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RADIO INK

RADIO'S PREMIER MANAGEMENT & MARKETING MAGAZINE™

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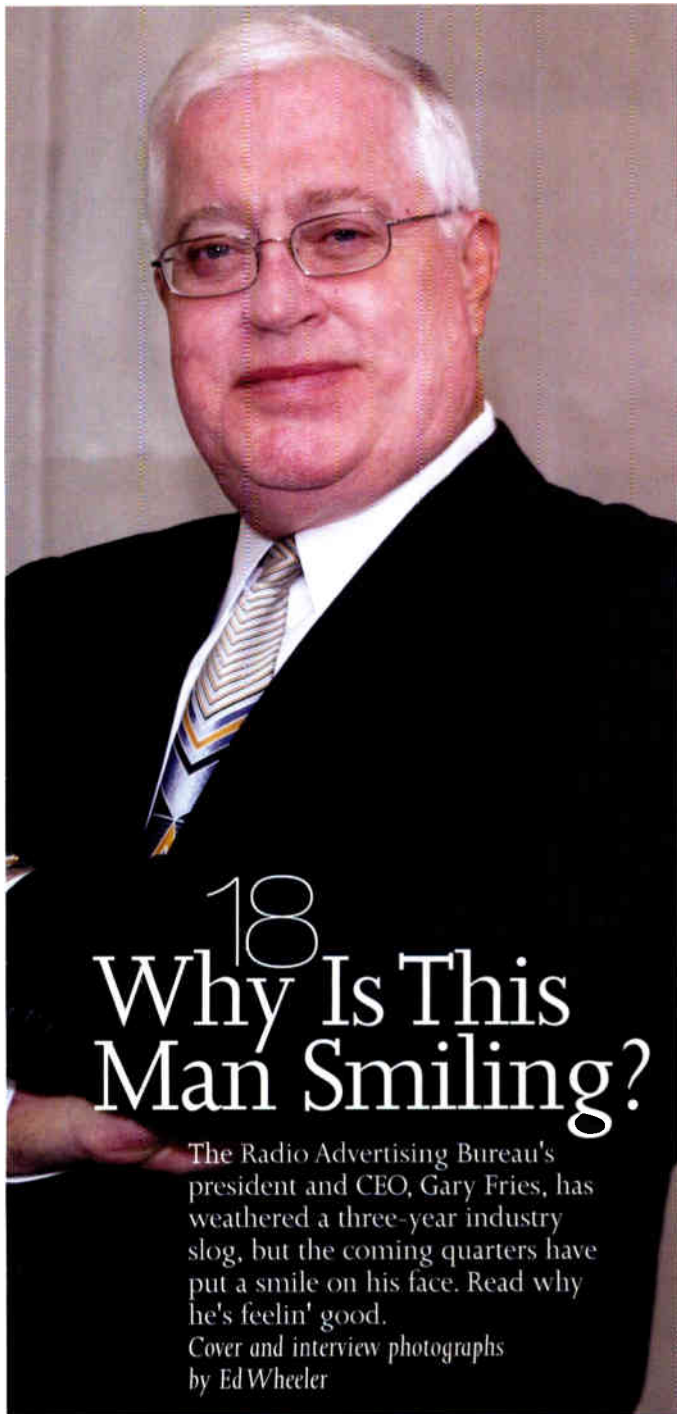
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18 Why Is This Man Smiling?

The Radio Advertising Bureau's president and CEO, Gary Fries, has weathered a three-year industry slog, but the coming quarters have put a smile on his face. Read why he's feelin' good.
Cover and interview photographs by Ed Wheeler

IDEA TICKER

32,636

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

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RADIO WAYNE AWARDS FINALISTS

Radio Ink annually honors the outstanding salespeople, managers and broadcasters who exemplify the best in the radio industry. The winners will be announced at RAB 2004 (Feb. 5-8 in Dallas), but this 16-page pullout spotlights the finalists in this year's eight categories.



Clarification: In the January 5 issue's "Best Radio Facilities" feature, Tom Ray's title should have been noted as "the corporate director of engineering for the WOR Radio Network and Buckley Radio nationwide."

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Siren Song Of Summer

I look back within a haze of memory on my summers as a boy: days of warm sunlight, relaxed freedom, and magical experiences with friends I thought would never end — the stuff of life.

Each new summer carried the anticipation of the coming school year — and quality time rolling in the grass, blowing poofy dandelions and hearing the sound of lawnmowers, staying up all night and sleeping in the next morning.

My gang all had to be inside by the time the streetlights came on, which in summer was around 9 p.m. Each day, we'd ride our bikes beyond the boundaries our parents had set and play basketball till the neighbors complained about the noise. We mowed lawns to make a few coins to buy Beatle records and Beatle wigs, but we didn't buy Beatle boots. Only hoodlums wore those. Everyone knew that.

Richard Saul Wurman said something to me the other day, and it has been ringing like a telephone in my head ever since. I'd called him for his advice

on a problem that required some perspective: I was financially involved in a project, but my heart wasn't in it.

"Eric, how old are you?"

"I'll turn 50 this summer."

"I'm 68. I figure I've got about 12 summers left. You have maybe 30. How you spend them is up to you. My advice is that you spend them doing only what you love. You've done well, Eric. Now it's time to do good."

Richard's metaphor of summer hit home with me. Why was I even thinking about doing something I don't enjoy? Why would I want to go to work and burn my days toiling on a project that offers no compensation other than a wad of pale green paper?

Yesterday, I met with a sales director who's been out of work for 60 days. "I was on the autobahn, going 150 miles an hour," he said, "I never slowed down, and there weren't any exits. I ran like a banshee for several years and was miserable most of the time. But I was afraid to get out of the car. I wanted to quit, but I was afraid. Now that I have my life back, I've decided that it's not for sale

anymore."

People keep telling me that they no longer love what they're doing, yet I see them keep on doing it. On vacation, they call the office, check their e-mails daily and feel guilty for being away. These peoples' jobs are eating up their lives. Why do they stay? They certainly aren't doing themselves or their employers any favors by wearily going through the motions. Why do they keep doing it?

How many summers do you have left? What dreams have you not chased because you thought you were too busy to pursue them? Take a deep breath, and make that overdue change right now. Don't wait.

[Ring... Ring... Ring...]

Summer is calling. Are you going to pick up the phone? ☎

Eric

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HOLD THESE DATES!

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Week of Nov 8
Cleveland ↑

Week of May 17
Atlanta →

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UNCONVENTIONAL THINKING ABOUT CONVENTIONS

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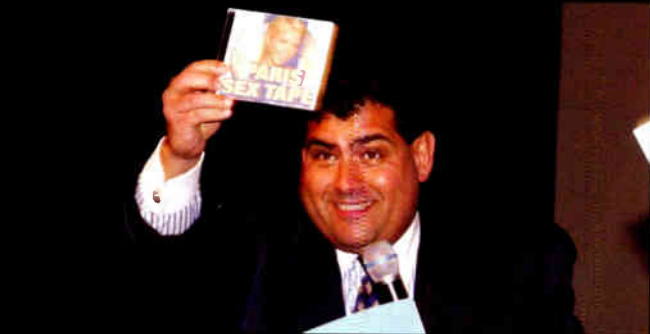
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& MORE

PEOPLE IN INK



UP TO HER NECK IN WORK: The Joy FM's Laura Chase is buried in thousands of freezer bags donated by JOY FM listeners. The bags are full of toys, hygiene items, games and more for orphans worldwide through Orphan's Voice, which partnered with the Sarasota, FL station during the recent holidays.



X-RATED IDOL? At the International Radio and Television Society Foundation's annual Holiday Benefit, Infinity's EVP Scott Herman sang in *IRTS Idol* about the trials and tribulations of selling (rest assured that the Paris Hilton sex tape was a fake prop). Herman won't be the next Ruben Studdard, though; he lost to Connie Chung, who sang *Don't Cry for Me, Maury Povich*. American Urban Radio Networks' Jay Williams and Interep's George Pine were among the many other performers.



MORE FOR RADIO: "Santas" at the IRTSF benefit sang *Agency Rates Are Too High* to the tune of *Angels We Have Heard On High*, and the audience joined the chorus of "More Moolah for TV and Radio." Onstage were (l-r) AURN's president Jay Williams, ABC TV's John Watkins, IRTSF's Joyce Tudryn, Interep's George Pine and actress Courtney Young.

GAFS SALES SHOULD JUMP 5% IN 2004

The National Retail Federation's 2004 forecast predicts that GAFS sales (short for general merchandise stores, apparel stores, furniture and home furnishings stores, electronics and appliances stores, and sporting goods, hobby, book and music stores) will increase 5 percent from last year. "This year will see more balanced economic growth with solid consumer spending and accelerating business investment," said NRF Chief Economist Rosalind Wells. "As employment expands, and wages and salaries firm, a broader spectrum of consumers will be in better financial shape, which should help lift sales more evenly across the board." Much of the anticipated growth this year is attributed to continued momentum that began in the second half of last year, she observed. Several factors will lead to moderate growth in 2004. Inflation is low and will stay modest — even though there is increased strength in the economy, prices are not expected to move up significantly in the near future. Also, interest rates are expected to remain low while the stock market and home values continue to increase. GAFS sales increased 4.3 percent in 2003.

WILL YOU STILL WANT ME...WHEN I'M 55?

Radio advertisers have put their greatest effort into reaching 25-54s, a demo well served by radio and also considered to be the prime working years. However, now that the leading edge of the baby-boomer generation — those born 1946-1964 — is entering its mid-50s, the radio industry is grappling with the challenge of convincing advertisers that this very large chunk of the population is still worth paying money to reach. Boomers are different from other generations — they're more likely to remain healthy, employed and active well into their golden years, keeping their appeal to advertisers who want to sell them goods and influence their buying patterns. They also spend money freely. According to an Interep study, boomers control half of all spending, though they account for only 42 percent of households. Interep's VP of Marketing & Research Michele Skettino says stations are less and less shy about playing up the fact that they have listeners 55+. Radio advertisers are beginning to warm up to older audiences. Boomers also are already doing a lot to keep the music companies in business. According to the Recording Industry Association of America, buyers over 40 accounted for 35 percent of all music purchases in 2002, up from 26 percent in 1998.

TV MAY LOSE \$1 BILLION IN NETWORK "UPFRONT" BUYS

Three months before television's "upfront" frenzy begins on Madison Avenue, media buyers once again are threatening to shift a significant amount — as much as \$1 billion in upfront marketplace ad dollars — out of broadcast network TV into cable. The same threat was issued last year, but many broadcast sales chiefs are concerned that, this time, buyers will follow through, having paid through the nose to get on broadcast last year, only to watch network ratings drop again this season. Some networks acknowledge that next season will be difficult, with much lower cost-per-thousand rate increases than advertisers paid at last year's upfront. In 2003, the broadcast nets averaged increases of 15 to 18 percent. If all media agencies were to lower spending by 10 percent, that could mean nearly \$1 billion less for broadcast in this year's upfront. This could affect radio by enticing media buyers to consider radio as a low-cost alternative to television. As they say, stay tuned.

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July 28 & 29



Nov 10 & 11



RADIO INK REGIONAL CONFERENCES

UNCONVENTIONAL THINKING ABOUT CONVENTIONS

Conventional Wisdom No Longer Applies

Managers are telling us many of the same things:

1. I don't have a convention budget.
2. I cannot spend money to travel to distant conventions
3. I still need education and intellectual stimulation, so do my people.
4. I need something reasonably priced that is close to home.
5. I'd like to hear some new and fresh ideas.

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It's within driving distance; bring a carload!

Radio Ink is bringing regional two-day conferences within your driving distance, with innovative topics and refreshing content to stimulate, educate, inform. Reinventing the radio conference, we do things differently. You'll want to bring a carload of people for two days of a hard-working, brain-slaming, note-taking ideafest. Two days, and you'll all be more productive.

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We wracked our brains on how to bring you \$599 worth of content (normal price for a similar conference) at a price ANY station can afford with today's budget pressure. Our solution? You can EARN most of your attendance by attending a few required 10-minute sessions at which companies tell you about their products. Vendors pay us so you don't have to. In exchange, we'll waive \$400 bucks off the price, and you pay only \$199. Of course, if you want to pay \$599 and not attend the required sessions, go for it.

Two Packed Days of Brain Drain!

It's funny: To stimulate your brain, we have to exhaust it. We'll give you wall-to-wall ideas to make you a better manager and to make your radio station more successful. Best of all, we guarantee to have only innovative sessions, innovative ways of learning and fresh ideas. None of the same old boring... [yawn].... Well, you know.

This is NOT the Conference of the Living Dead!

Does it seem as though there is nothing new? In fact, there are lots of innovations in management, in sales, and in thinking. We plan to load you with new tools and ideas you can "take home to Mama." We'll sharpen your pencil... and we'll do it with new, interactive learning techniques in an action-packed, invigorating environment. [An ambulance will be standing by, in case you hit overload.]

Grab These Letters and Bring 'Em! GM-MM-DOS-SM-NSM-LSM-PD-CE

The management content you'll hear is a must for GMs and market managers, but you may also want to drag along sales management and the PD. It will be valuable to all. And for the guy with the pocket projector, the one who locks himself in the transmitter building, we have a special, concurrent tech session.

Never a Dull Moment!

Not only will you meet lots of people, we're also creating our own radio shopping mall so you can see the latest gizmos and gadgets — and even buy 'em if you want. Most of the top suppliers will be there.

Sign Up Now!

We'll, um... well, you know. Quit yackin' about comin' — just sign up! You know you will anyway. This isn't one of those "show up and hope there is a seat" conferences. We need you to sign up in advance... and we prefer you do it early so we can sleep at night.

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July 28-29, 2004

Adams Mark Hotel and Conference Center, Denver



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Research Directions

A quarterly publication of Research Director Inc.

Winter 2004

Gain Competitive Advantage - Outsource

The margin of winning in business seems to get thinner by the year, but one of the ways smart companies gain competitive advantage is by outsourcing non-core activities.

Why hire an outside company when you can do a job inside the company? Why hire a plumber or electrician when you remodel your home? The primary benefit is to take advantage of external expertise. You'll be working with people who understand the ins and outs, and the ups and downs of a specific discipline. The company to whom you outsource becomes a competitive advantage with more knowledge, quicker response, and the ability to provide early warning to trouble.

Another major reason to outsource is to focus completely on the core business. A radio station sales team must be focused on renewals and new business, which means contacting qualified prospects with a unique selling proposition backed up with the resources to convince the prospect that the proposal is a good value.

There are many ways to measure the effectiveness of outsourcing. With a payroll service it may be accuracy and timely delivery. With an IT service it may be reliability of the system and fast response to problems. With sales training it may be increased revenue and sales staff retention. With sales research services it may be increased revenue and the amount of new business developed.

A recent study by the Outsourcing Institute indicated that companies are using outsourcing more to sharpen focus than to cut costs. Smart companies have learned that they can't just cut costs to gain competitive advantage, but they can outsource to properly allocate limited resources.

Outsource to:

- ▶ **Get external expertise**
- ▶ **Improve response time**
- ▶ **Focus on your core business**
- ▶ **Control cost**
- ▶ **Increase quality**

For example, when the Arbitron data is released, there is a rush to find new or better sales stories in the data. If each salesperson and sales management is delving into the data and preparing sales materials, that's a whale of a lot of hours spent not being in front of prospects.

Radio stations can outsource the development of their sales research materials to Research Director Inc. which will:

- ▶ Increase the speed with which sales stories are prepared after each data release
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Feel free to share this newsletter with colleagues and friends. We only ask that when you do so, please source Research Director Inc.

Dedication

This issue of Research Directions is dedicated to Judy Wheeler who passed away September 15, 2003. As the leader of our diary review team, Judy trained our people to make sure that our radio station clients got all the credit they deserved.

