll

Instant Revenue

is *more* than an informative new book. It's a revolutionary system that will remove those stubborn red ink stains and unclog your station's cash flow.

Everything you need to set up a successful radio telemarketing sales operation: 52 tested and proven campaigns — one for every week of the year — with ready-to-go, foolproof, "plug and play" scripts.

You'll learn:

- ✓ How to continuously generate and qualify hot new leads at no cost.
- ✓ How to sell profitable promotions to local businesses and organizations.
- ✓ Secrets of successfully managing and controlling the collection process.
- ✓ And much, much more.

ONLY \$117

CALL NOW
FOR FASTEST SERVICE

800-610-5771
(OUTSIDE NORTH AMERICA: 561-655-8778)

FAX ORDERS

561-655-6164

The large, economy-size edition of *Instant Revenue* will fit stations and markets of all sizes.

You'll clean up with it!

STREAMLINE
PRESS

Address:  www.radioink.com/specialreport/internetradio.html

LOCAL ATTRACTIONS
RadioWave.com is attempting to incorporate local advertisers for Radio stations.

62 Cashing In

James Burke, VP for RadioWave.com, says that local clients are brought into the Radio station's Website experience through coordinated visuals. Here's an example: You're working on a document at the office and listening to your favorite station (via the Internet). A commercial comes on for a restaurant. A visual will appear on your screen with more details about the restaurant, perhaps even a coupon for dinner that evening. The station can also collect information from the listener and turn it over to the client. Of course, this assumes that: 1) Radio salespeople understand the technology and how to make the pitch, and 2) the client understands and buys the proposal.

Burke explains that this becomes a way to close the loop on a buy. If I am Bob's Nightclub, at the very least, I get

people showing up on Saturday night with coupons that have the Radio station's logo on them. I get a feel for how effective the ads are. Burke says, "We are also looking into adding an E-commerce element to the RadioWave.com player which would allow sales transactions to be made by the listener."

At present, RadioWave is only conducting business with major-market Radio stations, billing more than \$3.5 million per year. According to Burke, the cost

is "in the range of \$20,000 to \$30,000 and then most of our business is built on the model whereby you start selling the interactive components of the advertising, then you start making money on the additional inventory that we have helped develop for you." Three stations have signed on with RadioWave.

ONRADIO

OnRadio is another company working with stations to increase their presence on the Web. According to their October 1998 press release, OnRadio (www.onRadio.com) offers a full range of Internet services that help stations extend relationships with listeners and pursue nontraditional revenue streams from national Web advertisers and E-commerce partners. Although RadioWave.com is not in the business of creating Websites, OnRadio is turnkey, from the creation of



SALES HELP — OnRadio offers Web creations and sales consulting to stations. It is entirely turnkey.

the site to helping Radio advertisers develop sites to day-to-day business support. OnRadio works with nearly 600 stations, including those owned by Jacor, ABC, Beasley, Chancellor and Clear Channel.

Rick Ramirez is CEO, president and founder of OnRadio. Based on his experience, he believes that Radio stations still need to see success stories in order to feel comfortable with the Internet. "One of our missions," he says, "is to work with groups of Radio stations to show how they can use the best attributes of Radio [on the Internet]." OnRadio is heavily focused on the programming side of a Radio station's Website. Content is very format specific and targeted to the audience. Ramirez says, "If you go to a station's Website, it does not violate the listener's expectations. If we create that environment, then from a sales perspective, they are already in the game, because it is set up in terms of benefits and appeal to listeners. What we do is give the Radio station or the advertiser ownership of a section, either of a playlist, a featured artist or the bookstore that they sponsor."

VP of Marketing Paul Campbell says that OnRadio can help the Radio station "secure that local advertising deal" by providing them with a few Website pages which are then added to the station's site as part of the marketing campaign. Ramirez adds, "We designed these tools to allow for no HTML, so you can take someone off the street and build the site and edit the pages without complexity." The company also has a support

MP3 Technology MP3 Technology Giving Record Companies Headaches

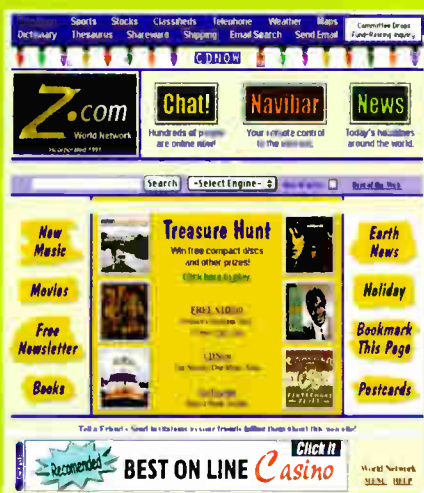
As record sales slip, there is another threat to the purchase of songs being played on our airwaves. At the 1998 Webnoize Internet Music Conference, MP3 (mp3.com) announced that independent record label Platinum Entertainment is the first record company to offer song downloads for free.

MP3 is a controversial new technology that allows Internet users to download music for free. The technology compresses data to one-twelfth of its original size while retaining the high-quality sound of CD. This technology bypasses royalty fees and the need to buy any music. It also enables music fans to pick and choose specific tracks they want to hear.

system which stations can call any time if they have problems.

OnRadio charges approximately \$200 to \$500 a month for its services. The company has alliances with Microsoft for streaming audio and JAMTV for content. National advertisers are sold on the strength of 600 Radio stations as well as specific station geographic, demographic and psychographic targeting. Clients include BellSouth, RCA and Hot Mail. Radio stations get a percentage of the advertising purchased on a station's Website.

Z.COM



MUTUAL BUSINESS — Z.com is a company that barter services with Radio stations. Radio stations is Z.com. The company was started four years ago with chat rooms and E-mail newsletters for stations. Today, the company helps co-brand the services it provides with the Radio station's logo. It has a roster of approximately 2,000 stations.

The company uses 200 of those stations as part of its media rep advertising network. National advertisers are sold on the strength of that number, and stations get a piece of that revenue. Advertisers include CD Now, Hilton Hotels, 1-800 Flowers and Disney.

BROADCAST.COM

Broadcast.com is one of the oldest companies (three years old) attempting to integrate Radio with the Internet. Known to be the innovator in this field, founder Mark Cuban has



ANOTHER TYPE OF SIMULCASTING — Using new technology, Broadcast.com can run different ads on the Web when your normal spots are airing via the traditional airwaves.

established a well-recognized name in broadcast.com. Cuban says, "Our goal was to turn the Internet into a broadcast medium." With 400 stations, Cuban says his goal now is to make substantial inroads into station cumes. He believes that within two years, there will be Radio stations that have bigger cumes on the Net than they do over the air. "We have new revenue opportunities that we are introducing," he says.

An interesting aspect of broadcast.com is the ability to insert different commercials into an Internet audio feed. Cuban says, "If you are a Top 40 station, you can be playing the same music while splitting the ads during a stopset — one for women, one for men, one for men 34 and over, and one for women 34 and under."

He says that the goal is to build the audience up to make it so the advertisers pay for it.

If you are a manager undecided about what to do with your Website in order to create additional revenue for your station, it makes sense to consult with one of these companies.

You may also want to consider attending next month's RAB conference in Atlanta. The RAB's Wayne Cornils says, "We are bringing together all of the major players as the Internet applies to Radio. It will be one special Internet Radio 2000 exhibit."

Bits & Bytes

Top Ad Spending Categories on the Internet

- 1) Computers and Related Products 26%
- 2) Consumer Advertising 24%
- 3) Financial Services 13%
- 4) New Media 13%
- 5) Telecommunications 9%

Source: Advertising Age

VISA



Visa has unveiled its push to be everywhere in E-commerce. By spending \$25 million in advertising over the next 12 months, it is attempting to be the official credit card of the Web. The company has joined forces with Yahoo, Music Boulevard, Travelocity and e-toys to become the credit card for their commerce sites.

Most popular hour of the day for respondents to complete their online music test interview: 3pm

Most popular day of the week for respondents to complete their online music test interview: Friday

Source: Bill Troy, RadioResearch.Com
http://www.radioresearch.com

**The most prestigious awards
in Radio are coming.**

1999 RADIO WAYNE AWARDS

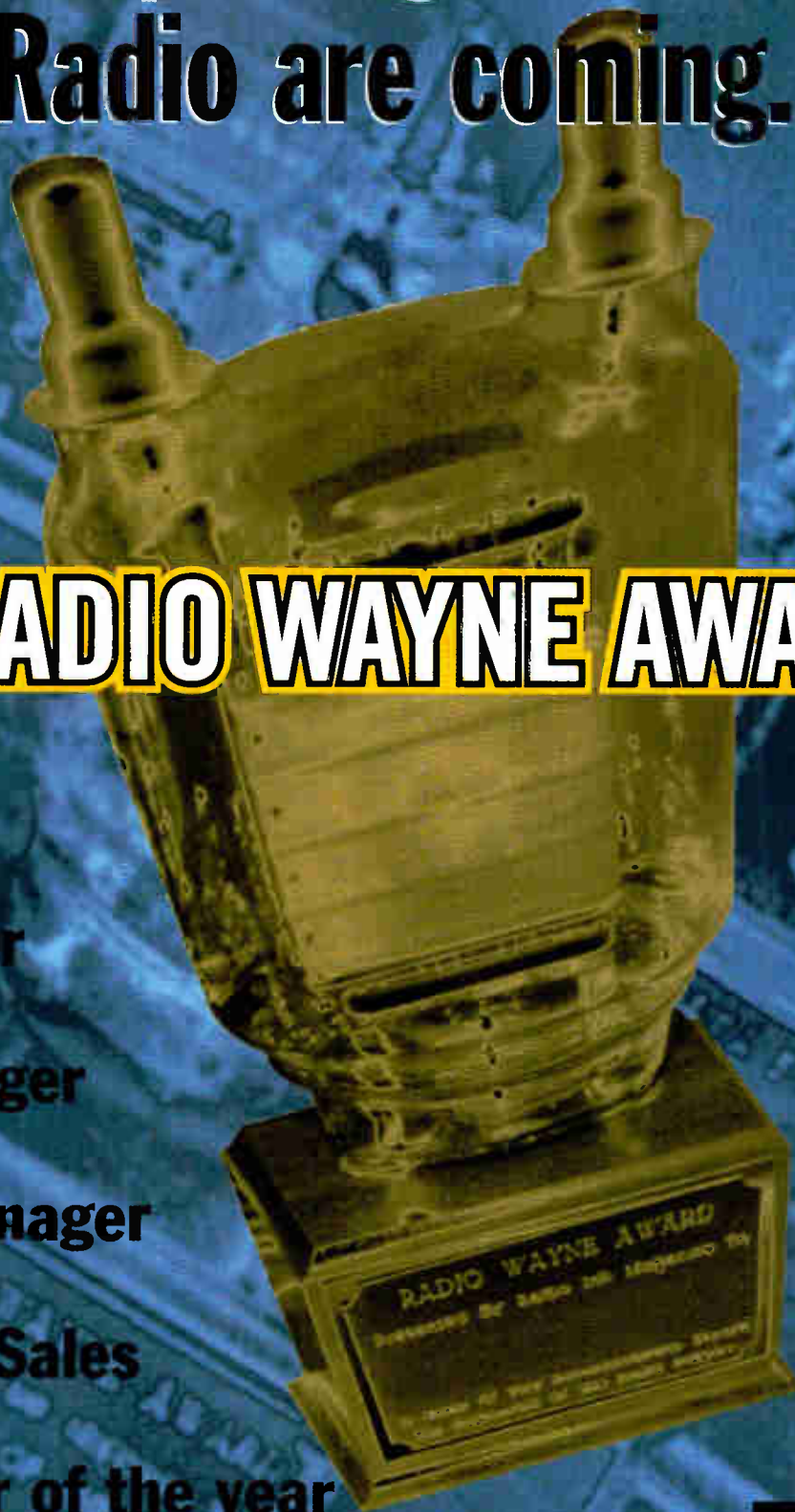
Streetfighter

Sales Manager

General Manager

Director of Sales

Broadcaster of the year



See the nominees in the January 18th issue of Radio Ink magazine.

**RADIO
INK**

The Players

In order for Radio stations to broadcast their signals via the Internet, technology called "streaming" is needed. While there are more and more companies introducing streaming devices, the two main players in this arena are RealNetworks and Microsoft.

REALNETWORKS G-2

RealNetworks is the pioneer in streaming audio devices. Four years ago, former Microsoft employee Rob Glaser founded the company. Today, the company employs more than 400 people, has 237 million registered users and 80 percent of the 1700 Radio stations now using streaming technology.

In November of 1998, the company introduced its Radio Toolkit which provides Radio stations with advertising integration and coaching, E-commerce linking, and

a set of Radio programming features. The original product from RealNetworks, RealPlayer, has gone through several upgrades. The current release is called G2 (seen at left) which features audio, video and real text pictures.

In addition to

providing streaming for traditional Radio stations, RealNetworks has formed an alliance with Rolling Stone Radio, a multi-station Internet Music service.

For more information, go to www.realnetworks.com



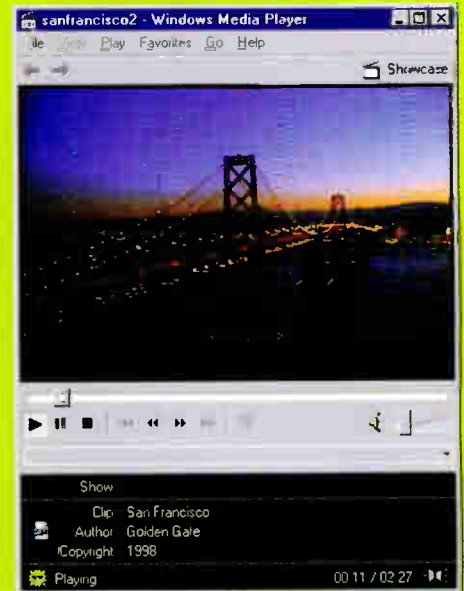
MICROSOFT – MEDIA PLAYER

After being beaten to the punch by RealNetworks, Microsoft is making a play for the "streaming" audience. Originally called Netshow, Media Player delivers streaming media ranging from mono-quality audio to entertainment-quality video. Gary Schare, Lead Product Manager for Windows Media Technologies, says, "Microsoft almost missed the first phase of the Internet in 1995. We have no plans to miss phase two."