Instant Answer Gets Rave Reviews

Instant Answersm

Instant Answer was launched with Spring 03 to provide radio programmers with information about their market, station, and competitors almost instantly after Arbitron releases data for a market. The goal was to relieve stations of the irritation and aggravation of doing hundreds of computer runs to find out what happened in the ratings and why.

"This is just awesome!!!" exclaimed Rita Wilde of KLOS Los Angeles.

Research Director Inc. to Present at RAB

Research Director Inc. to present at the Radio Advertising Bureau convention in Dallas in February:

- ▶ Charlie Sislen to present Friday, February 6 at 2:30 PM: "Branding Your Sales Team"
A brand gives a customer the feeling of enhanced value. Without a clearly defined brand, radio stations may be treated as a commodity. This session will demonstrate how to create a brand for the sales department.
- ▶ Rhody Bosley to present Thursday February 5, 2004 at 1:30 PM: "Y'all Listen Up!"
Listening is a skill that is taken for granted and salespeople are notoriously bad listeners who are too busy thinking up the next retort. You'll come away from this session with easy to apply tips to train your sales staff on how to listen to get the order.



914 Bay Ridge Road, Suite 215
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LETTERS

Dark Ages

Three cheers to you for telling the industry something it has not wanted to hear ("Anyone Else Would Have Been Fired," *Radio Ink*, 12/8/03). As a life-long broadcaster and a former group owner (Signature Broadcasting) who has been semi-retired for the last seven years, I am continually amazed at our industry's lack of direction — or should I say change in dealing with radio sales.

True, we have adjusted to many of the changes in business through consolidation and have found new ways to program and market radio. However, when it comes to sales, we are still living in the Dark Ages. Is it not about time that the radio industry changes its entire attitude about hiring and training salespeople? When are we going to wake up and realize that we have been doing the same thing for 50 years — at least?

I am amazed when I hear that many of our so-called leaders of the radio industry still want to hire people for commission only, and/or hire at the lowest possible rate. You

tell me the kind of new hire who is willing to do that today? And training — that's a joke. Give them the Yellow Pages and all the people who are not using radio as an advertising medium — we did that 50 years ago. And then we tell advertisers "how dumb" they are for not using radio. In the meantime, that "dumb" advertiser often lives in the most exclusive part of the city, owns luxurious homes and cars, and has just returned from an all-expense-paid trip (by his supplier) somewhere in the world. Ah, yes, he is dumb.

In the 1980s, many of us considered that Xerox had one of the best sales staffs in the country, and Xerox developed a school to train people outside of their industry. I sent many of our people to that school, and I suspect many others did, as well. Yet, as a director of the NAB, when I served on a couple of radio convention committees, I strongly urged that we go outside of our industry to bring in sales professionals to explain to us how they did it. That idea went nowhere, and we turned back to the same

radio sales consultants that had been at every convention. We're still doing the same thing. You can include RAB convention speakers in that group, as well.

We will continue to live in our pathetic 7- to 8-percent world until we figure out that our future is to hire the best people possible at a respectable pay scale and devise a totally new way for the radio industry to train our people.

I often have thought that those of us who have been successful in this industry coming up through sales (as I did) had to be very, very lucky or we were just so hard-headed that we did not know any better.

I suggest that those who lead this industry wake up to the problem before it is seriously too late.

— **Richard Oppenheimer,**
Retired (former owner, Signature Broadcasting), Austin, TX

Stop The Whining!

Radio station owners and managers have been whining about our share of ad dollars since the first spot was sold. So, what do we do? We flood the

streets with packages designed to sell our inventory. We talk to business owners and managers about "reach," "frequency," "cume" and "gross impressions." Not one of them ever got out of bed in the morning and yelled out the window, "Bring me some reach and frequency!" He wants customers — only! With all the attention to the bottom line at radio stations, big and small, we've completely lost track of our product. We don't sell reach, frequency, :30s or :60s. We sell radio advertising — good, well-written, well-thought-out radio commercials that make people do what we want them to. So, when you get together with Roy Williams and B.J. Bueno, tell them what they already know: that a well-written, well-produced radio spot beats reach, frequency and cume every time. Radio stations should put as much money into creative departments as any other department in the station.

— **Rick Dunham, Sr. AE, WRKR/WKMI,**
Kalamazoo, MI

SPOTLIGHT ON: Jeff Friedman Bayliss Radio Scholarship Recipient June 2002

Bayliss Broadcaster Name: Jeff Friedman
Schools: Northwestern University, DePaul University College of Law

Year Awarded: Received Bayliss Radio Scholarship in 2002

Positions: Play-by-play broadcaster, DePaul University Women's Basketball; Associate producer, Fox Sports Net Chicago; Talent researcher/statistician

INK: What motivated you to apply for a John Bayliss Broadcast Foundation Scholarship? What was your reaction when you were chosen?

Friedman: I applied because of my commitment



Jeff Friedman is shown with game analyst Sara Jurek.

to becoming a sports broadcaster and station executive. Reading the application materials and Foundation website, I felt the Foundation's commitment to the radio industry. I wanted to become part of that commitment. When I was selected, I was extremely pleased. I was working in Los Angeles as a summer intern for Fox Cable Networks Business/Legal Affairs Group and immediately told my parents, friends and colleagues at work. One of the attorneys I worked with took my photograph for the Bayliss Radio Roast brochure!

How were you able to put the Bayliss scholarship to work?

As I seek to further my career in business/legal affairs and play-by-play broadcasting, I have been able to contact many industry leaders through the Bayliss Foundation's board of directors, former roastees, and other Bayliss Broadcasters.

In what other ways has the Bayliss Foundation been valuable?

I have begun to build a network of contacts that will be invaluable. I have been able to speak with the president of a radio network, a partner of a large telecommunications law firm, and head of a corporate legal department. The Bayliss Foundation has opened these doors, leading to a brighter future.

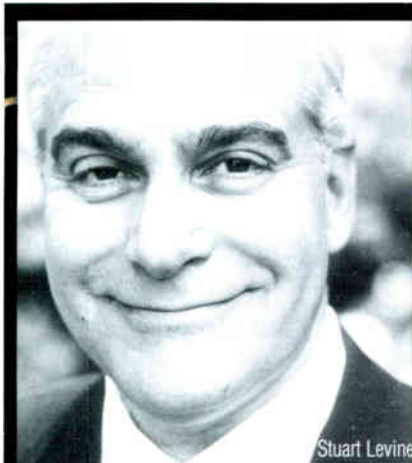
What are your career goals now?

I would eventually like to broadcast for a Major League Baseball or NBA team and use my legal skills to contribute to the radio industry.

What advice would you give to other students interested in a radio career?

Gain as much experience as you can as quickly as possible. While you may want to specialize, I can tell you that I may not have had the chance to do radio sports play-by-play if I did not first pay my dues as an engineer, editor, producer, statistician, and sponsorship salesman. I may not have had the chance to work in the business/legal affairs department of a television network if I had not met and worked with the network's production personnel first. Networking is key. My contacts served as invaluable references within the company and increased my value as a candidate for the job.

The John Bayliss Broadcast Foundation annually offers \$5,000 scholarships to outstanding college juniors, seniors and graduate-level students of broadcast communications. More than 275 students have received scholarships since 1985. For more information, contact Kit Hunter Franke at 831-655-5229, or e-mail khfranke@baylissfoundation.org.

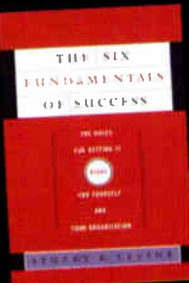


Stuart Levine

The Six Fundamentals of Success: The Rules for Getting It Right for Yourself and Your Organization

BY STUART R. LEVINE

(DOUBLEDAY/CURRENCY, 2004, ISBN: 0385510861, HARDCOVER, \$19.95)



The Sarbanes-Oxley Act of 2002 stoked CEOs' anxieties when top executives became legally accountable for corporation financials. Just about any subordinates' ethical lapses, poor judgment, or other screw-ups could send the CEO to prison for 20 years and cost \$5 million in fines. How can that be? CEOs can't be everywhere at once, right?

In a sense, it is possible, says author Stuart R. Levine, who is the CEO of Stuart Levine & Associates, a consulting firm he founded in 1996 to guide business leaders and organizations. In theory, a leader's ethics and culture dictate the company ethics and culture, and the Sarbanes-Oxley Act motivates reality. "Forget the fads," says Levine. "There is no substitute for careful communication, an emphasis on results, a commitment to ethics, and all the other fundamentals that have traditionally made for strong companies."

In his book, Levine details his six fundamentals of success, listing nearly 100 rules that lead to sound business values. "It's up to you — the CEO — to ensure that the fundamentals of good business are understood and practiced by everyone in your company," he says. "It takes hard work and discipline, but there is no other way to ensure that you know what's going on in every nook and cranny of your corporation." — Mary Crowley

Events

ARBITRON DATES

Winter 2004: Jan. 8-Mar. 31
Spring 2004: Apr. 1-Jun. 23
Summer 2004: Jul. 1-Sep. 22
Fall 2004: Sep. 23-Dec. 15

FEBRUARY

Feb. 5-8 — **RAB 2004, Dallas.**
☎ 972-753-6740. URL: www.rab.com
Feb. 10-11 — NAB Radio Group Executive Fly-In, Washington, DC.
☎ 202-775-3527. URL: www.nab.org
Feb. 13-17 — NRB 2004, National Religious Broadcasters Annual Convention, Charlotte, NC. ☎ 703-330-7000. URL: www.nrb.org
Feb. 22-24 — North American Broadcasters Assn. Annual Meeting, Los Angeles. ☎ 416-598-9877 (Toronto). URL: www.nabanet.com
Feb. 23 — Golden Mike Award, Broadcasters' Foundation, New York. ☎ 203-862-8577. URL: www.broadcastersfoundation.org
Feb. 26-28 — American Women in Radio & Television Leadership Summit & Business Conference, Washington, DC. ☎ 703-506-3290. URL: www.awrt.org
Feb. 26-28 — R&R Talk Radio Seminar, Washington, DC. ☎ 310-788-1696. URL: www.radioandrecords.com
Feb. 29-Mar. 3 — NAB State Leadership Conference, Washington, DC. ☎ 202-775-3527. URL: www.nab.org

MARCH

Mar. 2 — 2004 Country Music Hall of Fame Inductions, Nashville. URL: www.crb.org/awards
Mar. 3 — Katz Media Group's 2nd Annual Women's Career Summit, New York City. ☎ 212-424-6485. URL: www.katzwomenscareersummit.com
Mar. 3-6 — CRS-35, Country Radio Seminar 2004, Nashville. ☎ 615-327-4487. URL: www.crb.org
Mar. 7-9 — Great Lakes Broadcasting Conference & Expo, Lansing, MI. ☎ 517-484-7444. URL: www.michmab.com
Mar. 9-14 — Natl. Broadcasting Society/Alpha Epsilon Rho Conference, Miami Beach, FL. ☎ 866-272-3746. URL: www.mbs-aerho.org
Mar. 11 — Kagan Spring Radio Conference, New York. ☎ 831-624-3105. URL: www.kagan.com
Mar. 11 — 18th Annual Bayless Radio Roast, New York. ☎ 831-655-5229. URL: www.baylessfoundation.org
Mar. 12 — Natl. Assn. of Black Owned Broadcasters 20th Annual Communications Awards Dinner, Washington D.C. ☎ 202-463-8970. URL: www.nabob.org
Mar. 16-17 — **Radio Ink's "Roy Williams Live in Austin,"** Austin, TX. ☎ 800-610-5771. URL: www.radioink.com

APRIL

Apr. 2-3 — Oklahoma Broadcasters Convention, Oklahoma City. ☎ 405-848-0771. URL: www.caobok.org
Apr. 16-18 — BEA 2004 Broadcast Education Association Convention, Las Vegas. ☎ 888-380-7222. URL: www.beaweb.org
Apr. 17-22 — NAB 2004, Las Vegas. ☎ 202-775-3527. URL: www.nab.org
Apr. 19-21 — RTNDA/NAB (Radio-Television News Directors Assn.), Las Vegas. ☎ 202-659-6510. URL: www.rtda.org

MAY

May 5-9 — National Public Radio Conference, Los Angeles. ☎ 202-513-2300. URL: www.npr.org
May 7 — Vermont Assn. of Broadcasters Convention, Killington. ☎ 802-476-8789. URL: www.vab.org
May 15-16 — Pennsylvania Broadcasters Convention, Hershey, PA. ☎ 717-482-4820. URL: www.pab.org
May 16-18 — Broadcast Cable Financial Mgmt. Assn./Broadcast Cable Credit Assn. Annual Conference, Atlanta. ☎ 847-296-0200. URL: www.bcfm.com
May 17 — Peabody Award Presentation, New York. ☎ 706-542-8983 (Eric Holder). URL: www.peabody.uga.edu
May 18 — Human Resource Managers Symposium, Washington, DC. ☎ 800-342-2460. URL: www.nab.org
May 20-23 — Alabama Broadcasters Convention, Perdido Beach, AL. ☎ 800-211-5189. URL: www.al-broadcasters.org
May 21-22 — Talkers magazine's New Media Summit 2004, New York City. ☎ 413-739-8255. URL: www.talkers.com
May 21-23 — Hawaii Assoc. of Broadcasters Annual Convention, Oahu. ☎ 808-599-1455. URL: www.hawaiibroadcasters.com
May 21-26 — Natl. Assn. of Black Owned Broadcasters 28th Annual Spring Conference, St. Maarten. ☎ 202-463-8970. URL: www.nabob.org
May 27-31 — Louisiana and Mississippi Broadcasters Cruise/Convention, New Orleans to Cozumel. ☎ 225-267-4522. URL: www.broadcasters.org

JUNE

June 7-8 — Maryland/DC/Delaware with NJ and North VA broadcasters meeting, Atlantic City, NJ. ☎ 609-860-0111. URL: www.njba.com
June 9 — The 2004 Radio-Mercury Awards Luncheon & Ceremony, New York. ☎ 212-681-7207. URL: www.rab.com
June 10-12 — Missouri Broadcasters Convention, St. Louis. ☎ 573-636-6692. URL: www.mbaweb.org
June 10-13 — New Mexico Broadcasters Convention, Albuquerque. ☎ 505-881-4444. URL: www.nmba.org
June 11-12 — Wyoming Broadcasters Convention, Sheridan. ☎ 307-632-7622. URL: www.wyomingbroadcasting.org
June 11-13 — Georgia Assn. of Broadcasters Convention, Columbus. ☎ 770-395-7200. URL: www.gab.org
June 14 — NAB Education Foundation "Service To America" Symposium & Gala, Washington, DC. ☎ 202-775-2550. URL: www.nab.org
June 15-16 — NAB Summer Board Meeting, Washington, DC. ☎ 202-775-3527. URL: www.nab.org
June 16-17 — Wisconsin Broadcasters Convention, Appleton. ☎ 608-255-2600. URL: www.wi-broadcasters.org
June 18 — Iowa Broadcasters Convention, West Des Moines. ☎ 515-224-7237. URL: www.iowabroadcasters.com
June 21-22 — Gracie Allen Awards (American Women in Radio & Television), New York City. ☎ 703-506-3290. URL: www.awrt.org
June 21-22 — New York State Broadcasters Convention, Lake George. ☎ 518-456-8888. URL: www.nysbroadcastersassn.org
June 23-25 — 48th annual PROMAX &

BDA Conference & Expo, New Orleans, LA. ☎ 310-788-7600. URL: www.promax.org
June 23-25 — Florida Assn. of Broadcasters Convention, Longboat Key. ☎ 850-681-6444. URL: www.fab.org
June 24-26 — Virginia Assn. of Broadcasters Convention, Virginia Beach. ☎ 804-977-3716. URL: www.vabonline.com
June 29-Jul. 1 — Illinois Broadcasters Assn. Convention, Chicago. ☎ 618-942-2139. URL: www.ilba.org

JULY

July 8-9 — South Dakota Broadcasters Convention, Custer, SC. ☎ 605-224-1034. URL: www.sdba.org
July 11-13 — North Carolina Broadcasters Convention, Asheville. ☎ 919-821-7300. URL: www.ncbroadcast.com
July 14-17 — Conclave 2004, Minneapolis. ☎ 952-927-4487. URL: www.theconclave.com
July 17-20 — Executive Development Program for Radio Broadcasters, Georgetown Univ., Washington, DC. ☎ 202-429-5402. URL: www.nab.org
July 29-Aug. 1 — Idaho Broadcasters Convention, Sun Valley. ☎ 208-345-3072. URL: www.idahobroadcasters.org

AUGUST

Aug. 1-3 — West Virginia Broadcasters Convention, White Sulphur Springs. ☎ 304-744-2143. URL: www.wvba.com
Aug. 4-7 — Assn. for Education in Journalism & Mass Communication 87th Annual Convention, Toronto, Canada. ☎ 803-798-0274. URL: www.aejmc.org
Aug. 4-8 — Unity 2004 journalists convention, Washington, DC. ☎ 703-469-2100 (Anna Lopez). URL: <http://unityjournalists.org>
Aug. 7-8 — Arkansas Broadcasters Convention, Little Rock. ☎ 501-227-7564. URL: www.arkbroadcasters.org
Aug. 8-11 — Michigan Assn. of Broadcasters Annual Meeting & Mgmt. Retreat, Mackinac Island, MI. ☎ 517-484-7444. URL: www.michmab.com
Aug. 11-13 — Nebraska Broadcasters Convention, Lincoln. ☎ 402-778-5178. URL: www.ne-ba.org
Aug. 11-13 — Texas Assn. of Broadcasters Convention, Austin. ☎ 512-322-9944. URL: www.tab.org
Aug. 12-15 — South Carolina Broadcasters Convention, Hilton Head. ☎ 803-732-1186. URL: www.scbna.net
Aug. 21 — Nevada Broadcasters Hall of Fame Gala, Las Vegas. ☎ 702-794-4994. URL: www.nevadabroadcasters.org
Aug. 26-27 — Oregon Broadcasters Convention, Bend, OR. ☎ 503-443-2299. URL: www.theobg.org

AND MORE...