Microsoft recently aligned itself with OnRadio, giving the company instant access to OnRadio's 550 Radio station affiliates. An OnRadio press release stated, "Rather than providing stations with a simplistic streaming Radio tool kit, Microsoft and OnRadio are providing a complete end-to-end business solution."

For more information, go to

www.microsoft.com/windows/windowsmedia



contacts

AMAZON.COM

Website: www.amazon.com

ARBITRON

Website: www.arbitron.com
Phone: 212-887-1300
Contact: Greg Verdino

BROADCAST.COM

Website: www.broadcast.com
Phone: 214-748-6660
Contact: Mark Cuban

CBS INTERACTIVE job site

Website: www.339work.com

FORRESTER RESEARCH

Website: www.forrester.com

GREENBAY BROADCASTING

Website: www.wduz.com

IMAGINE RADIO.COM

Website: www.imagineradio.com
Phone: 415-468-4684
Contact: John Adams

INTERNET ADVERTISING BUREAU

Website: www.iab.net

INXSYS BROADCAST NETWORKS

Website: www.inxsys.com
Phone: 800-375-3072
Contact: Laurence Norjean

JUPITER COMMUNICATIONS

Website: www.jupitercommunications.com

KFI LOS ANGELES

Website: www.kfi640.com

MICROSOFT-MEDIA PLAYER

Website: www.microsoft.com/windows/windowsmedia
Phone: 503-245-0905
Contact: Gary Schare

MP3

Website: www.mp3.com
Phone: 619-453-2845
Contact: Michael Robertson

NEW MEDIA SERVICES

E-mail: kgordon@isd.net
Phone: 831-440-0300
Contact: Kristen Gordon

ONRADIO

Website: www.onRadio.com
Phone: 831-440-0300
Contact: Paul Campbell

Packer Net

Website: www.packernet.com

RAB (Radio Advertising Bureau)

Website: www.rab.com
Phone: 800-232-3133
Contact: Wayne Cornils

RADIO RESEARCH.COM

Website: www.radioresearch.com
Phone: 888-824-9768
Contact: Bill Troy

RADIOWAVE.COM

Website: www.radiowave.com
Phone: 847-969-4600
President: Greg Mackintosh

REALNETWORKS

Website: www.realnetworks.com
Phone: 206-674-2700
Contact: Chris Otto

ROLLING STONE RADIO, JAMtv Corp., Chicago

Website: www.rollingstone.com
Phone: 312-642-7560
Contacts: Jerry Mickelson, JAMtv
David Goldberg, Exec. Dir., JAMtv

SPINNER.COM

Website: www.spinner.com
Phone: 650-762-1700
Contact: Dave Samuel

TALKSPOT.COM

Website: www.talkspot.com
Phone: 425-519-4500
Contact: James Golden

Z.COM

Website: www.z.com
Phone: 800-800-2099
Contact: Jeff Gold

"E-Tailing"

RETAILING FOR YOUR RADIO STATION WEBSITE by Kristen Gordon

HOLIDAY ONLINE SALES

E-Tailing: Is it for your Radio station? "Attention Please! Shop online at Toys R Us.com... Amazon.com... Eddie Bauer.com..." If holiday commercials were early indicators of the success enjoyed by Web retailers with E-commerce shopping sites, we should close all the stores now! Indeed, retail companies offering shopping on the Net blew their media wads this season in an attempt to increase their product share during their selling season. You couldn't turn on the Radio or television without hearing an advertisement to click-and-buy.

The pitch of this new electronic world is faster, cheaper, better. Will this trend continue in 1999? All indications are go. While the Net is still evolving into a new, self-service economy, the global world is embracing online shopping.

Three years after launch, Amazon.com (<http://www.amazon.com>) has 2.25 million customers worldwide and sales that may reach \$350. million this year. Amazon.com's early success may have influenced other corporations with regards to their own business plan and marketing endeavors. Proctor & Gamble has announced plans to shift two-thirds of its \$3-billion budget to advertising on the Internet because advertising costs are sharply reduced when using the Web.

This decision is amazing if you think about it. Will the Web be an animal to deal with for Radio stations nationwide? Could the Web extract marketing dollars intended for Radio? Some Radio pioneers want to be prepared for this possibility. While still in the early stages of embracing E-commerce and finding

a way to marry it to their existing Radio products, many Radio stations across the country are realizing sales online today.

TUNE IN AND LOG ON

"Radio and Internet are a real good fit, because you can't see Radio," states Phil Printz, Director of Internet Marketing & Development at Triathlon Broadcasting. Printz, who came to Triathlon from a Web Development Company just under a year ago, is directing

an aggressive and technically sophisticated program that will allow his Radio station Web sites to synchronize with the on-air broadcast.

Listeners who might be hearing the new Celine Dion release on-air or on the Web, are simultaneously viewing the CD cover, discography, artist history and purchase information on the Radio station's Web site. "We have also introduced local advertisers to this technology," states Printz. For example, when a Dodge Truck on-air commercial plays

20

KODAK 5018 EPY



20

19A



over the Radio, listeners simultaneously are viewing the Dodge truck Web advertising banner on the Radio station Website. Viewers can then click through to find more information on the Dodge sales promotion.

Printz has partnered with Radio Wave, a division of Motorola, for the technology to run the interactive Radio Websites. Future plans for Triathlon Broadcasting will include offering local advertisers E-commerce and Web advertising packages for a low monthly cost.

Radio E-commerce in Minneapolis has taken on a business face. John Anderson, Director of Sales and Marketing for CBS Interactive Services has developed and recently deployed an E-commerce employment Website (<http://www.339work.com>) that captures human-resource marketing dollars.

"We started the whole interactive experience using traditional broadcast media to promote an interactive voice response system (IVR)," states Anderson. "We found it to be very successful for recruiting nonexempt entry-level positions. But other recruiters, especially those searching in the areas of IS/IT and Professional/ Management were looking for new ways to reach candidates and allow applicants to research their company."

The launch of 339-WORK on the Internet will allow Human Resource clients to post their own ads, change copy on those ads whenever and as often as they like, and more. Revenue will be collected online through credit card transactions or by traditional billing. The Minneapolis CBS Interactive business model will be heavily promoted, relying



on the four local CBS Radio stations, TV station and transit connection. Anderson worked with Radio Comm Center, a local Web services firm to deploy the interactive job board.

RADIO SELLS ONLINE

In their first local E-commerce effort, KFI in Los Angeles just started selling *The Best of Phil Hendrie 1998* CD through its site, www.KFI640.com. "The 70 ►

Bits & Bytes

More from the Arbitron Internet Study

In order, respondents rank the following for overall interest on a Radio station

Website:

- Info on community events ... 63%
- Concert info 59%
- Titles of artists and songs .. 51%
- See advertisers' products ... 50%
- Buy products or services 48%
- Listen to the station 48%
- Enter contests 45%
- Coupons from advertisers... 42%
- Schedule of programming... 41%
- Vote on songs 39%
- Contact personality 31%
- DJ info/pictures 25%



CONGRATULATIONS!

Another terrific year!