Oct. 6-8 — **2004 NAB Radio Show, San Diego, CA.**
☎ 800-342-2460. URL: www.nab.org
Nov. 27-29 — Canadian Assn. of Broadcasters Annual Convention, Ottawa, Canada. ☎ 613-233-4035. URL: www.cab-acr.ca/
Dec. 6-7 — **Radio Ink's Forecast 2005,** Harvard Club, New York City. ☎ 800-610-5771. URL: www.radioink.com

Send calendar items to Mary Crowley at 561-655-8778 or marycrowley@radioink.com.

Guest Commentary: The Man Behind The Curtain

By Dave "Giff" Gifford

According to the dictionary, a "wizard" is one who professes to practice magic — a sorcerer or juggler of sorts. But as Toto proved in "The Wizard of Oz," sometimes a wizard is not a wizard, after all.

This is in reference to a column in *Radio Ink* (11/24/03) written by Roy Williams, the self-professed "Wizard of Ads," who took exception to an editorial, titled *Tattoo This Inside Your Eyelids!* by Eric Rhoads, CEO and publisher of *Radio Ink*. The particular criticized reference in the editorial was: "My friend Dave Gifford once told me, 'Never, ever offer price before value is established.'"

Williams, hocus-pocus, interpreted it, thusly: "But I disagree with Eric's — and by extrapolation, Dave Gifford's — assertion that it's never really about price. Hey, guys, who are you trying to kid?"

Where, oh where, in the circuitry inside a wizard's brain (a break in the linkage? flawed software?) is it possible to conclude that Eric actually said, "It's never really about price"? Neither Eric nor I ever said, asserted, or implied same...ever!

Good Wizard, what I actually told Eric can be found on page 15 of my book *How To Out-Negotiate Rate Chiselers*:

Rule 22: Always remember that nobody buys on price alone!

People buy what they need and/or want, but they negotiate for choice and/or value as well as for price.

Rule 23: Never play their game. If they want to buy price, you sell value. Again, value justifies price!

Parenthetically, Williams, in the example cited in his column, proved the veracity of both rules.

Initially, when I asked for an apology, Williams responded: "Consequently, if you want to challenge the veracity of my statement, you'll need to supply me with a certified and notarized photograph of your bare ass, minus the 'Hooray for Radio' logo. I don't think you can do it." Clever retort, don't you think? Senseless and tasteless, but still clever. Unfortunately for him, I just did, with the evidence — for all to read — fully exposed above.

Challenge: Read Eric's editorial in the same issue and make your own judgment as to Eric's real motive. To kid you? How insulting! Worse, that's Guru doo-doo!

That aside, to all you faithful Williams followers, who attest him to be a great friend of Radio and an advertising genius, do not — even for a millisecond — misinterpret this guest editorial as an attempt to demean Williams' credibility in any way. On the contrary, too many people whose opinions I respect, respect Williams.

Nor would you be correct to assume the reason Williams is so full of himself, is because he drinks his own hot-tub water. Equally clever and senseless and tasteless, agreed, but when it comes to my butt, *touché!* I'm not about to turn the other cheek (so to speak)! Instead, just toss Williams' misrepresentation off as one of those times when, as we all have done, His Wizardry simply put something down on paper before first engaging his brain.

Who knows, Toto? In pulling that curtain aside, you may have set the standard for truth-in-journalism at *Radio Ink* for decades to come!

OBITUARIES

DALE MCCOY

Kansas broadcaster **Dale McCoy Jr.** died at 78 in Wichita on December 24. A member of the Kansas Broadcasting Hall of Fame since 2000, Mr. McCoy began his 55-year career at KGNO in Dodge City, later moving to KVGB in Great Bend and then KANS Wichita as sales manager. He founded Southeast Kansas Broadcasting Corp. Inc. after purchasing his first radio station, KCRB in Chanute. The company owns KKOY-AM/FM (formerly KCRB) and KSNP Radio in Burlington. McCoy's awards have included the Grover Cobb Award for Broadcasting Service in 1980 from the University of Kansas, and the Kansas Association of Broadcasters' Distinguished Service Award in 1984.



JOHN GAMBLING

WOR broadcaster **John A. Gambling**, the second of three generations of Gamblings to host the *Rambling With Gambling* morning show on WOR 710 New York, died at 73 on January 8 in Venice, FL. His father, John B., started the show in 1925, and John A. took over in 1959. The grandson, John R., co-hosted with his father until John A. retired in 1991. The show has held the *Guinness Book of World Records* designation "world's longest-running radio show," going off the air in 2000 after 75 years. John A. Gambling was inducted into the Radio Hall of Fame the same year.

Movers and Shakers



Mary Ware

American Urban Radio Networks (AURN) appointed **Mary Ware** as regional director of marketing and new business development. Formerly VP/director of Katz Urban Dimensions, Ware was named one of *Radio Ink's* 50 Most Influential Women of 2003.



Joe Pagliarulo

Clear Channel's News-Talk Radio 810 WGY in Albany, NY, announced a local weekend show hosted by **Joe Pagliarulo**. The *Joe Pagliarulo Show* is a permanent radio position for the host, who had been a regular fill-in host and who also co-anchors newscasts on WRGB-TV 6.



Kevin Graham

Infinity's WXYT-AM 1270 The Sports Station has hired **Kevin Graham** as program director for the Detroit sports station. He formerly was program director at WEPN-AM 105 ESPN Radio in New York as well as at WBNS-AM "The Fan" in Columbus, OH.

WXYT5 is home to the Detroit Red Wings, Detroit Tigers and Michigan State Spartans.



Marianne McCune

Boston University public radio station WBUR-AM awarded the second annual Daniel Schorr Journalism Prize to WNYC reporter **Marianne McCune**, 33. She won for her documentary about two Pakistanis who were deported after Sept. 11. The \$5,000 prize is given to public radio journalists under the age of 35.



Neicy Tribbet

For her eight years as an on-air personality and her commitment to the people of Philadelphia, **Neicy Tribbet** was honored by the Philadelphia Chapter of the Gospel Music Workshop of America Inc. An all-star appreciation service for the WDAS AMen program director included a citation from the City of Philadelphia and Mayor John Street.

Jim Bell

Clear Channel Radio named **Jim Bell** its VP/market manager for the company's



Bakersfield, CA cluster. **Bell** had been director of sales for the cluster, and his 20-year career has included work in Billings, MT; Los Angeles, Houston and Reno.



Judy Seale

The Country Music Association recognized **Judy Seale** as International Talent-Buyer-Promoter of the Year for 2003. As president/CEO of Judy Seale International, Seale has produced more than 150 international tours over her 16-year career. The award honors extensive effort in artist packaging, creative promotions and new artist development.



Christopher Manzella

Virginia Broadcast Solutions (VBS) in Charlottesville, VA, promoted **Christopher Manzella** from director of marketing to senior vice president. VBS is a for-profit division of the Virginia Association of Broadcasters.



The Wizard of Ads

By Roy H. Williams

» QUICKREAD » There are four kinds of reps selling radio. Each can be successful, but only one of them gains a media buyer's respect. **»** "Wally" is eager to please. He expects you to buy from him because you like him. **»** "Prim" is all business, and she wants you to know it. She controls the conversation, making prospects feel as though they're on the witness stand. **»** "Pugsley" is openly adversarial and considers "selling" to be a battle of wits, with the prospects as his mortal enemy. He listens only to contradict and point out flaws. **»** "Sarah" is flexible, relaxed and open, and she enters the conversation without preconceptions. Her questions are only for clarification, not for setting you up. You get the feeling that she will do her best to deal with you on your own terms. **»** Media buyers come in as many stripes and colors as do account executives. The job of a sales manager is to match the right AE to the right buyer.

A Buyer's Perspective

For the first time in three years, I recently spent a week on the telephone, interacting with major-market account executives. My media buyer was in Europe for the holidays, so I hunkered down and hoped for the best.

(Sigh) I was hoping things had changed.

There are basically four kinds of reps selling radio today. Each of these can be successful, but only one of them gains my respect. See if you can figure out who it is:

WALLY is a terrier, eager to please, a real tail-wagger: "Can I get you some concert tickets, can I, huh, can I?" "Did the client tell you about all the extra things we did for them this year? Did she, huh, did she?" "You should come out so we can play golf together. Do you like golf? Do you play, huh, do you?" Wally wants to be your friend, your brother, your ally, your pal. He expects you to buy from him because you like him. Wally is the favorite rep of every media buyer who uses their client's money to go shopping for freebies.

PRIM is a lawyer, a cold accountant with a briefcase, an IRS auditor — all business — and she wants you to know it. Prim seizes control of the conversation by asking you a rapid-fire series of carefully prepared questions, making you feel as though you're on the witness stand, being cross-examined in a murder trial: "Be careful. Everything you say can and will be used against you." Prim reminds me of the iron-clad doctor's assistant that takes your pulse, tells you to strip and then gives you that pathetic paper robe to wear just before the doctor comes in to shove something cold

Media buyers come in as many stripes and colors as do account executives. The job of a sales manager is to match the right AE to the right buyer. It's called "Selling Customers Their Way."

where it doesn't belong. Prim is the favorite rep of her twin sister, the media buyer without a pulse.

PUGSLEY is a pugilist, a boxer — openly adversarial. He not only keeps a chip on his shoulder, but he also juts his chin proudly toward it to make sure you know it's there. Pugsley considers "selling" to be a battle of wits and you to be his mortal enemy. He never believes a word you say. Pugs listens only so that he may contradict you and point out flaws in your plan. He is able to railroad weak and indecisive buyers. Strangely, he also gets the money of egotistical buyers who feel that they "won" because they "beat him down."

SARAH is flexible. Relaxed and open, she enters the conversation without any preconceptions. When she asks a question, it's only for clarification, not because she's trying to "set you up" like a bowling pin, hoping to knock you down later. Sarah's questions differ from those of Prim, in that they are usually related to something you just said. Prim's questions come out of nowhere; she has her own agenda and isn't much interested in yours. When the conversation is winding down

and you have said all that you wanted to say, Sarah asks, "Can I ask you few questions?" Again, you get the feeling that she is going to do her best to deal with you on your own terms. If that can't happen, then it can't, but Sarah is going to do the best she can. Entrepreneurs — direct clients — and honest media buyers wish that all media sales reps were like Sarah.

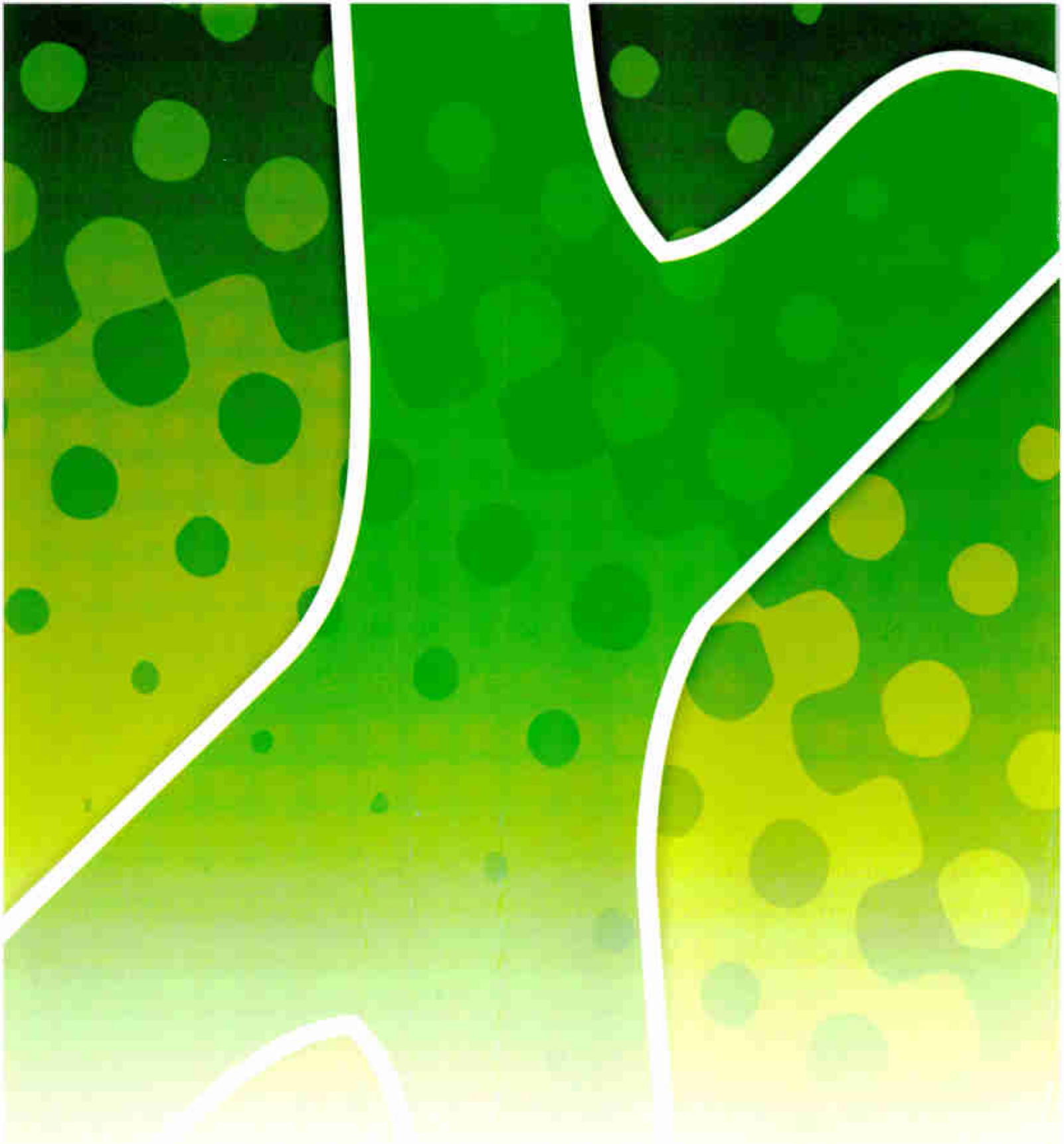
As I mentioned in my opening comments, each of these four sellers can be successful, because media buyers come in as many stripes and colors as do account executives. The job of a sales manager is to match the right AE to the right buyer. It's called "Selling Customers Their Way."