Thanks for making
Shane Media part of the
Clear Channel team!

SHANE MEDIA

713-952-9221
www.shanemedia.com



SHANE MEDIA

Proctor & Gamble has announced plans to shift two-thirds of its \$3-billion budget to advertising on the Internet because advertising

◀ 69 E-Tailing

response has been more successful than any of us would have anticipated," states David Diekmann of Cox Interactive (CIMedia) "In the first seven days, we've raised almost \$30,000 for Phil's charity, 'My Friends' Place' in Hollywood."

A sister company of Cox Broadcasting and the No. 1 provider of local content on the Internet, CIMedia (Atlanta) has assembled talented interactive teams responsible for developing Websites that use content and promotional support from the more traditional Cox media properties.

Synergies created between CIMedia's network of City Sites and its respective Radio, TV, cable, and newspaper media partners have led to exclusive Web real estate and E-commerce deals with existing and new media clients Sears, Dell Computer, and others.

If you visited the KFI Website (<http://www.kfi640.com/>) prior to the holidays, you would have been able to view a gift guide that was a perfect example of the types of promotions the CIMedia corporate studio produces and integrates network-wide.

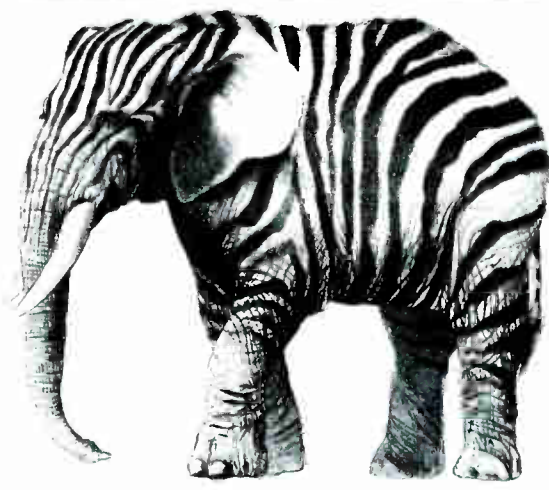
"We will continue to leverage the station's success in the L.A market to drive

traffic to the site, extend the stations brand online, and generate significant revenue opportunities for Cox," notes Diekmann.

The old way of selling Radio station wearables by simply showing pictures of items and asking "Netizens" to mail in their checks to the Radio station are gone! WDVE in Pittsburgh has entered into the E-commerce world to pitch its own wearables (<http://www.dve.com>). This secure E-commerce site will package, ship and mail your WDVE T-shirt, denim shirt or whatever with just a point-and-click. During the holidays, the marketing minds at WDVE were pitching their wares with a fever, offering front-page gift package discounts!

Likewise, Bill Laird, President of Greenbay Broadcasting and WDUZ in Green Bay, Wis., (<http://www.wduz.com>) is working with the designers of Packer Net (<http://www.packernet.com>) to create an exciting "fan" site complete with audio broadcasts and online store. The E-commerce portion of a WDUZ store will be provided through Packer Net, and it includes daily specials such as a Favre Travel Cup and "Packer" holiday wrapping paper!

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



In the fast-paced world of media, you have to keep improving just to keep up. You ought to expect the same from your collection service. At Szabo Associates, we're improving as you improve. As the first and largest media collection firm, we're providing more specialized service than ever. We've created separate divisions dedicated to each individual medium. No one else focuses so sharply on your individual needs. This know-how helps us offer value-added services you won't find anywhere else. Szabo clients have free use of the world's best database

on advertisers and agencies, an unequalled library of media information, proprietary management reports, international collection services, and much more.

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



Szabo Associates, Inc. 3355 Lenox Road, N.E. 9th Floor Atlanta, Georgia 30326 Phone: (404) 260-2164 Fax: (404) 260-2165

WDVE HAPPENINGS
Reds **BURGH**
Clubs Short's Home
Broadcast.com

DEPARTMENTS WHAT'S NEW

Piercing Show
Air Staff
Free Staff
Games
Live
DVE Photos
Concerts
Events
Corporate
Question
More
More

Holiday Savings!

Limited time offer for websurfers only!

DVE Winter Bakery Shopping Films, a great DVD hit and the classic "High" film for only \$22, including shipping, handling and fastest Best \$9 massive bucks and buy 10 more!

It's all a flicker needs... or what? DVD to get yours!

On The Ice And In Your Face... \$5.00
Watts of Penguin Power!

Join in the action on the home of Pittsburgh Penguin Hockey. 100 DVD. Read T-Dubs state of the season's action. And you can even email a hockey question to Park Office Sports columnist Matt McConell. Just click on the link.

Surprise! It's Santa! All of Santa thanks to our friend Jeff Green!

CYBERSECURITY

Packernet uses Microsoft's Internet Information Server. This server uses a protocol called *Secure Socket Layer (SSL)* to provide advanced security features for secure data communications. This means the server can send and receive private information across the public Internet

step. In many cases, there are extra hands involved with the transaction, raising the credit card fee.

Still, the intangible portion of retail profits via the Web are keeping many of us up at night, thinking about the future. Where will E-commerce take us? The possibilities are limitless.

costs are sharply reduced when using the Web.

to SSL-enabled browsers without the data's being compromised during transfer. If you decide to order a product with Packernet, your information will then be collected in a secure environment (for performance reasons, the entire store is not encrypted — only those portions where security is paramount).

Are you thinking about adding E-commerce to your Radio Station Website?

The ease and acceptance of credit card transactions will be key in obtaining nontraditional revenue by offering products and services through your Radio station Website. While for many companies, it is already a normal way to do business.

However, the Web itself adds new complexities that need to be understood and managed when one decides to venture into this median. Most normal merchant accounts will not allow real-time authentication nor will they allow complete processing without some manual

According to the Arbitron Internet Study (1998), one-fourth of online users have visited a Radio station Website. One of the more surprising findings of this survey was the recent interest in sales-related applications. Four out of ten users say that they have an interest in being able to download coupons from advertisers. Even more surprising was the fact that half of those surveyed said they were interested in obtaining information from advertisers and expressed an interest in being able to purchase a product online. 📧

Kristen Gordon may be reached at 612.595.4974 or by E-mail at kgordon@isd.net



Bits & Bytes

WHO'S ON THE WEB?

Total Web Users 54.3 million

Age
 12-34 46%
 35+ 54%

Location
 Home 60%
 Work 40%

WHAT ARE THEY BUYING?

1997 Consumer Online Purchases \$2.9 billion

Consumer Durables \$334 million

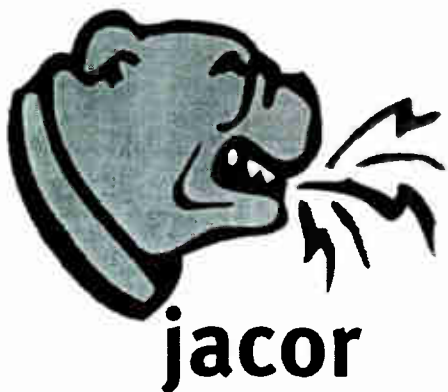
Books \$210 million

Groceries \$160 million

Recorded Music \$74 million

Textiles/Apparel \$48 million

Source: Media Metrix, Zona Research



Congratulations Lowry Mays

Let's make noise.