Personally, I will endure Wally's slobbering, though he disgusts me. Likewise, I can buy from Prim, though I always feel mildly insulted by her. Sarah, of course, is a pleasure and a treasure.

And I do everything I can to figure out how to leave Pugsley's station off the buy.

But that's just me. I'm sure none of the other media buyers are like that. ☹

Roy H. Williams is president of Wizard of Ads Inc. and may be reached at Roy@WizardofAds.com.





» **QUICKREAD** » How do you earn "client trust"? » Never call on direct competitors, who sell same items in same price range. Your focus is on helping only your client's business. » Help each client grow his/her business. You may provide a service like "Giff's Pricing Service," which gathers information about the competitor. » Keep your mouth shut. Never talk about a client or his/her business. In time, your reputation for keeping your mouth shut will build you more "client trust" than all the other client services you can provide. » Caution: Your job is to help your clients grow their respective businesses, but never at your company's expense.

"Silent-Partner Selling"

How do you earn "client trust"?

Never call on direct competitors; help each client grow his/her business; and keep your mouth shut.

"Not so fast!" I can hear ESPN football analyst Lee Corso shout. OK, let's start with "ethics."

Early in my career, I made a decision never to call on direct competitors. Mind you, I might actually call on three furniture stores, but they would be three stores selling their inventories at different price points.

One would be a fine-line furniture dealer, another a mid-price furniture seller, and finally a low-price store. Never, ever, would I call at the same time on two fine-line furniture stores that are direct competitors. To me, it was simply a question of ethics.

The only exception was auto dealers, which many people think have questionable ethics at best. But the real reason auto dealers were the exception is that they all sell a variety of vehicles at multiple price points. In fact — thanks to consolidation — the same dealer today might sell three or more manufacturer lines under the same dealership marquis.

Now, before you consider my ethics a bit too restricting for you, I'll give you a sample of how — in the long run — it will work for you, too. Do it my way, and you will rarely — very rarely — get a cancellation. Why?

First, imagine there are two electronics

dealers facing each other across a street. One is Smith's Electronics, and the other is Jackson's Electronics.

Every morning, Mr. Smith and Mr. Jackson get out of bed to once again do battle. And, because Mr. Jackson is my client, so do I. That is, in helping him grow his business, I'm going to do everything I can to help Jackson's Electronics rip the liver out of Smith's Electronics. How?

Obviously, because each store daily tracks its competitor's advertising, Messrs. Smith and Jackson know each other's "loss leaders" — those deep-discount offers that both stores advertise to create more store traffic. But, at what prices do said competitors sell the rest of their inventories? That, my friends, is the mystery question of every retailer's day.

Obviously, Mr. Smith, Mr. Jackson and their store personnel are not welcome to frequent each other's stores, right? Even if they were, what message would that send to consumers — possible price fixing?

That's where I made my entrance into this little scenario, introducing "Giff's Pricing Service." Once a month, some of my best clients gave me a list of "X" items they wanted checked for pricing at competitive stores, which I dutifully did, pretending to be a customer. Result: The intelligence I provided was immeasurably useful in pricing future loss-leader offers.

Lesson: Because canceling a schedule on one of my stations would be immediately reciprocated by cancellation of "Giff's Pricing Service," a service my clients perceived as invaluable, I rarely got a cancellation. You dig?

Provide your clients with your ver-

sion of "Giff's Pricing Service," and you will quickly understand why my policy of never calling on direct competitors, other than car dealers, will earn you a level of respect — and a brand of client loyalty — that most sellers of advertising never achieve.

That's just a small sample of what my clients know as Giff's "Silent-Partner Selling" philosophy. You see, to my clients, I was more than a "consultant" seller. To them, I might as well have been on their organizational chart or on their board of directors, an unpaid combination of private consultant, ad manager, and/or creative director. But...

If you do it my way, do not make the mistake that many well-intentioned "consultant" sellers make. Yes, your job is to help your clients grow their respective businesses, but never at your company's expense.

Caution: Over-service and, in time, you are certain to undersell. Never forget who signs your checks!

Next case: this business about keeping your mouth shut! Whatever information a client shares with you is proprietary information — "Top Secret"!

Rule: Never talk about a client or his/her business. In time, your reputation for keeping your mouth shut will build you more "client trust" than all the other client services you can provide. We started with "ethics" and we end with...trust! ☺

Dave Gifford is president of Dave Gifford International and founder of The Graduate School For Sales Management. He may be reached at 505-989-7007 or by e-mail at giff@talkgiff.com.

**LIFE CHANGING TALK RADIO that
is Improving Your Station's...**

RATINGS REVENUE & IMAGE

York, PA WSBA **0.8 - 5.0**

Charlotte, NC WBT **2.4 - 3.0**

Louisville, KY WGTK **1.0 - 2.2**

Grand Rapids, MI WTKG **1.9 - 4.2**

beats WOOD-FM 4.2 - 3.1 Adults 25-54

Nashville WTN #1 on Station 7.8

5 demos including Adults 25-54

Arbitron SP '03 vs. SU '03. Adults 25-54. AQH share increase.

LISTEN WEEKDAYS LIVE 2-5PM/ET

THE DAVE RAM\$EY SHOW[®]

"Where life happens; caller after caller..."

NOW HEARD ON NEARLY 200 AFFILIATES AND GROWING!

World Radio History



» **QUICKREAD** » "Reality" allows us to see the world from the "outside" perspective, and a true perspective of our brand (radio) is necessary. » The problem is the perception of radio from "the outside." » Sargento Cheese pulled most of its money out of TV and put it in radio. » Sargento reasoned that it could tap into the magic of its customer's imagination with words, and it could "think big and act small — like a guerilla." » If "Radio has become the Cinderella of advertising media," it is time Radio puts on its glass slipper.

Radio Moves Sargento's Cheese

You've all heard these sayings: "Proximity is blinding." "You can't see the forest for the trees." "Think outside the box." Then there's my favorite version of this truth, put nicely by Roy H. Williams: "You can't read the label when you're inside the bottle."

The message from these adages is clear: If you're too close, you can't see the reality of things. Being able to see our brands for what they are — their reality — is important. "Reality" allows us to see the world from the "outside" perspective, and a true perspective of our brand (radio) is necessary.

While speaking at the Atlantic City Radio Ink conference last June, I heard the same questions asked various times: "How do we sell to big brands?" and "How do we sell to ad agencies?" I came to the conclusion that the problem is the **perception of radio** from "the outside."

Consider the following quote from legendary ad man David Ogilvy, and you can start to see the problem: "In [radio's golden] days, every family in America tuned in. [But] all this was swept away by television. For most people, radio has become no more than a security blanket, a reassuring noise in the background."

Ogilvy's standpoint is the perspective of the advertising world in general. After all, this is the man that most advertising children admire — me included.

In the next few articles, we will explore different perspectives of the powers and perils of radio. Our hope is to see our "brand" on real terms. Understanding will give us strength and security in our medium.

Let's start by meeting **Brad Flatoff**, vice president of marketing for Sargento

Radio allows companies to "think big and act small — like a guerrilla," and it taps into the magic of a customer's imagination.

Cheese — a company that, despite Ogilvy's advice, pulled most of its money out of TV and put it in radio. Why did they do this?

"TV has too many choices and channel sticking," says Flatoff. "We felt that, overall, people are distracted during commercials because television today is a planned event, and it's not part of the background. We were ready to create a total change for our brand, and we needed to communicate our new message like a huge company, without spending a big-company budget. At the same time, we wanted to impact the consumer, so our decision was to think big and act small — like a guerilla.

"Radio became our main vehicle of delivery for our message," continues Flatoff. "Radio, we felt, allowed people to interpret their best picture, their own perfect image. We believed we could tap into the magic of our customer's imagination with words. Radio also allowed us to humanize our brand by using our second-generation owner, **Lou Gentine**, to tell our story. Because our primary media and story is delivered through radio, we used billboards as visual exclamation points to our ads."

Seventy percent of Sargento's "brand" fans are working women, who drive to and from work. "We wanted to catch them on that little window of time: the drive home," says Flatoff. "And TV can't catch people on the way home. Radio had the sweet spot, but demographic targeting was not our focus. When we got in our media buy, we did not

buy on demographics but on attitude."

Because of this focus on attitude, the company also was looking for those men with a passion for grilling. "They buy a \$2,000 grill because they have passion for making the perfect burger," says Flatoff. "Adding \$2.50 of passion (cheese) to their burger is the finishing touch to a spectacular meal. Radio has delivered."

Here is what we can take from Flatoff's perspective:

- » Radio allows companies to "think big and act small — like a guerrilla."
- » Radio allows people to interpret their own perfect image.
- » Radio taps into the magic of a customer's imagination.
- » Radio also allows us to humanize brands.
- » Radio gives you the "sweet spot" of the drive to and from work.
- » It's not all about demographics; sometimes it is about attitude.

Continual exploration of what is real about radio will lead the industry upward. As Ogilvy also said, "Radio has become the Cinderella of advertising media."

It is time Radio puts on its glass slipper. ☞

B.J. Bueno is author of *The Power of Cult Branding*, a book with a revolutionary view that has jolted the marketing world. Reach him at 321-287-4919 or bjb@cultbranding.com.

**RADIO
INK**



Market Manager

Bob Dunphy Poughkeepsie

Mike Glickenhau San Diego

Jake Karger Boston

Director of Sales

Bobby Salvato San Diego

Steve Watkins San Francisco

clear
recognition



We're proud of your recognition by *Radio Ink*.

We salute all Clear Channel Radio sales managers and account executives who are committed to excellence, integrity and customer service.

Your remarkable dedication has established Clear Channel as the best radio group in the world.

National Sales Manager

Chrissy Adsit Colorado Springs

Mary Menna Boston

Marcie Mills San Francisco

Sales Manager

Rhonda Gerrard Omaha

Scott Welsh Riverside

Rob Worden San Diego

NTR Director

Leyla Hauptert Phoenix

Noreen Renee Ippolito San Diego

Kelly Kreuger San Francisco

Streetfighter (AE)

Bob Cleaver Hartford

Laurie Platnik Fisher San Diego

Kristina Hahn New York

Kelli Kunkel San Diego



LEADERSHIP • INTEGRITY • EXCELLENCE

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Radio Wayne Award Finalists



Congratulations To This Year's Radio Wayne Award Finalists

Radio Ink magazine presented the first Radio Wayne Award in 1992 to recognize the salespeople, managers, and broadcasters who have proven to be the very best at what they do.

The Radio Wayne Awards are named in honor of "Radio Wayne" Cornils, a radio broadcaster who served for many years as executive vice president of the Radio Advertising Bureau, as well as senior VP/Radio at the National Association of Broadcasters. Those who were privileged to have known Wayne remember him as much for his selfless dedication and commitment to radio as they do for his for his tireless devotion to fly fishing and cold Rocky Mountain streams. He was one of those rare individuals who seemed to know how to enjoy all aspects of life, a sense that rubbed off on virtually everyone who ever came in contact with him. Wayne Cornils passed away in 2000, but through the Radio Wayne Awards, his spirit — and his everlasting belief in Radio — lives on!

The Radio Wayne Awards this year will be presented to individuals in eight categories:

- Streetfighter (Account Executive) of the Year
- NTR Director of the Year
- Sales Manager of the Year
- National Sales Manager of the Year (new this year)

- Director of Sales of the Year
- General Manager of the Year
- Market Manager of the Year
- Broadcaster of the Year

The selection process for this year's Radio Wayne Award winners began in early August and continued through October 2003. Nominations were submitted electronically via a link on the Radio Ink website (www.radioink.com). After the nomination period closed, every nominee was e-mailed a packet of materials, including some specific questions to be answered as "blind submissions" and returned to Radio Ink. At that point, a panel of judges — selected for their expertise in specific sales and management categories — reviewed the materials, graded them and returned the scores to Radio Ink for final tabulation. As has been tradition, this year's Radio Wayne Award winners will be announced at RAB2004 in Dallas on Saturday, February 7, 2004.

To this year's Radio Wayne Award finalists, Radio Ink says, "Congratulations — and best of luck!"

A handwritten signature in blue ink that reads "Eric".

B. Eric Rhoads, Publisher

Rick Cummings

President/Radio Div., Emmis Communications



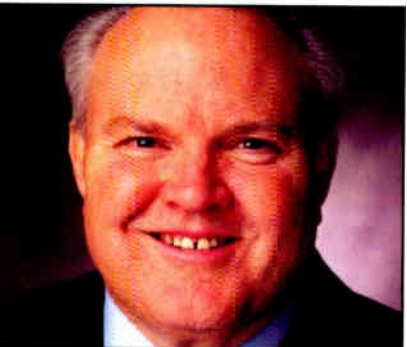
David Kennedy

President/COO, Susquehanna Radio Corp.



Bruce Reese

President/CEO, Bonneville International Corp.



Peter Smyth

President/CEO, Greater Media Inc.



Al Vicente

President/CEO, Archway Broadcasting Group



"Best of the Best" — Past Radio Wayne Award Winners

2003

- Ed Christian**
Broadcaster of the Year
- Rick Jackson** GM of the Year
- Cindy Schloss** MM of the Year
- Dan Barron**
Director of Sales of the Year
- Ron Pell** SM of the Year
- Ann Kearney**
NTR Director of the Year
- Dan Austin** Streetfighter

2002

- Joan Gerberding**
Broadcaster of the Year
- Vicki Connor** GM of the Year
- Jeff Tyler** MM of the Year
- Charles Wood**
Director of Sales of the Year
- Kathryn Keown**
Sales Manager of the Year
- Heidi Steinmann-Sankey**
Streetfighter

2001

- John Borders**
Broadcaster of the Year
- Alan Lincoln** GM of the Year
- Donna Baker** MM of the Year
- Janna Davis**
Director of Sales of the Year
- Carole Bowen** co-Sales Manager of the Year
- Steve Sandman** co-Sales Manager of the Year
- Dawn Jones**
Streetfighter of the Year

2000

- Dean Sorenson**
Broadcaster of the Year
- Daryl O'Neal** GM of the Year
- Julie Kahn**
Director of Sales of the Year
- Lee Coleman** SM of the Year
- Shierine Eskandary**
Streetfighter of the Year

1999

- Mary Quass**
Broadcaster of the Year
- Kristine Foate** GM of the Year
- Jim Thompson**
Director of Sales of the Year
- Linda Taber** SM of the Year

- Gerry Franzen**
Streetfighter of the Year

1998

- David Pearlman**
Broadcaster of the Year
- Jake Karger** GM of the Year
- Sean Luce** SM of the Year
- Sherman Kizart**
Streetfighter of the Year

1997

- Jerry Lee**
Broadcaster of the Year
- Tony Salvatore** GM of the Year
- Carey Davis** SM of the Year
- Julie Rapp Russell**
Streetfighter of the Year

1996

- Bill Burton**
Broadcaster of the Year
- Larry Summerville**
GM of the Year
- Gary Rozynek** SM of the Year
- Lori Snyder**
Streetfighter of the Year

1995

- H. Roger Dodson**
Broadcaster of the Year
- Art Sutton** GM of the Year
- Billy Grooms** SM of the Year
- Pepper Ricci**
Streetfighter of the Year

1994

- Skip Finley**
Broadcaster of the Year
- Karen Carroll**
Woman of the Year
- Lou Vito/Linda Byrd**
GMs of the Year
- Martiey Miller** SM of the Year

1993

- Cary Simpson**
Broadcaster of the Year
- Mary Bennett**
Woman of the Year
- Bob Poe** GM of the Year
- Louise Kramer** SM of the Year

1992

- Val Maki**
Broadcaster of the Year



Bob Dunphy
Clear Channel-Sussex, NJ

"Creativity, customization, personalization and immediacy set radio apart. No other medium has the flexibility to do the programming, promotions, commercials and community service that Radio does."