CASE STUDY

SOLVE MARTY'S PROBLEM

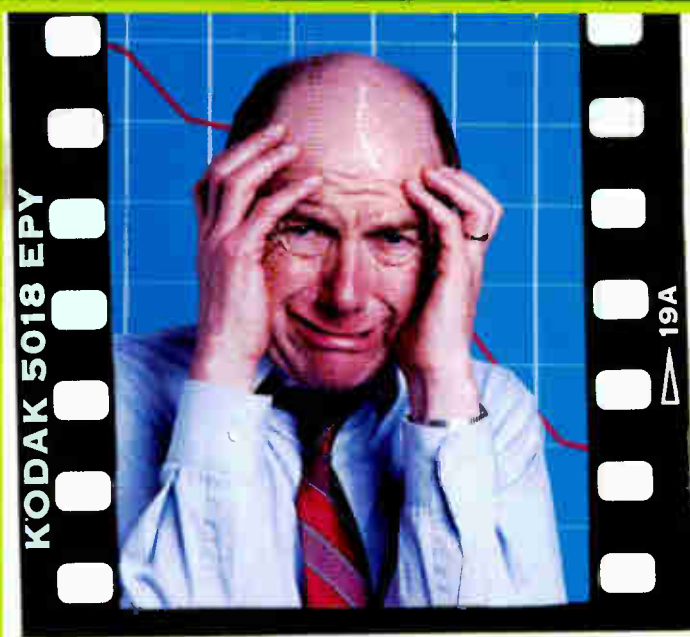
Last week, a good friend of mine phoned. Let's call him Marty. A couple of years ago, I worked for Marty as an AE. Today, he's the GM of five stations ... sound familiar? At your company, you might call the position he holds "market manager." Marty always has a positive attitude, he works long hours and has Radio pulsing through his veins.

Marty threw a question at me that I knew would be of interest to our readers: "How do broadcasters make billing successes out of five stations they own in a single market?" This is a question we hear on a daily basis.

Marty's cluster of stations is situ-

ated in a market where there is really only one main Radio competitor ... sound familiar? Marty's group of stations is anchored by one powerhouse performer. This station has everything: a strong signal, a good sound, excellent talent and high ratings. It also consistently out-bills all the other stations in the market. The sales team is made up of veterans.

Here's Marty's dilemma. The other four stations in the cluster are underperformers. They have good formats: Country, the motor racing network,



Talk, Oldies and Rock. However, the stations are consistently below quota. Marty has tried selling the stations together and selling them separately. He has tried having an SM cover all the stations. He has tried having two or three separate SMs. He has held group sales meetings, separate sales meetings, group training sessions — on and on.

Ladies and gentlemen of the Radio industry, here is your assignment if you choose to accept it. How would you make this cluster of stations successful? Describe the perfect sales model for Marty's five stations. What specific advice would you offer Marty in order to get all five stations consistently reaching quota? Be specific.

Here are some basic guidelines:

- You are somewhat restricted by budget.
- Selling one or all of the stations is not an option.
- All the stations are located in the same building.
- Assume your programming is exactly where you want it to be.

After all, some of you might be in Marty's shoes. In other cases, you might soon find yourself in Marty's situation. Our challenge to you is to solve Marty's problem. Put yourself in Marty's shoes, and e-mail us your perfect sales model for a five-station cluster (edryan@radioink.com). Responses may be printed in an upcoming issue.

HOLD IT!

Put Your Station In Your Listeners' Hands!

- Lock In Audience Loyalty
- Lengthen Time Spent Listening
- Increase AOH and Boost Cume
- Liquidate Costs/Generate Advertiser Results

From About 25¢ Each ...
How Many Do You Want?







CUSTOM PUBLISHING & MARKETING GROUP, INC.
561-743-0548
See color samples @ www.cpmgroupinc.com

Customized Station Magazines
CD/Cassette Mailers
ra•di•o By Definition™ Audience Profiling

EVENTS CALENDAR

ARBITRON DATES

- Winter 1999: Jan. 7 - Mar. 31
- Spring 1999: Apr. 1 - June 23
- Summer 1999: July 1 - Sept. 22
- Fall 1999: Sept. 23 - Dec. 15

JANUARY

- Jan. 7-10 - Consumer Electronics Manufacturers Assn. (CEMA/CES) 1999 International CES, Las Vegas ☎ 703-907-7600
- Jan. 9-13 - National Association of Broadcasters (NAB) Board of Directors Meeting, Naples, FL ☎ 202-775-3527
- Jan. 19 - 2nd Annual New York Metro Area's Achievement in Radio (A.I.R.) Awards, New York ☎ 212-819-3199
- Jan. 20-22 - Women in Cable and Telecommunications (WICT) Leadership Conference, St. Pete Beach, FL ☎ 312-634-2330
- Jan. 30-Feb. 2 - National Religious Broadcasters (NRB) 56th Annual Convention, Nashville, TN ☎ 703-330-7000, Ext. 503

FEBRUARY

- Feb. 4-7 - Radio Advertising Bureau, RAB '99, Atlanta ☎ 214-753-6740
- Feb. 10-11 - NAB Radio Group Head Fly-In, Arlington, VA ☎ 202-775-3527
- Feb. 15-17 - Broadcast Cable Credit Assn. (BCCA) Credit Seminar, Amelia Island, FL ☎ 847-296-0200
- Feb. 18-20 - NAB Tarpac Trustees Retreat, Cabo San Lucas, Mexico ☎ 202-775-3527
- Feb. 22-24 - North American National Broadcasters Association (NANBA) annual general meeting, Washington, DC ☎ 416-598-9877
- Feb. 22-24 - Michigan Assn. of Broadcasters (MAB) Great Lakes Broadcasting Conference, Lansing, MI ☎ 517-484-7444 (contact: Mike Steger)
- Feb. 25-28 - National Assn. of College Broadcasters (NACB) 11th Annual Conference of Student Electronic Media, Providence, RI ☎ 401-863-2225 (contact: Laura)
- Feb. 26 - International Radio & Television Society Foundation (IRTSF) Newsmaker Luncheon, New York ☎ 212-867-6650

MARCH

- Mar. 6-9 - NAB State Leadership Conference, Washington, DC ☎ 202-775-3527
- Mar. 7-9 - Electronic Retailing Association 1999 Spring Conference, Miami ☎ 202-289-6462
- Mar. 10 - IRTSF Gold Medal Award Dinner, New York ☎ 212-867-6650
- Mar. 10-13 - Country Radio Broadcasters (CRB) 30th Annual Country Radio Show, Nashville ☎ 615-327-4487 (contact: Paul Allen)
- Mar. 18 - National Association of Black Owned Broadcasters (NABOB) Communications Award Dinner, Washington, DC ☎ 202-463-8970
- Mar. 19 - IRTSF Newsmaker Luncheon, New York ☎ 212-867-6650
- Mar. 24-26 - National Broadcasting Society (NBS) Annual convention, New York, NY ☎ 314-949-4835
- Mar. 27-29 - Canadian Association of Broadcasters (CAB), CANPRO 99, Ottawa, Canada ☎ 613-233-4035