Mike Glickenhous,
Clear Channel-San Diego, CA

"The bond between a listener and a radio station is unique. The intimacy and companionship that can be achieved is unusual in any day and age, but it is particularly special with all the entertainment and information options that exist today."



Jake Karger
Clear Channel-Boston

"Leadership is showing people where you want them to go, and management is creating the map to help get them there. Leaders light up a room and leave a void when they're not around. Managers answer the question, 'How do we do that?'"



Scott Meier
Citadel Broadcasting Co.,
Flint/Saginaw, MI

"Radio has the unique ability to reach across all races, ages and genders, with specific messages designed to create product awareness and a call to action. Radio is immediate, intimate, persuasive, passive, exciting and commonplace."



Phil Zachary
Curtis Media Group, Raleigh, NC

"When it's done right, radio evokes an emotional bond with the user that's simply unmatched by any other medium. That bond of intimacy, in turn, enables radio to mobilize its audience in tangible ways to benefit advertisers and the community."



Congratulations Radio Wayne finalists:



Al Vicente
Broadcaster of the Year



Helen Neal
Director of Sales of the Year



Quetzal/JPMorgan Partners

Archway Broadcasting Group is a Quetzal/JP Morgan Partners Portfolio Company



Mort Crim

The power of positive radio

Mort Crim speaks to listeners with optimism, humor, wit, and insight. Never political or controversial, Mort is a winning broadcaster who can be heard on over 1,300 stations including major markets, such as Los Angeles, Philadelphia, Boston, Dallas, and Detroit.

"My friend Mort Crim refuses to be one of those prophets of gloom and doom. His message of hope carries power."

Charles Osgood, CBS News

Increase your listeners with Mort Crim and his daily inspiration of positive radio.

Mort Crim Programs

News You Care About - Live 7:30 AM (ET)

Second Thoughts - A 2-minute uplifting message from lives of everyday Americans

An American Spirit - A 90-second series profiling real Americans who make a difference every day.

Satellite Feeds:

8:30 AM (ET), 9:30 AM (ET), 10:30 AM (ET)

Contact information:

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(bwernick@libertybroadcasting.com)

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(mlevine@libertybroadcasting.com)

John Clark
(jclark@libertybroadcasting.com)

Tel : 888.727.8629 (toll free)

Fax : 973.438.1727

Website: libertybroadcasting.com



James Conner

WTHI (Emmis) Terre Haute, IN

"Radio has the ability to instantly communicate with thousands of people whether we are telling the latest news, weather or sports or letting them know where they can buy that special gift they need. Radio does not have to wait for the press to roll to break a story or for the photographer to shoot the traffic accident that will make the evening news."



Mike Grimsley

Regent Broadcasting, Lafayette, LA

"We are a part of our listener's lives every day — we are part of their routine. They know us, and they feel as though we are talking only to them. Our promotions allow them to be a part of what we are, or be a contributor to our communities. Plus, our creative cannot be duplicated."



Jerry Hinrikus

(KABI, KBLS et al) EBC Inc., Salina, KS

"Radio is everywhere. It is there when you need to know the weather; it's there when you need a traffic update. It's there for the ball game; it's there to inform, entertain, and comfort you. No electricity? No problem! Radio is everywhere."



Dennis Mockler

NextMedia-Joliet/Aurora, IL

"From information elements that matter to those in our service area to community service efforts, radio can be there with the community, contributing to the community. Radio can evoke emotion, passion and action through the relationships we build with listeners."



Gary Chester Morse

Bristol Broadcasting-Padukah, KY

"Radio is hands-down the best medium for today's on-the-go, busy lifestyles. Unlike other media, it's right there when you need it, whatever mood you're in or wish to be in."



Jeffrey Parke

Anaheim Broadcasting-Redlands, CA

"Radio is more intimate than any medium, electronic or not. It is more prevalent than any other medium, and is the most user friendly. Listeners pick their favorites; and they're right there at the push of a button 24/7, with the same consistent format."



David Paulus

(WNOR-AM/FM et al) Tidewater Communications Inc., Norfolk, VA

"Will your people walk through walls for you? Is the term 'people are our biggest asset' your daily belief and passion? Leadership is a belief in yourself and your ability to make the people that surround you better than they ever thought they could be."



Stacy Rogers

Albany Broadcasting Co., Albany, NY

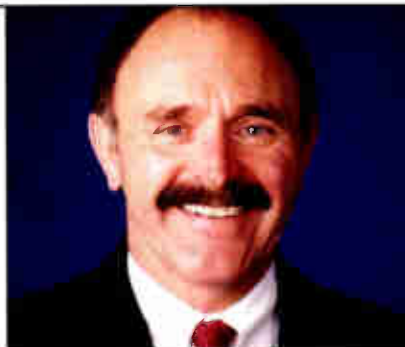
"One of my favorite attributes of radio is its ability to create a market for an advertiser. Its intrusiveness vs. passivity of print/billboard/direct mail) and 'theater-of-the-mind' creative, combined with being closest medium to point of sale, can directly alter consumers' shopping habits."



Tom Severino

Emmis Broadcasting-Indianapolis, IN

"A good leader must be able to sense and understand the views of the people within the organization. The leader creates leadership at every level in the organization, empowering people to make a difference, and fosters a culture in which peer pressure drives performance."



Tony Yoken

Memphis Radio Group-Memphis, TN

"Radio is unique from other media practically, culturally and historically. Culturally, radio gives people a common experience by exposing music and information to each generation. Radio captures and preserves the personalities and news events that shape our world day to day."



You can trust
Heloise

Heloise is the world's most trusted name in household advice, currently airing on 400 stations nationwide. Her full-length show Ask Heloise, and her 90-second feature Hints From Heloise, provide household tips that will have your listeners tuning in faithfully every day. She is, in fact, the best way for you to reach women 25-54 years of age.

Just look at Heloise's credentials:

- Hints From Heloise appears seven days a week in over 500 newspapers across the US and in 20 countries
- Contributing editor and columnist for Good Housekeeping magazine
- Author of 8 books, including *Get Organized With Heloise* (2004)

Build your audience with Heloise, the most trusted name in household advice.

Ask Heloise

Live: Saturdays & Sundays 11:00 AM-1:00 PM (ET)
Refeeds: Monday-Friday, 11:00 AM-12:00 Noon (ET)
12:00 Noon-1:00 PM (ET)
Avals: 10 minutes local, 6 minutes network

Hints From Heloise

Content: 60 Seconds • Avals: 30 Seconds

Contact information:

Bruce Wernick
(bwernick@libertybroadcasting.com)
Michael Levine
(mlevine@libertybroadcasting.com)
John Clark
(jclark@libertybroadcasting.com)

Tel : 888.727.8629 (toll free)
Fax : 973.438.1727
Website: libertybroadcasting.com





Abbe Cherkaoui
(KXTN, KCOR et al)
Univision Radio,
San Antonio, TX

"Radio provides many client-solution opportunities — especially when selling multiple stations. Radio is flexible for a client's needs, and it is easy to develop creative ideas to help drive business. Conceptual selling is still the best way to sell radio."



Tom Davis
(KKLZ, KSTJ, KJUL)
Beasley Broadcast Group,
Las Vegas, NV

"A leader must be able to assess an individual's ability and work with the person to help maximize his/her ability, without comparison to peers. A leader must be able to convince a group of people that there is a larger cause than the individual."



Tim Durkin
Shamrock Communications,
Scranton, PA

"In order to function effectively in a leadership position, an individual must be knowledgeable, have a positive attitude and be extremely dedicated. A leader must earn the respect of his/her associates by his/her actions, not just words. A true leader leads by example."



Scott Jaeger
(WJMS, WIMI) Badger
Comm., Ironwood, MI

"Leadership is creating an environment that people want to work in, motivating people to be their best and not expecting people to do something you wouldn't do. With all the different personalities, it's a challenge to maintain a friendly working atmosphere with accountability."



Bob Kolen
(WHNN, WJOG et al) Citadel
Marketing Group, Saginaw, MI

"Radio's strength is its ability to react quickly to changing market conditions. It's an entertaining platform, and listeners are very responsive to their favorite formats. If done correctly, radio can create a theater in the mind of every individual, prompting emotional need for products or services."

Sound is our **focus.**
Airwaves our **business.**
Broadcasting our **passion.**

Congratulations!

Radio Wayne finalist

Tom Davis — Director of Sales, KSTJ/ KKLZ/ KJUL, Las Vegas

Radio Wayne nominee

Todd Greck — Streetfighter, WQAM, Miami

BEASLEY BROADCAST GROUP, INC.

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West Palm Beach
Fort Myers/Naples
Greenville/New Bern
Augusta
Fayetteville





Kevin Lein

Citadel Broadcasting Co.,
Des Moines, IA

"Radio creates a 'theatre of the mind' that can bring things alive and make big things happen for clients. It's an idea business, and can make ideas come alive without the expenses. It's a medium that's constantly reinventing itself that can laser in on the exact target group you're looking for."



Cynthia Morgan

Delmarva Broadcasting,
Wilmington, DE

"A good leader leaves behind a legacy — whether it is excellence and ethics, bringing communities together or valuing people before profits — that others are inspired to build upon."



Helen Neal

Archway Broadcasting,
Columbus, GA

"Leadership is doing the right thing, personally and professionally. It is following through on promises made, not only to clients, but also to staff. It is the willingness to do whatever it takes to get the job done."



Bobby Salvato

Clear Channel AM stations,
San Diego, CA

"Leadership is a responsibility to direct and display the necessary traits for personal and professional success. You have to demonstrate the will, courage and commitment to overcome challenges. You have to understand others and their thoughts before you can handle them yourself."



Steve Watkins

Clear Channel,
San Francisco, CA

"There's an unpolished honesty and an immediacy with radio that no other medium can technically achieve. It's not an appointment, like reading the paper in the morning or catching your TV show at a certain time. Radio is woven into the life and lifestyle of the listener."

Congratulations Tim Durkin Radio Wayne Award Finalist Director of Sales of the Year



Tim Durkin
Shamrock Communications
Corporate Director of Sales

Shamrock Communications is proud of Tim. His dedication to achieving excellence in broadcasting make him an award winner every day. The management and staff all wish to send their best and look forward to a future of continued growth in the industry.

Shamrock Communications, Inc., is the broadcast division of the Times-Shamrock media group consisting of 13 radio stations, 32 print publications and a distribution company.

shamrock
communications inc.

Headquartered at 149 Penn Avenue, Scranton, Pennsylvania, 18503

WEJL/WBAX, WEZX/WPZX, WQFM/WQFN, Scranton, PA • WZBA, Baltimore, MD • WTTR, Westminster, MD
KMYZ/KTSO, Tulsa, OK • Milwaukee Radio Alliance: WJZI, WLUM, WMCS, Milwaukee, WI



Chrissy Adsit,
KKLI, KVUU et al,
(Clear Channel)
Colorado Springs, CO

"Radio is an invited companion in almost every listener's home, car or workplace—more places than other medium. It is targetable, flexible, and cost efficient. Radio can drive traffic, increase sales and brand businesses or products...and it is fun!"



Cindy Gaudion
(WKLH, WLZR et al) Saga
Communications-
Milwaukee, WI

"Radio is more portable than other media, and it has the ability to touch consumers just minutes before purchasing decisions are made. When radio creative is done correctly, it has a greater ability to touch your soul...each spot is interpreted in a very individual way."



Helaine Greenbaum
WKHL, WEZN et al,
Cox Radio-Connecticut

"A leader has vision and then sets the direction and tone the team takes and implements. A leader also needs to be a risk-taker, as you need to navigate new territory with setting the pace and tone on how you want it to be followed."



Deb McLean
Cox Radio,
Tampa/St. Petersburg, FL

"Leadership is the ability to coach and mentor others and help them grow personally and professionally, while still holding them accountable for their performance when necessary. Allowing those you are responsible for to be themselves and to give their all to achieve the goal of the organization."



Haig Meguerditchian
WZAK, WENZ et al (Radio One)
Cleveland, OH

"Leaders appreciate and elevate those around them. A leader displays discipline based on facts, people, thought and action. Ultimately, leadership is founded on vision, ambition and a relentless pursuit of dreams."



Mary Menna
(WXKS, WJMN) Clear
Channel-Boston, MA

"Leadership is defining the goals, setting the right example, motivating your team, and empowering them to make the right decisions. A great leader has vision and the ability to execute their vision with a concrete strategy."



Marcie Mills
Clear Channel-San
Francisco Bay Area

"Fulfill your market's commitments. Deliver on your promises, then provide proof of performance that you did so. Radio works, so we know that if we match the right radio property or properties with their product and message, the results are a given."



Caroline Murtagh
(WMTX, WBOS) Greater
Media-Boston, MA

"No other media is as pliable as radio. From breaking news to copy changes, there's no need to mobilize production trucks as in TV and with newspaper, which requires waiting until tomorrow. Radio is adjustable in minutes."



Bruce Olson
Sandusky Radio-
Phoenix, AZ

"Radio is the only medium where a consultant can ascertain a client's needs, match those needs with a media outlet that targets the client's quantitative and qualitative profile, develop an idea that helps to fulfill their goals, and then execute that idea, all within 24 hours."



Ed Whitman
Cumulus Media-
Bridgeport/Danbury, CT;
Westchester/Poughkeepsie/
Newburgh, NY; Bangor, ME

"With their morning coffee, most Americans wake up to their favorite radio station or personality. They just have to have it. There are so many opportunities for radio to touch a listener's life as a primary medium, much more than television or newspaper."

Congratulations
Dave Kennedy

**Radio Wayne Finalist
Broadcaster of the Year**

*All of us at Susquehanna Radio Corp.
value your leadership and vision.*



Susquehanna Commerce Center West
221 West Philadelphia Street ■ York, PA 17404
(717) 852-2132 ■ Fax (717) 771-1436
www.susquehannaradio.com

Congratulations
Todd Schumacher

Director of Sales • Susquehanna Indianapolis

Radio Wayne Finalist • Sales Manager of the Year
and

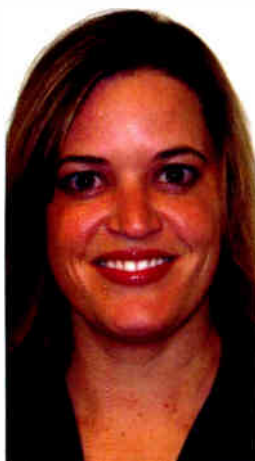
Elaine Lyons

Account Executive KFME • Susquehanna Kansas City

Radio Wayne Finalist • Street Fighter of the Year



Susquehanna Commerce Center West
221 West Philadelphia Street ■ York, PA 17404
(717) 852-2132 ■ Fax (717) 771-1436
www.susquehannaradio.com



Gayle M. Brown
Sea-Comm Media (WKXB, WFSM et al), Wilmington, NC
"Given the necessary frequency and reach, radio allows clients to achieve an immediate response from their advertising. Radio forms an intimate connection with listeners and can motivate shoppers to be buyers. Most important, radio allows clients to uniquely target their customer base with varying formats."



Dennis Burchill
VerStandig Broadcasting (WSVA et al), Harrisonburg, VA
"A leader must be willing to do the things that need to be done, train others to do those things, and then allow the freedom to do the job. A leader also must be able to communicate what it is that he/she is trying to accomplish and why it is important to those who are being led."