APRIL

- Apr. 12 - Gracie Allen Awards (American Women in Radio and Television), New York ☎ 703-506-3290
- Apr. 16-19 - Broadcast Education Association's BEA 99, Las Vegas ☎ 202-429-5354
- Apr. 19-22 - NAB '99, Las Vegas, NV ☎ 800-342-2460
- Apr. 21 - Broadcasters' Foundation (BF) American Broadcast Pioneers Breakfast, Las Vegas ☎ 203-862-8577
- Apr. 26 - BF Golden Mike Award, New York, NY ☎ 203-862-8577

MAY

- May 3-6 - WICT National Management Conference, San Francisco ☎ 312-634-2330
- May 4 - IRTSF Foundation Awards Luncheon, New York ☎ 212-867-6650
- May 12-14 - BREAKTHROUGH Marketing's 7th annual New Business Development Conference, Phoenix, AZ. ☎ 425-747-0647
- May 12-16 - National Public Radio (NPR) Public Radio Conference, Washington, D.C. ☎ 202-414-2000 (contact: Alma E. Long)
- May 17 - The Peabody Awards (Univ. of Ga. College of Journalism and Mass Communication), New York ☎ 706-542-3787
- May 17-20 - Broadcast Cable Financial Mgmt. Assn. (BCFM), 39th annual conference, Las Vegas ☎ 847-296-0200

JUNE

- June 1-4 - Asia Broadcast Exhibition & Conference, Hong Kong ☎ 852 2804-1500 or E-mail to hongkong.oes@mcimail.com
- June 3 - Radio Creative Fund (RCF) Radio Mercury Awards, New York ☎ 212-681-7207

- June 7-8 - New Jersey Broadcasters Association and Mid-Atlantic Expo, Atlantic City, NJ ☎ 609-860-0111 (contact: Phil Roberts)
- June 7-11 - Society of Broadcast Engineers (SBE) Leadership Skills Seminar, Indianapolis ☎ 317-253-1640
- June 16 - WICT 18th Annual Accolades Breakfast, Chicago ☎ 312-634-2330
- June 20-21 - International Conference on Consumer Electronics (ICCE) general conference, Los Angeles ☎ 815-455-9590
- June 22-24 - International Conference on Consumer Electronics (ICCE) technical conference, Los Angeles ☎ 815-455-9590
- June 22-23 - NAB Board of Directors Meeting, Arlington, VA ☎ 202-775-3527

JULY

- July 7-10 - National Assn. of Black Journalists (NABJ) National Convention '99, Seattle, WA ☎ 301-445-7100
- July 7-10 - National Association of Hispanic Journalists (NAHJ) Unity Conference, Seattle, WA ☎ 202-662-7145

- July 12-14 - Wireless Communications Assoc. Intl. 11th Annual Convention, New Orleans ☎ 202-452-7823
- July 22-25 - The Conclave (Upper Midwest Communications), Minneapolis ☎ 612-927-4487

AUGUST

- Aug. 4-7 - Assoc. for Education in Journalism & Mass Communications 82nd Annual Convention, New Orleans ☎ 803-777-2005
- Aug. 31-Sept. 3 - 1999 NAB Radio Show, Orlando, FL ☎ 202-429-5358

SEPTEMBER

- Sept. 8-10 - WICT Executive Development Seminar, Loveland, CO ☎ 312-634-2330
- Sept. 9-12 - Michigan Assn. of Broadcasters Annual Conference, Mackinac Island, MI ☎ 517-484-7444
- Sept. 10-12 - American Women in Radio and Television 48th Annual Convention, Washington, DC

Do What You Do Best... SELL!!!

But to categories of advertisers you've never been able to close before.

Plus - add even more billing from current customers!

Selling with TOMA does not require changing the way you sell or extensive training for your staff.

Because of this, typical radio stations add more than \$200,000 in new revenue in the first 90 days.

TOMA Research is a tool you can use that shows businesses how much awareness they have created for their business in their market in their business category.

No other service does this, and it's information that every business person wants to know.

Call TOMA Research to reserve your market today! 800-597-9798

Larry Messick
VP Broadcast Division



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



Plan To Succeed!

Take the pain out of promotional planning with *The Promotional Marketing Planner*, a step-by-step handbook for Radio promotions.

Have you planned for your spring book yet?

New for 1999! Revised and Expanded! 150 New SELLABLE Promotion Ideas

Loaded with calendars, forms and easy-to-follow promotional procedures. Establish your WINNING game plan for the new year.

Set and meet corporate, regional and department goals for 1999.

The Promotional Marketing Planner pays for itself hundreds of times over!

Special Introductory price: \$119. (Includes free priority shipping)

Buy copies for the General Manager, Sales Manager, Program Director, Promotion Director and others.

Set of 6, only \$594 (\$99 each.) You save \$120.

EXTRA!

You Asked For It!
Quarterly updates!
You'll receive
quarterly updates to
*The Promotional
Marketing Planner*
for only
\$29.95 each!

STREAMLINE
PRESS

YES, RUSH me _____ copies of *The Promotional Marketing Planner* for only \$119. YES, RUSH me _____ quarterly updates for only \$29.95

Name _____ Company _____

Address _____

City _____ State _____ Zip _____ Phone _____

Charge My: Visa MasterCard AMEX Fax _____

Card No. _____ Exp. Date _____

Signature _____

Payment Enclosed (Check Payable to Streamline Press) 224 Datura Street, Suite 718, West Palm Beach, FL 33401

CALL NOW FOR FASTEST SERVICE 800-610-5771

FAX ORDERS 561-655-6134

(OUTSIDE NORTH AMERICA: 561-655-8778)

World Radio History

CLASSIFIEDS

■ GENERAL MANAGEMENT

GENERAL MANAGER

Cape Cod's Radio Group Leader with 4 FM Stations, Fully Staffed with Competent People in a New Facility on Route 28 in South Yarmouth, Needs a General Manager to Take Advantage of Our Strengths and to Lead Us to New Heights. Receive Boston Compensation while living in Cape Cod — Hard to Beat!

Rush Resume/Letter to:
Mr. Ernest J. Boch
95 Morse Street, Norwood, MA 02062
FAX: 781-255-6370
PHONE: 781-255-6369
EOE M/F

Are you looking for an exciting Management position at one of the nation's leading Contemporary Christian stations? This is a job that's rewarding and fun. We are non-commercial but we sound like a big-budget station. If you enjoy managing a great group of people who are passionate about what they do and you love public relations and community involvement, this may be the position you've dreamed about!

Please respond to Blind Box #316
at *Radio Ink*.

GENERAL MANAGER

WVNJ 1160-AM, New Jersey's most powerful AM station, is seeking a hard-working, sales-loving GM to recruit and lead the sales staff. We are now the premier signal in the NY Metro area broadcasting the Adult Standards Format. If you are ready to seize this opportunity, FAX your cover letter and resume to Howard Warsaw, 201-837-9664. EOE.

KIAQ-FM / KTLB-FM in Ft. Dodge, Iowa, is searching for a new General Manager. This opening is due to the transfer and promotion of the current General Manager.

You must be an energetic leader that knows how to take charge of the station, the staff, and be a major player in the community. FAX resumes TODAY to Gary Buchanan, President/COO, Three Eagles Communications (TEC), 402-483-5744. TEC is EOE.