Rhonda Gerrard
Clear Channel-Omaha, NE
"If you ask people about their favorite television station or newspaper, you probably won't get much response. These media are too fragmented by programs and sections. But ask about their favorite radio station, and they will respond — and the response will be passionate."



Frank Malambri
Regent Broadcasting-Lafayette, LA
"Every top-notch sales manager should have the quality of fairness. This characteristic is the epoxy that binds a team together. With this bond of fair and consistent decision-making, a winning team will develop along with a loyalty and respect that will stand the test of time."



Curtis Parcell
KOLA-FM, Anaheim Broadcasting-Redlands, CA
"Radio has the ability to touch all of the human senses, creating a visual, a sense of touch, a sense of smell, taste, color, temperature. The beauty in this is that it is done in the mind of the individual and not with the produced picture. Instead, radio listeners create a picture for themselves."

Congratulations, Gary!

Radio Wayne Awards

GENERAL MANAGER OF THE YEAR

It is with great pride that we at Bristol Broadcasting Company, congratulate Gary Morse on being nominated for the Radio Wayne Awards General Manager of the Year. With his dedication, hard work, and enthusiasm, Gary is an inspiration to us all.



 **Bristol Broadcasting Company**
It's our people who make our family strong!

Gary Morse
GENERAL MANAGER
WKYC WDOJ WKYX WRAD
Paducah, Kentucky



Todd Schumacher
WFMS, WGLD, WGRL
(Susquehanna) Indianapolis, IN

"Leadership is setting the vision, tone, and expectations of the organization clearly, for each person. A leader is a person who prepares the organization for what is ahead and gets others to buy into the right course of action."



Sharon Warren
KOIT-AM/FM (Bonneville)
San Francisco, CA

"Radio is a free-lifestyle medium touching the heart, mind and soul of listeners. It can capture a moment in time and remain indelible within a memory. It can conjure up emotion, laughter, anger and more. Above all, it's a creative medium that has a long heritage within the spirit of America."



Glenn Watson
Anaheim Broadcasting,
Redlands, CA

"Radio has the ability to target a certain demographic — age, race, sex — or a lifestyle, such as people driving to work. A client can create a unique commercial campaign that can be targeted towards a particular radio's audience at a cost-effective price."



Scott Welsh
KGGI/KTDD/KKDD,
Riverside, CA

"Radio entertains and connects personally to an individual's lifestyle like no other medium. It is the immediate source of news and information when the big story hits, and it is a constant companion for entertainment and enjoyment."



Rob Worden
KOGO/KPOP, San Diego, CA

"Today's radio station sells a package of radio spots, event marketing, integrated print vehicles, Internet opportunities, in-house sales promotion tools, vanity phone numbers, signage on promotional vehicles, feature sponsorships, personality testimonials, product sampling, and database marketing. Let's see any other medium try that!"



CONGRATULATES

Anaheim Broadcasting

Denise Bianco, AE
Curtis Parcell, SM
Glenn Watson, NSM
Jeff Parke, GM

Verstandig Broadcasting

Brenda Hampe, AE
Dennis Burchill, SM

Bristol Broadcasting

Gary Chester Morse, GM

Badger Communications

Scott Jaeger, DOS

— and all Radio Wayne finalists,
for being the best of the best! — LPG Staff

281-496-6340 ■ For immediate information, visit www.luceperformancegroup.com



Leyla Kirdar Hauptert

Clear Channel-Phoenix, AZ

"No other medium has the combination of versatility and tangibility of radio. We integrate listeners by involving them in community projects, engage them with interactive promotions, build trust through implied endorsements and face-to-face onsite interaction. Radio offers the right variety of tools to market our active consumer groups to our advertisers."



Noreen Renee Ippolito

(91x, Magic 92.5 et al)

Clear Channel-San Diego, CA

"In our ever-changing world, time is always of the essence. Whether we are discussing the weather, the traffic or a vital Amber Alert broadcast over the airways, it is always current and up-to-date. We are not only entertainment for listeners, we are the only medium that you can take in the car, to the beach, to the mountains, in your office and in your home."



Kelly Krueger

Clear Channel Radio, San Francisco, CA

"Radio allows clients to have imagination when developing media strategies. You can incorporate all aspects and strengths of each radio property within each campaign through the use of custom elements that include streaming, web, on-air promotions and on-site activities. Radio brings a campaign to life and is complementary to most other media."

Why Should You Attend "Roy Williams Live"? Ask These People.



Because of the ideas and information I've learned from you, I have increased our 52-week client base by at least 60 percent. The average number of clients on-air has increased from 64 to 180 each month. The average sale has increased 1.5 percent per flight. Last year, we increased our revenue by 13 percent. You have taught me to do radio the right way, and that translates into success for businesses. When "it works," businesses continue and add to what is working! The numbers say it all!"

— Debbie Platt, GSM, WHMI 93-5 Radio, Howell, MI

I won AE of the Month for the entire company of Cumulus Broadcasting! Your classes have really paid off for me in BIG ways. Thank you for helping me look at things in a different light — not only business but also life in general. After 10 months with the company, I have 20 annuals on the air with \$63,000 on the books for February."

— Jeff Norman, Cumulus, Macon, GA

"We have been using some of Roy's materials for several years now with limited success. This past spring, I took our sales team to Atlantic City to see Roy. The difference? It was the equivalent of going from black-and-white to 3-D Technicolor, complete with a Bose surround-sound system! We were all transformed. And it's showing in our numbers with more annual contracts, happier sales reps and happier clients."

— Lisa Miles, GSM, Citadel Communications

IF YOUR COMPANY WON'T SEND YOU, INVEST IN YOUR OWN CAREER. YOU WON'T REGRET IT.



Roy Williams Live
One World Theatre

Austin, TX;

March 16 & 17

To Register:

800-610-5771

Limited to 300 seats.

Early registration price: \$599



Denise Bianco

KCAL-FM, Redlands, CA

"Radio has a captive audience of loyal listeners. People spend a lot of time listening to radio, and they develop a personal bond with the radio personalities. Because of this personal bond, people are more likely to buy products advertised on 'their' station."



Bob Cleaver,

WWYZ, Clear Channel-Hartford, CT

"If radio is your career vs. just your job, then one must be passionate in order to be considered one of the best in your particular market. Passion for this product, passion for the station you sell, will give you an advantage over other sellers and over other media."



Laurie Platnik Fisher

Clear Channel-San Diego, CA

"Radio's greatest strength is its intrinsic ability to elicit passion from listeners. For example, Rush Limbaugh listeners are passionate about him and his show. Listeners identify with their favorite morning show or personality, but consumers don't identify themselves with a TV station, newspaper, or any other medium."



Liza Gransee/Anna Davis (team)

Univision Radio (KXTN et al), San Antonio, TX

"Radio allows advertisers to insinuate their message into a life group and compels them to take notice of the product/service through a frequency campaign. Personality endorsements, live broadcasts, and listen-to-win campaigns boost advertiser top-of-mind awareness and lend credibility to the product."



Kristina Hahn

Christal Radio (div. of Katz Radio Group), New York, NY

"Radio provides targetability for both listener and advertiser. It is immediate for the client who wants to get on in an hour or to reach a customer at the point of purchase. Radio induces theatre of the mind. Local radio personalities are a part of the listener's lifestyle, and radio goes out of the box with promotional elements."



Brenda Hampe

VerStandig Broadcasting (WSVA et al), Harrisonburg, VA

"Only radio's mobility can follow consumers, influencing them wherever they go. Radio stays closer to consumers for longer periods during prime buying hours than any other medium. Radio's targetability enables you to identify, reach and motivate potential customers with efficiency and minimum waste."



Ron King

New Northwest Broadcasters, Yakima, WA

"There is no question an AE must possess honesty. Without honesty, there is no trust and no long-term relationship, which is essential in a business environment. Without honesty, there is no relationship of any kind. Without honesty, the client will question your recommendations."



Kelli Kunkel

101.5 KGB, BOB 99.3, Clear Channel-San Diego, CA

"Radio is the only medium that can impact people just seconds before a purchasing decision. It is a medium that potential customers don't have to make time for (unlike television or newspaper). Listeners also feel a personal connection to their station of choice and 'take ownership' of it."



Linnea Luginbill

Galesburg Broadcasting (WAAG, WGIL et al), Galesburg, IL

"Radio is intrusive. You can close your eyes, but you cannot close your ears. Radio also uses the magnificent power of sound and the power of words to create images, people, places, things in your mind that do not really exist. No other medium can do that."



Elaine Lyons

Susquehanna-Kansas City, MO

"Professional success is being able to watch your clients grow — grow their business, grow their trust, grow their budgets — and to see them learn new ways to keep their business fresh."

CONGRATULATIONS

KRISTINA HAHN



FINALIST FOR THE

STREETFIGHTER
OF THE
YEAR
AWARD

Your Colleagues **AT THE** Katz Radio Group

Money Talks

"Expectations are very high for this earnings season, and I think companies will reward those expectations. But investors are increasingly realizing that the momentum to earnings is going to be slowing. I see a slower pace of gains going forward."

— **Jeff Kleintop, PNC Advisors**

"If you are buying clothes and vehicles and going to movies, all is right with the world. If you are eating, paying medical bills, living somewhere and sending a child to college, you are stressed."

— **Joel L. Naroff, Naroff Economic Advisors**

"The recovery in the industrial and manufacturing sectors of the economy took a slight breather at year-end. Further gains in manufacturing output should begin to create some new factory jobs in the months ahead."

— **Steven Wood, Insight Economics**

"With the economic recovery expected to continue and job growth to gradually accelerate, confidence should continue to improve."

— **Scott Hoyt, Economy.com**

"Assuming that the recovery proceeds as most economists expect, inflation will remain relatively stable, and we are likely to see little price pressure. At the same time, the labor market will need time to absorb those currently unemployed; accordingly, it is likely to remain relatively slack in the near term. Under these circumstances, it would be appropriate for monetary policy to maintain its current accommodative stance."

— **Anthony Santomero, Philadelphia Federal Reserve**

"Fiscal policy has been a factor that is adding strength to the economy, and one certainly gets the impression it will be a support to spending in 2004 as well. Monetary policy has been very accommodative, and that will play a role in stimulating the economy in 2004."

— **Robert Parry, Federal Reserve Bank of San Francisco**

Economic "Recovery" May Actually Be For Real

With the first quarter of 2004 well underway, top radio managers are feeling more of that "cautious optimism" that the economy — finally — is beginning to turn around for real.

Chuck Tweedle

Bonneville-San Francisco

"I am 'cautiously optimistic' about 2004. We still have limited economic visibility and things are volatile, but I expect that gross domestic product will grow 3.5 percent this year. Consumer confidence is rebounding, and we had great growth numbers in the third quarter of 2003. We will be helped by the Olympics and the election cycle. People vote with their pocketbooks, and with so many politicians up for re-election, you can rest assured they will do everything possible to create jobs and get the economy moving."

Blaise Howard

WBEB-Philadelphia

"I am optimistic that 2004 will be a good year. Many companies will have to drive their products by pushing the top of their line, instead of cutting costs. We should see the beginning of very aggressive advertising to push goods and service on the national and local levels. Also, 2004 will be a big election year, and that should help drive demand and pricing."

Bob Call

Jefferson Pilot-Denver

"Virtually everything I read and see appears to indicate the economic recovery will continue in 2004. Fourth quarter in Denver was challenging since the comps to fourth quarter 2002 were difficult. We anticipate the market to grow slowly in 2004. Competitively with Clear Channel, Infinity, and Entercom in this market, we will continue to be challenged every day."

Tom Severino

Emmis-Indianapolis

"I expect the local market to grow 3-4 percent. Consumer confidence seems to ebb and flow as the war on terrorism continues. I am not optimistic that we will see any consistency in month-to-month market revenue growth. We need to develop plans that will enable us to achieve our revenue and audience goals, regardless of the local economy or competition. Our focus needs to be on what we can make happen."

Cindy Schloss

Entercom-Kansas City

"My expectation for the economy is that nothing will stay the same, and what's ahead is unknown. Every day will be a day of learning. If the economy is sluggish, we'll be aggressive. If the economy is bullish, we'll get more creative. If business changes, we will, too. We can no longer plan our efforts and strategies based on what market analysts are predicting. We will focus on growing our business in 2004, regardless of what the economy does."

Cary Pahigian

Portland Radio Group, Portland, ME

"We are seeing signs of a recovery that is desperately trying to gain some traction. I am always optimistic, but that being said, we spend no time here attempting to analyze the economic landscape. It is time poorly spent. We focus on our strengths in delivering top-notch products, service to our community, and an all-out energized, strategic sales effort — no matter

what the economy, weather, market conditions or competition.

I expect us to over-deliver to our listeners, advertisers and each other — every day, every month, every year. My colleagues and I share this self-imposed high expectation level, which keeps up focused on our goals and objectives."

Jim Dolan

Clear Channel-Baltimore

"It all seems to be about employment. Maryland's employment has been one of the strongest in the nation, so we're feeling pretty bullish about 2004. The rest of the news coming out of Spin City seems so upbeat that, barring a nasty downturn in world events, we should be looking at about a 5- to 7-percent jump over the '03 finish. All our businesses have gotten more efficient with fewer people, and I think that, while it is painful, most of the country understands that concept. If the news continues strong on the indicator side, people will just have to have faith that the jobs will follow."

Eric Mastel

Entercom-Norfolk

"We are still in an economically uncertain time going forward. Major indices seem to indicate a more robust market, but until consumer confidence returns with exuberance (an increase in jobs will be the first indication), the most we should plan for is low, single-digit market growth. But we can certainly hope for much more!" ☎

Why Is This Man Smiling?

By Reed Bunzel, Editor-In-Chief
Cover and interview photos by Ed Wheeler

As the radio industry slogged through a three-year downturn that finally appears to be ending, Gary Fries weathered perhaps the industry's slowest period in decades. Named president and CEO of the Radio Advertising Bureau (RAB) during the depths of the last recession in 1991, Fries is no stranger to economic stagnation. In the 13 years since he was tapped to lead the radio industry's advertising arm, he crafted the RAB from an organization that was hemorrhaging members — and dues revenue — and built it into a trade association whose membership today is at an all-time high.

By empowering the RAB to develop an aggressive array of training, research, outreach and marketing tools, Fries has helped to raise the profile of Radio within the advertising and buying communities. His (and his staff's) efforts also have assisted radio groups and stations of all sizes — and in all size markets —

to carve off a slightly larger slice of the overall advertising pie. Despite three years of declines in industry revenue, Fries has steadfastly worked to ensure that the RAB provides top-flight products and services to its members while working to establish radio as a primary medium in the minds of advertising and agency decision-makers.

The past three years, however, have been nothing if not challenging. The RAB has been faced with tightened group budgets, a near-emaciated industry, and shifting priorities, all of which have caused the organization to reassess its priorities. While acknowledging that the RAB's goal is "to provide the mechanisms to support and enhance service, training, information, and national marketing," he notes that there has been a recent need to "increase the national marketing as a priority, because there's no one else doing it right now." » 20



RAB President/CEO Gary Fries:

Some of those needs, of course, have emerged in the form of pressure from the largest consolidated groups whose large membership blocks have become exceedingly valuable to an organization that derives the lion's share of its budget from dues. Thus far, Fries appears to have done all the right things to satisfy both the Davids and the Goliaths, and he seems determined to maintain this sometimes-precarious balance through his current term at president/CEO, which expires in 2006.

Prior to joining the RAB in 1991, Fries had served as president of both Unistar Radio Networks and Transtar Radio Networks. He previously was president/COO of Sunbelt Communications' Radio Division, and vice president at both ITC Communications and Multimedia Broadcasting. He began his career in Lincoln, NE, where he worked as a part-time salesperson at Stuart Broadcasting's KFOR Radio while studying for his degree in business administration at the University of Nebraska. By the age of 24, he landed his first management position at KRGJ in Grand Island. From there, he moved on to manage stations in Springfield (IL), Omaha, Little Rock, Phoenix and Albuquerque.

Fries is a member of the Arbitron Radio Advisory Council, the National Association of Broadcasters' Radio Convention Planning Committee, the Executive Committee of the Broadcast Foundation; and he is a member of the board for the Ad Council. He is chairman of the John Bayliss Foundation, co-chairman of the Radio Creative Fund, which produces the annual Radio-Mercury Awards, and co-chairman of the Radio Ad Effectiveness Lab. He also has been named one of the Most Powerful People in Radio by *Radio Ink* every year since 1996, and is a member of the Nebraska Broadcasters Association Hall Of Fame. He currently divides his time between his office at RAB headquarters in New York and his homes in Breckenridge, CO, and Phoenix, AZ. He and his wife, Linda, have three sons — one with a career in Radio — and six grandchildren.

In conjunction with this year's RAB2004 conference in Dallas, *Radio Ink* sat down with Fries to get his observations on both the state — and fate — of the radio industry.

It seems as though the fourth quarter sneaked up on just about everyone in radio and decked them. Were you surprised at how poor business was at the end of last year?

There's absolutely no question that November was the low-water mark. That was obvious even before we got to November. While November was the culmination of many elements, we're beyond that now. In fact, I'm very optimistic about the outlook for this year. However, I'm also cautious, because if we com-



There is a wealth of information vs. the competitive media, but leadership simply focuses on taking other radio stations in the marketplace easiest to do, but in the long beneficial for our industry.

pare first-quarter 2004 pacsings against those of last year, we have to understand that we are comparing them against a geopolitical situation that had an effect on when business was placed. Because of the on-and-off, delayed start of the Iraqi war, and then the residuals of the ongoing effect after it was over, pacsings can be a little bit misleading.

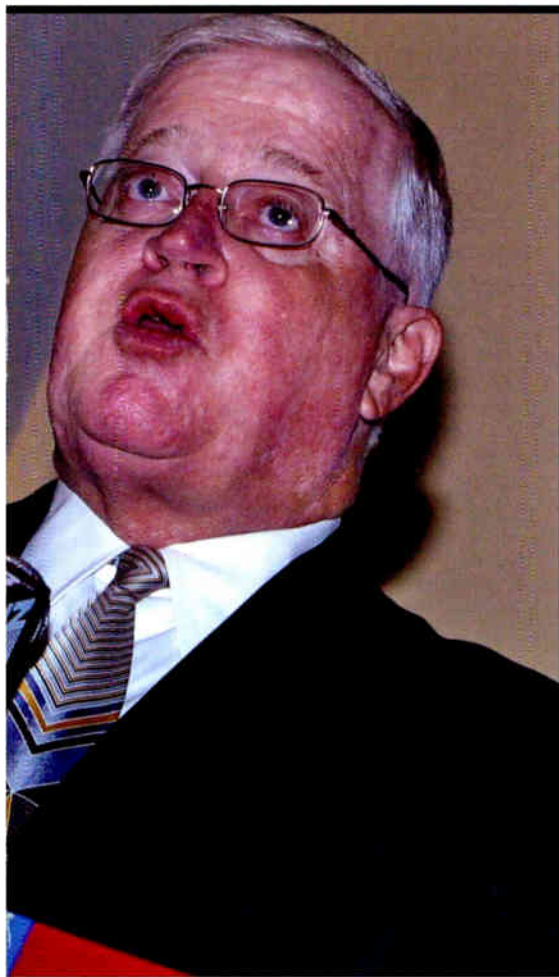
What are you seeing that gives you reason to smile?

When you drill into the content of the pacsings, you see some very positive things. One of these is the significant strengthening of local business. Because 80 percent of radio's business is local, it's essential that the local business element be strong — and it does seem

to be strengthening and growing. Still, it's a little difficult to measure the true level of growth. Some indications suggest fantastic growth, but there are some caution flags that could dampen expectations. Are we going to see growth this year? Yes. Will it be positive, strong growth? Yes. But we don't know exactly how strong, even though we could be looking at what could be an absolutely phenomenal second quarter.

Is radio adequately competing against other local media in the marketplace?

We're making progress against newspaper, because newspaper's share of advertising has been decreasing; and radio's share in the



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local marketplace — which is 80 percent of our business — continues to outperform local television. Are we making the inroads that we could make? The answer is “no.” We mount campaigns, but most times they’re negative campaigns targeting the competing media. My experience has shown that the most positive situations are those where we do not attack the other media, but instead focus on pointing out the assets of the radio industry. This is an age-old situation, and our sellers on the street at the local level still have the tendency to look at short-term gains. You do not change the established thinking of an advertiser in one presentation, one call — it must be a continual effort. Basically, what you’re telling somebody

who’s been using a different medium is that their traditional thinking has been wrong. People don’t wake up in the morning looking for someone to tell them they’re wrong.

Many local sales teams function as predators, going after other radio stations’ budgets. How can we stop nibbling each other to death?

That is probably the biggest flaw in most radio sales. The industry is equipped to stop this practice, but whether the individual leadership within the radio stations and in the market is equipped to do it are very much in question. There is a wealth of information that positions radio vs. the competitive media, but much of the local leadership simply focuses on taking share from the other radio stations in the marketplace. That might be easiest to do, but in the long term, it is the least beneficial for our industry. The battle against newspaper continues to be a strong one, and we continue to move forward as the general trends of the population and their media usage change. We also must be wary of cable, because local cable systems are becoming very aggressive with their advertising. We in radio must wake up to this. The RAB is very much aware of it, but we don’t find that these concerns are on the minds of local radio managers.

Is there a realistic way to get as much of the radio slice as possible without going after competing radio stations?

One of the biggest disappointments I’ve had with consolidation is something I thought would go away, and that is the internal guerrilla warfare. We used to throw spears and shoot arrows at each other; now we drop nuclear bombs on each other. It’s done nothing but escalate the magnitude of that type of competition. People spend more time tearing down their competitors. In my opinion, the strength and health of radio will never be any stronger in a marketplace than the weakest competitor. I have told people that, rather than tear down their competitors, they should work with competitors to raise the image of the medium.

Sounds easier said than done.

What radio salespeople need to understand is that they should not be competing for the allocation. They should be working on selling the assets of the radio industry so that when a decision is made, the percentage of allocation to radio will be higher. By the time salespeople get involved in the execution stage of an advertising budget, there’s no way to increase radio’s share. All they can do is get a higher share of it vs. the competing radio station. There is very little philosophical selling, and companies should direct their people to be selling the assets of radio. Quite honestly, that gets

into why we’re so intimately involved in the planning stages with advertisers. The media buyer often has no choice, since he or she already has a budget allocated for radio.

How does an organization like the RAB effectively change the media buying community’s perception of radio?

In the minds of many people who make the media decisions, the radio industry is fairly well understood. These people have their opinions, and you can’t just go out and beat a drum and say, “Change your opinion.” You have to present a very strong case to them. You have to show them something that is relevant and that will support changing their opinion. This is why we started the Radio Advertising Effectiveness Lab (RAEL), which is designed to do needle-moving research. The first thing we formed was a research committee, but it was not just radio people trying to come up with research that they thought would be accepted by advertisers and agencies. Our committee had some radio people, but it also had a strong representation of key-level advertisers and agency media people. They crafted a research program that would be very meaningful and supportive of the continued usage of the radio medium in their advertising plans.

RAEL launched several years ago. What’s the status of this project?

Well, now we’re into the phase where we are actually fielding this research, and we will reveal the results of the first study sometime after the first quarter. A second study is being finalized now, and a third study will start in the third quarter of ’04. These are three very large and comprehensive research projects that will be needle-moving for the radio industry. They’ve already been signed off on by the advertising and agency communities; and they will not be done by “in-industry” research companies, but rather by companies that are considered to be the gold standard of the advertising and marketing community.

How will you present the research to the advertising community?

We are gearing up our staffing with more marketing offices in major marketing centers, and we’ll have people taking this information one-on-one with the advertising community. These projects will definitely make a very strong case for radio, but their most important aspect is documentation of why radio is a strong marketing decision. It’s not as simple as it used to be: “Have you ever thought about radio?” That is not the way to move the advertising dollar, because there’s an accountability issue that’s critical in the advertising agency media plan chain. You need research to document » 22

At this particular point, radio is not perceived as being as accountable as other media. That doesn't mean we're not; it just means that the perception is not there. My goal is to lead this industry into being thought of as the most accountable medium, and our initiatives right now are starting to create that perception.

how the consumer reacts to and is influenced by the medium, and we think the case for radio will be extremely strong.

How does the new ad campaign featuring Dick Orkin's spots fit into this overall project?

The Dick Orkin campaign, along with the Radio Mercury Awards, the RAEL research, and the other things that RAB National Marketing is doing on a daily basis, all fit together. You never really know which single element is the one that makes the difference, but if we approach everything with a broad-based and positive approach, that's what it will take to make a difference and put radio out in front. The Dick Orkin campaign is extremely beneficial in the local advertising community, because that's where stations actually achieve the one-on-one relationship with the person spending the money.

Last fall, the RAB and the AAAA developed a new glossary of advertising terms to clarify the buying process. How critical was this project?

It's very important. Somewhat to the surprise of the RAB and the AAAA, we found that, almost without exception, there was no universally accepted definition of most of the words of a transaction. We have to realize that transaction people span the whole range — it's not just what the media buyer thinks the transaction word is, or what the advertiser thinks it means. The most revealing part of this process was finding that the general manager might have a certain definition of a buying term, but the person of execution — usually the traffic director — had a different definition. Traffic directors often have never been schooled in what the words mean, and they don't understand that, at the end of the total process, there is an advertiser who is spending money and who has been told he or she would get something for that money. We found tremendous gaps.

Did this confusion contribute to advertiser reluctance to buy radio?

At this particular point, radio is not

perceived as being as accountable as other media. That doesn't mean we're not; it just means that the perception is not there. These terms put everything on a level playing field, and it is essential that the foundation of that playing field be very solid. However, this is just the beginning of trying to establish radio as one of the most accountable media out there. My goal is to lead this industry into being thought of as the most accountable medium, and our initiatives right now are starting to create that perception.

Virtually every advertiser today demands results for his or her media buy. How important is accountability to the buying process?

To show that a flight of spots actually ran as ordered is basic. I don't think there's a radio operator in business today who does not agree that the advertiser is entitled to that, and the desire is for that to happen. Whether it executes that way remains to be seen, because the real implementation is delegated to the person who actually puts the spots on the log or the carts and pushes the buttons. Accountability has many appendages; and one is that advertisers today, in honing their systems of knowledge, have a tremendous ability to know exactly what is happening, when it's happening, and who it's happening with.

What are they expecting from radio?

What they really want from radio — and this has become very important — is accountability. At first, this may be viewed as something of the advertising agencies, and the media buyers are just demanding more. What it really boils down to is that it's part of the advertisers' environment right now to be totally accountable within their company about how their money is spent. The agency or media buying service wants to be able to answer the advertisers' questions and ensure that the performance, the scheduling, and the execution of the order is done with impeccable credentials — and never is in question.

Are managers today as aware as they should be of

the sophistication of an advertiser's buying strategy?

Not really. There are fast-food chains where people sit in national headquarters and count the type of hamburgers that are selling, right then. The meter runs by the minute, and they know what is selling and what isn't. When they make a decision to use radio, they have researched the stations they're buying. They have bought specific target times, and radio must execute their marketing plan precisely, as opposed to executing it at their whim — and maybe in not as precise a method as the advertiser has ordered. If advertisers cannot find entities to do that, they will not continue to place money on those radio stations.

The accountability cycle — which gets into electronic invoicing and reliance on electronic and precise ratings — is essential. We must move into a level of accountability and precision that is adequate to the sophisticated advertiser today. That includes the ratings cycle — our ratings are not at the level they should be.

Which brings us to the Portable People Meter. How critical is it for radio to adopt a new electronic-ratings methodology such as the PPM?

It is essential. Having the most up-to-date, precise ratings system of all media is without question an essential element in obtaining the confidence of the advertising community, and in the overall growth of this industry. The diary was fine, but people have awakened to the fact that there is a better product in the People Meter. I am a strong advocate and proponent, and I express it to Arbitron on a regular basis. We must get beyond the minutiae of the People Meter and talk about an implementation program. As an industry, we'll have to work together with Arbitron to make this happen.

That said, must Arbitron do more work on the Portable People Meter before it becomes the measurement standard for radio?

Yes. Even Arbitron will tell you they need to do more work. Arbitron has not successfully convinced the industry that, in its current form, the People Meter will work. However, an RAB task force and I have been meeting with Arbitron regularly, bringing these issues to the table and asking them to respond. The bottom line is that the People Meter is not yet ready for prime time. At the same time, the radio industry is viewed as having a somewhat antiquated measurement system. In order to be perceived as a world-class medium, we must have a state-of-the-art methodology. Arbitron is well aware that the industry has called for many things, including an economic impact study, before radio will embrace a change in measurement. And that's what we're working for.



People must remember that the camaraderie, the enthusiasm, the passion of being in this business has made it what it is today. If that does not continue to flow, and if people do not become committed with that passion, it will eventually hurt the business.

Like Arbitron, RAB needs to balance the needs of such groups as Clear Channel and Infinity and those of smaller organizations. How do you do that?

We are very sensitive to this area. There's no question that the larger groups have the resources to provide such things as training or sales assistance to their people, so sometimes their needs are different from the grassroots groups. We provide a broad a la carte menu that will work for any radio station, large or small. That's our goal, that's our sensitivity, and that's what we try to do. Of course, often what one large group uses, another won't use as extensively, but the key is to have Class A information and services available so that the stations' needs can be met regardless of what those needs are.

Of all RAB products and services, what is your priority?

Our goal, of course, is to provide the mechanisms to support and enhance service, training, information, and national marketing. We have seen a need to increase the national marketing as a priority, because there's no one else doing it right now. In the past, more national marketing was done by the stations in a market and by the national rep companies, but that has shifted. Now, the RAB has a charter to move this forward, and my priority would be to increase our efforts in this area, because the main goal of the RAB is to increase radio's share of the advertising pie. But you can't do that without also continuing to support the

local salesperson, to augment the training, to continually give information and direction. They all have to fit together — it can never be that you do one at the expense of the other.

We're hearing criticism that the radio industry's leaders are mostly old, and mostly men. Is this unfair, or is there some truth to this?

That perception is there, and there might be some truth to it. It's very difficult to categorize what an old man is. But when you look at our board of directors, you see a major turnover of people every year, and it represents the leadership of the industry. I believe we have some younger leaders taking charge as captains of the industry. I don't believe age is much of a problem today, and it probably will be less of a problem tomorrow. The nature of business is that the young, up-coming people always rise to positions of authority within the industry.

Are you at all concerned that the next generation of media users might not turn to radio the way other generations have?

It's very much a concern. Technology is very attractive to younger people, and the competitive elements of the new technology have fragmented the media usage of this particular age group. Now, the radio industry will probably withstand it, but we haven't done a lot as an industry to reinvent ourselves. In addition, these young people do not have traditions. They use the newest and latest technology available, and the competition for their media time is extraordinary. Still, radio is a tremendously resilient medium, and it is very good at looking inside itself and finding its strengths and weaknesses. Any time I've seen a weakening in any aspect of the radio industry, I've seen it rally. There is no question that there has been a growth of competitive, new media. Other media have felt a tremendous audience erosion, and I feel fortunate that so far we have been resilient to much of the attack. New programming ideas and new marketing methods will be born. Innovation will be there, and radio will meet that challenge.

Do radio people today hold that same spark, that same passion for radio remembered in the past?