■ SALES MANAGEMENT

GSM

North Carolina / South Carolina Broadcasting Group in search of top-notch professionals to run our sales team. Being a street leader is a must. If you are results oriented and are not looking for a desk job, then this opportunity may be for you. Excellent pay plan and benefits. Reply in confidence to
Blind Box 41 at *Radio Ink*.

We are proudly an
Equal Opportunity Employer.

To place your Classified ad,
call Shane Tanner

800-610-5771

■ SALES

SALES REPRESENTATIVE

Enjoy a career in radio at the crossroads of America, the center of the United States...I-135 & I-70 Salina, Kansas! Where a handshake still has clout! Trust! Eyeball to eyeball! Looking for a Marketing Sales Rep with passion selling radio stations covering Central Kansas! NewsTalk, Country, Oldies, AC and Nostalgia! State of the Art facilities! (Big boys come to Salina to see what's going on!) Ratings and Revenue very important but not at the expense of blowing people out the door to meet shareholders' quota! Insurance, 401(k), Cafeteria Plan, every toy needed to win available! Results for our advertisers is what we are all about!

Send resume and references to:

Larry Avery
VP/GSM
EBC, Inc.
131 North Santa Fe
Salina, Kansas
67402-0080
EOE

Local Sales Manager

Want to be part of a successful, growing organization? We are looking for a leader with a strong radio background and the ability to train and motivate a sales team to manage two FM stations in the Midwest market. Competitive pay and benefits. Send cover letter and resume to Blind Box #66 at *Radio Ink*. EOE.

■ CAPSTAR EMPLOYMENT OPPORTUNITIES

SOUTHERN STAR COMMUNICATIONS,

a division of Capstar Broadcasting Partners, the nation's largest broadcast company, is looking for:

DYNAMIC SALESPeOPLE and SALES MANAGERS for their radio stations on Florida's East Coast. If you are one of the best, we want you! FAX resumes to Kasi Kearns Sullivan at 561-335-3291. EOE.

DOS

Career opportunity for a great Director of Sales. Gulfcoast, top-billing, 6-station cluster needs a DOS to take us to the next level. This is not a turn-around. Multi-station experience required. Excellent compensation and benefits, including 401(k). Sell me! FAX letter and resume to Kent Cooper, 512-289-6670. Gulfstar Communications.

CLASSIFIEDS

SALES

ARE YOU READY FOR MANAGEMENT?

This could be your opportunity to move into a management position at one of four stations. We'll pay 18% commission on your sales, plus an override on your station's total gross sales when you move into management. We offer a good health insurance plan and other benefits.

Interested? FAX your resume to:
**Lake Cities
 Broadcasting Corporation,**
 Angola, Indiana
 219-665-9064.

Will you take part in industry change or watch from the sidelines?

Do you know your stuff?

Prophet Systems, the leader in digital audio broadcast systems, might be the place for you. We have opportunities for tech support, programmers, engineers and sales. Great salary and benefits.

Check out listings on our web site:
www.prophetsys.com or call us at
 (308)284-3007.



'nuff said!!!

FABULOUS SALES PEOPLE ARE EASY TO FIND!!!!

We will show you how for only \$150.

Any resume can look good. Anyone can look great in a suit. It is a proven fact that today's companies spend too much money hiring the wrong salespeople. In most cases, it takes nearly one year for you to replace those ineffective people. Restarting the hiring process from scratch wastes time, energy, thousands of dollars for your company and potentially millions of dollars in lost business. Learn a new 5-step process for hiring "Sales Superstars". Call toll free: 1-888-667-7253; ask for Amitai Givertz at Ext. #18.

YELLOW INK™

The Directory That's Always at Your Fingertips

MARKETING AND PROMOTION

CAPS SHIRTS — BANDANNAS TOWELS
 Inexpensive Prizes That Work! English, Ethnic, Rock, EZ, Classical. Free help with the art. We ship direct to your prize winners. Promotion Factory, Monroe, NC.
800-277-0031
 Gorgeous screen printing and embroidering.

INFLATABLE MONEY MACHINE



Sizes: 15' tall x 12' diameter - \$5995
 12' tall x 10' diameter - \$5495
 includes simple artwork

- Set up/takedown in less than 10 minutes
- Lightweight/portable
- Easily fits into trunk of car
- Plenty of space for artwork/logos



Contact: Lenny Freed
330.273.3200 ext. 137

Copyright 1998 Scherba Industries, Inc.

INTERNET RESOURCES

BUYSELLRADIO ONLINE

www.buysellradio.com

**FIND BUYERS!
 FIND SELLERS!
 FIND INVESTORS!**

<http://www.buysellradio.com>
 or E-mail: deb@buysellradio.com

CALL **319-243-8679!**

EQUIPMENT



Audio Consoles
www.autogramcorp.com
 email: info@autogramcorp.com
 (800)327-6901 fax (972)423-6334

MARKETING

What's All The Commotion?

It's YOUR STATION promotion!

Sell many NEW advertisers +
**Spike ratings with
 Scratch and Win
 Campaigns from**

MARTIN MARKETING

for more info see our website or phone us!
www.webcreations.com/martin
 (210) 494-6170 / Fax (210) 494-7180

IDS, SWEEPERS, LINERS

SUPER SWEEPERS MIKE CARTA
800-459-DEMO

LINERS • IDS • PROMOS • ALL FORMATS

PUBLICATIONS

RADIO PAGES

- An annual book sent FREE to all commercial radio station addresses in the U.S. — every January! (deadline 11/1)
- And now also on the internet... www.radiowebpages.com
- Call us for more information!

800-889-2221

CONSULTANTS

Media Services Group, Inc.904-285-3239
 Brokerage, Valuations, Financial Services, Asset Management and Due Diligence. George R. Reed.

BOOKS



52 tested and proven telemarketing campaigns to help you increase revenue on the phone. Only \$117.
 Call to order your copy today at 800-610-5771 and ask for Gwen or Renae.

PLANNING PAYS!

**GENERATE REVENUE WITH
GREAT CLIENT PROMOTIONS**

3 VOLUMES! BLUEPRINT FOR PROMOTIONAL SUCCESS

- Over 600 revenue-generating promotions
- Packed with practical ideas
- Sell the ideas and bring in the money
- Complete, ready-to-use packages

PLUG AND PLAY!

Fill in your call letters, client's name, cost, and you're ready to go.

3 BOOKS

- Retail Promotions
- Holiday & Seasonal
- Audience Building

\$277

For The 3-Volume Set.
(\$109 each if purchased separately)



SAVE \$50

YES, RUSH me _____ 3-volume sets of the **Blueprint for Promotional Success** for only \$277.
Price includes **FREE** priority shipping!

Name _____ Company _____

Address _____

City _____ State _____ Zip _____ Phone _____

Charge My: Visa MasterCard AMEX Fax _____

Card No. _____ Exp. Date _____

Signature _____

Payment Enclosed (Check Payable to Streamline Press) 224 Datura Street, Suite 718, West Palm Beach, FL 33401

**STREAMLINE
PRESS**

CALL NOW
FOR FASTEST SERVICE

800-610-5771
(OUTSIDE NORTH AMERICA: 561-655-8778)

FAX ORDERS

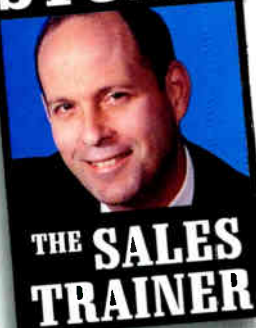
561-655-6134

BLAST FROM THE PAST



LITTLE-KNOWN BROADCAST FACT: This 1980 shot at Harvard includes many great broadcasters who remain in the business. Our distinguished publisher, Eric Rhoads (left circle), and Chancellor's Jimmy de Castro (right circle) are included. Do you recognize your boss?

STUMP



You ask the question, we get you the answer.

A Radio Ink reader wrote to us, asking for help with a situation in that market. We went to one of the industry's most well-known sales trainers, Chris Lytle, and asked him to help.

Why should someone use Radio instead of or in addition to cable?

This is a classic case of asking the wrong question. And it's not just you.

Advertisers ask the wrong question, too. The wrong question is, "Where should I advertise?" As a result, Radio advertising salespeople spend about 80 percent of their sales calls discussing where to advertise.

In fact, most of what advertisers hear about advertising is that they bought the wrong medium.

Radio reps tell them that newspaper's circulation is down, but the rates are up.

Newspaper reps tell them that Radio is a bad buy

because of fragmentation and intangibility.

Cable reps say that they have Radio's targeting and frequency capabilities with pictures.

You see, whichever medium the advertiser chooses is the wrong one.

A better question to ask a customer is, "What do you want to say?" Then spend 80 percent of your sales calls getting the client to realize that it doesn't matter where you advertise unless you know exactly why you're doing it and exactly what you're going to say.

So, one answer to the question is, "You shouldn't advertise anywhere until you have a compelling offer and a powerful branding or positioning statement." Once you have that, become an important advertiser to the media that you do use. Then, be the one who brings them a compelling idea. 📻

Please e-mail your "stump the sales trainer" questions to edryan@radioink.com

Here's a quick checklist to keep in mind when dealing with clients.

- Listen carefully until the customer is finished talking; don't interrupt.
- Remain calm, no matter how angry or annoyed the client may be.
- Prove that you listened: Repeat important points that the client said.
- Ask questions: Get as much information as possible about the problem.
- Be politely powerful with a client in error.
- Be politely assertive with an unreasonable client.
- Deliver a solution. If the client is not satisfied, ask client's preference.

COUNTRY RADIO SEMINAR

The business of
RADIO

The science of
PROGRAMMING

The art of
MAKING IT COUNTRY

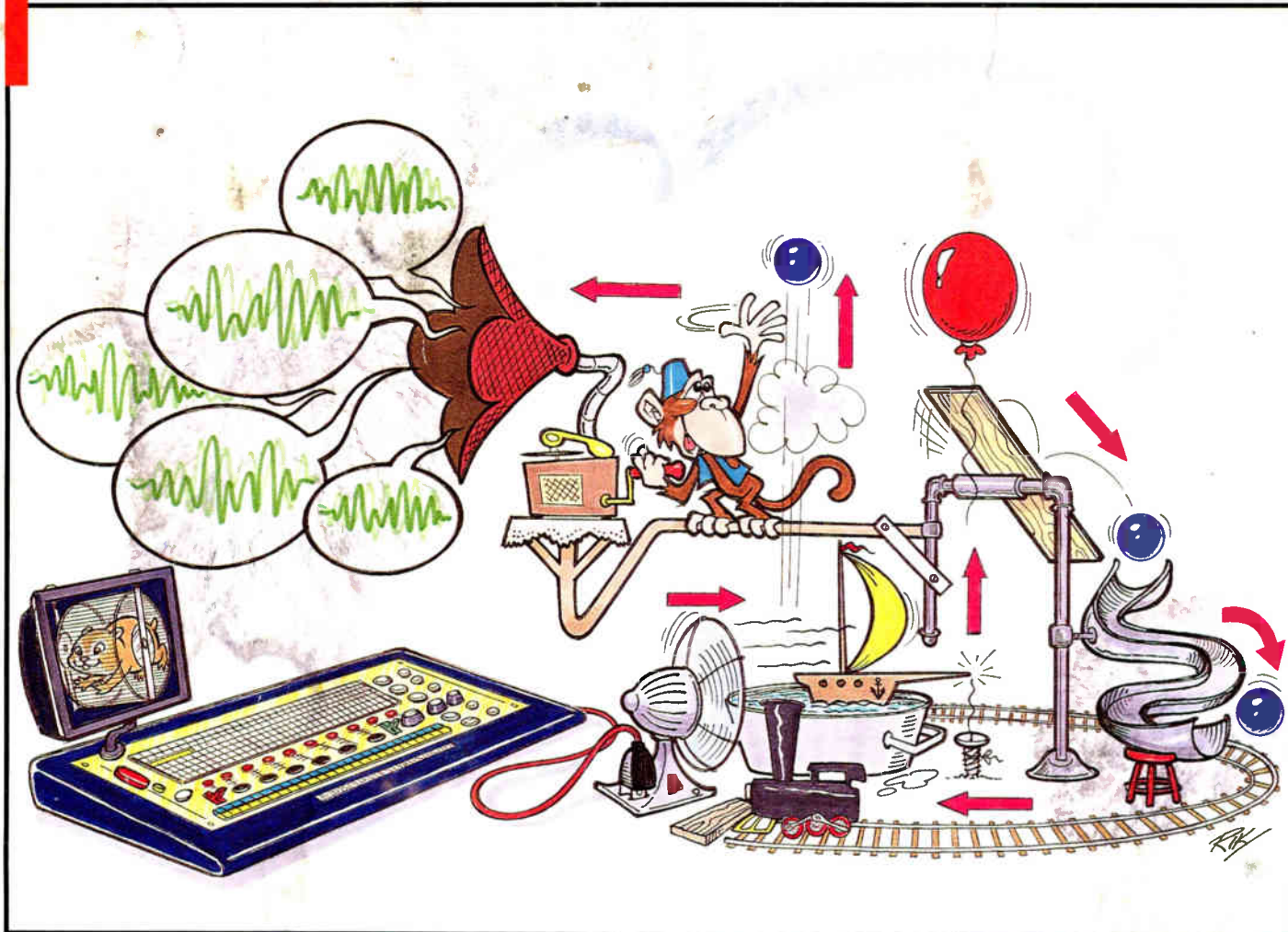


March 10-13, 1999

REGISTER TODAY!

www.crb.org or call 615-327-4487

Your digital console must be worth the investment.



You expect to get what you pay for when you make a substantial capital expenditure. Your expectations should be no different when you invest in a digital console. Most digital consoles tout simple operation, analog feel, or a hybrid analog/digital design. Quite simply, these hybrid consoles lack digital integrity because they depend heavily on an analog architecture.

You won't get quasidigital design from the Harris DRC2000 console. What you will get is true digital that was developed to future-proof your operation. Now, when you sign an authorization for a digital console, shouldn't you be positive digital is what you're paying for?



next level solutions

WIRELESS

BROADCAST

COMMUNICATIONS
PRODUCTS

HARRIS
Communications

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

World Radio History