I believe our industry has started to lose some of the innovative spirit that has made us strong. We're also losing some commitment to the future. We wouldn't be where we are today if people before us had not made commitments. People should not only perform their jobs, but also they should be investing as citizens in this industry. People must remember that the camaraderie, the enthusiasm, the passion of being in this business has made it what it is today. If that does not continue to flow, and if people do not become committed with that passion, it will eventually hurt the business. ☐



FOLLOW THE LEADER

By Michael Tate

As a sales manager, you must lead by example — amazing example. Your positivity and passion are vital elements in your sales team's daily and ongoing morale. Selling isn't for the faint of heart, and a good attitude is vital to individual and group selling success. You must be the catalyst of the positive mind-set, power and posture of your team.

Enthusiasm is contagious, but so is misery, so make sure that what you carry around is worth catching. Never manage down; always manage up.

As a sales manager, you must supply a good sales methodology for your team. Inadequate policies, procedures or sales tools will sidetrack them, and your people will never realize their full potential. Your principal job is to make sure all barriers to their success are removed.

Tell your sales team that "all the problems belong to me." If they have a production issue or a traffic challenge, tell them to put it in writing and pass it to you. Apart from the obvious benefits, you can solve these concerns more rapidly and more easily, increasing their selling time considerably.

Don't ever take for granted that your salespeople know how to sell your radio station and the advertising benefits that seem obvious to you. Do you know what your sales staff says to advertising prospects? Even if you think you do, can you be sure? Design an effective working method and policy. Lay out your desired sales process step by step, overlaying the appropriate tactics and strategies. Set this into a formal presentation the team can use as both a guide and a constant coach. You'll be amazed at the results before you are halfway through.

Coach continually. Salespeople get a little lazy from time to time and shortcut their sales processes, usually at the expense of effectiveness. Constant training will keep your team in tune.

Finally, develop a unique selling proposition for your team. It's likely that there won't be anything available at your station, because radio as an industry has a tendency to promote itself to only one client — the listener. But we have two clients we should be talking to — in distinct and different ways. Find your most powerful asset, massage it into a business-to-business USP, and begin building your sales brand. Rally your sales team around that brand, and go for it.

Michael Tate is president of RadioDCL, a radio sales and management consulting firm in San Francisco. Call him at 866-723-4680. Used with permission.

You Can't Coach Your Team From Behind Your Desk

In-field coaching is critical to improving your sales reps' performance.

Inventory management, motivation, hiring, account management, in-field coaching — these are just a few of the job functions of today's sales manager. Which is most critical for the sales manager to master? Without question, it's in-field coaching. This often is one of the most overlooked areas of a sales manager's responsibilities, but it has the greatest impact on a sales department. If you have a good in-field coach, your reps develop at a marginal rate. But if you have a great in-field coach, your reps (in most cases) will perform exceptionally.

It's tempting to sit behind the desk and look at your sales goals and budgets, but you are not doing your job if you are not in the field on a regular basis, coaching your sales reps to superior performance. After all, where is the head coach during a football or basketball game? Right there on the sideline, of course — not up in the press box. As a sales manager, you are the head coach of the sales department, and you should be out there with your team, not hiding behind a desk or a mound of paperwork.

With that in mind, here is a checklist to make sure this all-too-important element gets its deserved attention.


TIME: This will vary, depending on your market, the number of reps and how many stations you are managing. However, don't use the above as an excuse for not getting out in the field to coach your reps. A good rule of thumb is for managers to average 40-60 percent of their time coaching in the field. Think about running your department(s) from the field from Tuesday through Thursday. Whatever the days or the percentage, make sure you commit to a percentage and then stick with it.

RIDETHE FULL DAY: The temptation here is for the sales manager to cherry-pick certain calls with the reps. This makes the sales manager feel good, as they make a call or two during the day and head back to the office to sit behind the desk again. Spending the

entire day will give you, the sales manager, a real feel for what your people are doing. You will find out whether your reps are putting in a full day of work in the field. Leave at 9 a.m. and come back at 4 p.m. When your rep has no appointments after 2 p.m. (and this is also what you're looking for), don't head back to the office. Instead, stay out and prospect with them. Show them how to put in a full day and what you expect. This will also show them you lead from the front lines.

ELEMENT OF SURPRISE: If you're predictable in your in-field coaching schedule, all sales reps will have a great day prepared — or they should have. Many sales managers will argue that they don't want to surprise their reps, as it might show a lack of trust. There's nothing wrong with the sales reps' not knowing which rep you'll ride with that day. With this approach, all reps will be ready. Don't back down here — there's nothing wrong with keeping them guessing. Remember, you are the sales manager, and you run your department.

THEY'RE YOUR ACCOUNTS: Remember, your No. 1 job responsibility (besides making your boss look good) is to maximize all the accounts that should be on your radio stations. The reps don't own the accounts. As the sales manager, you do.

GRADE YOUR IN-FIELD COACHING: When we were in school, we were graded — and it should be no different in sales. Most sales managers do not have an in-field coaching guide to evaluate their sales reps' performance in the field. I've prepared one that takes five minutes to fill out at the end of the day. You then hand it over to your rep so the rep can see how he/she did. Even senior reps love the feedback and expect it. Remember, they want to get better, too. For a copy of the IFC form, e-mail me at the address below. 

Sean Luce is the head national instructor for the Luce Performance Group and can be reached at 281-496-6340 or by e-mail at Sean@luceperformancegroup.com.



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RAB LAUNCHES ONLINE KIT

Sales managers at RAB member stations will be receiving a new tool to help support their in-house sales training efforts. The new Monthly Sales Manager's Kit will be distributed at the first of every month via e-mail.

Each kit will feature four turnkey *Weekly Sales Meetings*, each with printed materials, accompanying audio, presenter instructions, and follow-up/reinforcement materials such as content quizzes. The kit will provide direct links to a host of topic-related resources available from the RAB.

"The RAB is dedicated to advancing radio sales at the local level by providing the best and most flexible training resources," explained RAB President/CEO Gary Fries.

According to RAB Executive VP/Services Mike Mahone, "This is another step in RAB's continuing effort to help today's ultra-busy managers conduct the kind of quality training necessary to the ultimate success of their sellers."

Approximately 2-4 weeks after the manager receives the kit, each *Weekly Sales Meeting* in the kit will automatically be sent via e-mail to individual sellers designated by the sales manager.

10 STEPS TO BETTER MANAGEMENT

By Rhonda Gerrard

1. Never ask or expect your staff to do something you wouldn't do yourself.

2. Always pass the credit to your staff; when you're in management, it's no longer about you.

3. Build a strong team that believes in open communication and ethics.

4. Empower your staff to do their jobs and trust that they do them.

5. Give clear expectations, job descriptions and constructive feedback.

6. Develop a team atmosphere that is constructively competitive, but never combative.

7. Treat team members with equal respect, and expect them to do the same with each other.

8. Build a team that will walk through a wall for you — be willing to do the same for them.

9. Develop the best talent you can, care about their future career plans, and assist them in attaining their goals.

10. Take responsibility for the success and failure of each member of your team.

Rhonda Gerrard is general sales manager at Clear Channel-Omaha and one of this year's Radio Wayne Award finalists.

How To Hold Your Staff Accountable

Over the past 17 years, I've probably conducted more than 3,400 monthly projection meetings. When they are done, I know everything about my sales departments and, most important, whether or not we're going to make budget!

Near the end of each month, I conduct a projection meeting in my office with the sales manager and each salesperson on each staff. It's just the three of us, for about 30-40 minutes. Here's what I expect from them:

- All sales analyzers/reports by sales rep for the finishing month and next three months.

- Completed "projection sheets" that show all actual booked accounts and projected accounts, by month for the next three months. I ask that these be typed.

- A plan for maintaining current actual billing and closing all projected accounts, as well as bringing in new business.

We quickly review each client/prospect. We spend more time on the projected accounts, since they aren't booked yet and we need the billing. I have always referred to these get-togethers as "board of directors meetings." The salesperson is the CEO of his/her own company; the sales manager and I sit on the board. We decide whether it's reasonable to assume that all or only some of the projected accounts are closeable. We agree on a final goal for each of the next three months and mutually commit to making it happen.

After the meeting, I write a one-paragraph letter (125 words-max) to the salesperson and sales manager. The letter summarizes the high points and strategies discussed in the meeting. Under the paragraph, a series of tables show:

- How the ending month finished,
- Where they are in the next three months in relation to their goals,
- Where they are year-to-date, compared to previous year,
- How they are pacing.

The only thing left is a signature section, where all three of us sign and date the letter. Attached to the letter are copies of the "projection sheets" that the salesperson brought into the meeting.

Right about now, general managers are asking one question: "How much time does it take to prepare for the meetings and write the letters?"

Here's your "punch-list" for monthly projection meetings:

- In the sales area, post a sign-up sheet on/around the 18th of the month for meetings between the 22nd and last day of the month. Time slots should be 30 minutes from 8:30-10:30 a.m. Don't hold afternoon meetings.

(THIS TAKES 5 MINUTES.)

- On the 21st, see who's scheduled for the next day's meetings. Get traffic to print each person's most current sales analyzers for month ending and next three months.

(5 MINUTES)

- Create an Excel worksheet that can formulate each person's data for percent-to-goal performance, YTD billing against goal, pacing, etc. **(1 HOUR TO CREATE TEMPLATE; 10 MINUTES PER PERSON TO DO DATA ENTRY.)**

- Print out worksheets to use in the meeting **(1 MINUTE).**

- Have the meeting.

(30-40 MINUTES PER PERSON).

- Write the letter. **(30 MINUTES EACH)**

E-mail me for samples of the letter and worksheet templates.

I route the letters in the afternoon of the same day the meetings took place. They are signed and returned to me, with an extra copy for the owner of the stations. He likes to see that his general manager is this involved with the sales department. When it's all over, I have a signed and dated document for each person, the sales manager and our sales consultant, with a blueprint for sales success for the next 90 days. For you "open-door managers," make sure that everyone knows your door will be closed in the morning hours for one week per month. That leaves you with three weeks to do all that other GM stuff. ☺

Jeff Parke is the general manager for Anaheim Broadcasting (KCAL/KOLA) in Riverside-San Bernardino, CA. He can be reached at 909-793-3554 or jparke@KCALFM.com.



14 TIPS FOR BETTER SALES

By Kristina Hahn

1. Smile! On the phone, the caller can hear it in your voice. When you shake someone's hand, a smile is comforting.
2. Never give a client/buyer a problem without having a solution.
3. Listen! Sometimes it is better not to talk.
4. Investigate the customers' targets. Know their customers.
5. Read the trades! It is important to know what is going on in the radio industry, and you can find great ideas.
6. Be honest even if it means turning away an order. Your credibility means everything and can make or break you.
7. Be accessible to customers.
8. Be timely. Never be late for an appointment; always submit on time.
9. Sell back your efforts to your customers and your management.
10. Give them what they want, and then give them more!
11. Ask questions; never assume.
12. Knowledge is power. Know your market and your agencies.
13. Make the buyer or customer feel that you are on their side...
14. ...then make the station feel that you are on its side.

Kristina Hahn is senior account executive at Christal Radio in New York and is one of this year's Radio Wayne Award finalists.

ANTICIPATE WHAT YOUR CLIENT IS THINKING

When you meet with a client or prospect, what do you think is going on in their mind while you're talking? "Not important," you think? Well, think again.

Good account executives are able to read — with some accuracy — just how receptive (or defensive) a client is just by observing body language. These cues can signal your client's attitude:

Receptive: A prospect who is interested sits with uncrossed arms and legs, leans forward, listens carefully and nods in agreement.

Defensive: A prospect who is resistant to what you're saying sits with his/her arms crossed tightly across the chest with fists clenched, or exhibits bored facial expressions. The defensive client also has minimal eye contact and may have a rigid posture.

Source: Dartnell's Sales Leader, 9/26/03

Understanding The Power Of Stories

My grandmother, Karin Gunhilde Lisabeth Chellberg, came to this country from Sweden on a steamer in 1915 and worked as a domestic nearly all her life. My parents and I lived with her until I was 3, and I called her "Mamma." All my life, when she wasn't stuffing me with kaffe brod and potato pancakes, this feisty little woman would enthrall me for hours with tales of the old country and of me as a little boy.

They weren't carefully crafted stories with suspense-building plots and surprise endings, but she had a technique I'll never forget. She whispered her stories to me. Even if there was no one else in the house, she always made it seem as though she was sharing a secret — her quiet voice would bring us almost nose-to-nose. In these epics, she often made me the hero.

That gift from Mamma is a reminder that we don't need great storytelling skills to make an impact. I'll always remember how special she made me feel. You can do the same for everyone who hears your commercials.

We all love stories, whether they're books, movies, theatre, television, audio books, websites or radio. All cultures have passed down vital information about survival, ethics, morals and beliefs, using oral stories, myths and parables long before the advent of printed words. Why not take advantage of more than 10,000 years of story conditioning, connecting the heart with memory?

Radio programmers know this. News, sports play-by-play and color commentary, talk shows, listener call-ins, religious sermons, radio theatre, wacky morning teams, special-interest features — fishing, hunting, cars, home repair, money management, health, boating, movies, business, self-help, "rockumentaries" — are all stories. Songs are stories put to music.

Such stories move people, teaching and inspiring them to take action, to make changes in their lives. When it comes to making commercials, however, we forget. We try to reach listeners' minds, not their hearts. Ah, but the heart is where they make their buying decisions! Nothing touches the emotions, the heart or the gut like stories. Wouldn't it be smart to use stories in your commercials?

"But I'm not a storyteller," you say. Oh,

really? Every day, you tell stories to your kids, spouse, co-workers, employers and clients. Each of us is always teaching, selling, explaining — with stories. How can you adapt your storytelling skills to radio? Here are some general principles that will give your radio commercials result-getting power.

1. Like a play, your commercial should have conflict, tension and resolution. Characters can have divergent views, differing personalities, underlying agendas; or they can just misunderstand each other.

2. Each character in a radio commercial, even in a monologue, should go through a transition. A skeptic might transform into a believer (at least partially). Another character might start out frustrated and become fulfilled by the end of the commercial. If there's some emotional movement during the commercial, you'll help sustain your audience's interest.

3. Your protagonist should be the listener, or someone he or she can relate to. We all want to know "What's in it for me?"

4. Look for ways to build surprise. The less predictable the plot, the more interesting repeat listening becomes.

5. Include details that give it multiple anchors in listeners' memories. They can then bring it to life in their imaginations more easily when considering purchasing the advertiser's product or service.

6. Consider fear, greed, envy, love, security, happiness, self-esteem. If you make the story emotional, it's more likely to be stored as long-term memory. Logic is a much less effective method of conveying understanding. A story with emotional significance to the lives of the listeners has staying power.

More than the available voices, sound effects, music and technological tools, your ability to tell stories is the greatest skill you have. When in doubt, just be like my Mamma and whisper them (potato pancakes optional). ☺

Jeffrey Hedquist will be presenting "Better Stories, Better Sales" at RAB2004 in Dallas. He can be reached at Hedquist Productions in Fairfield, IA. Call 641-472-6708 or e-mail jeffrey@hedquist.com.



DO THE WORK

By Michael Tate

Last year, I read many industry-based articles aimed at answering the mysteries of selling radio advertising successfully. These "secrets" ranged from client dream-weaving to providing marketing solutions, from a "stop selling your prospects" method to a "leading with a creative commercial" process. All in all, 2003 was a bountiful year for sales theory. Rarely, however, have I come across any information that talked about simply doing the work.

When I meet with salespeople, out of interest I will ask about their productivity levels. I ask how many appointments they commit to every week, and how many calls they make to secure those appointments. Answers generally range from five to 25 appointments per week, but frequently (sadly), I am confronted with the stragging shoulders of radio salespeople who simply don't know — or, worse, don't care.

If you don't know your productivity levels, how can you improve? If you present your station and its benefits only five to seven times per week, why are you resentful when your commission check is low? Do you know how many cold calls it takes for you to make an appointment? Do you know how many calls you need to make a sale? And do you know how many appointments you need to make to secure one sale?

You must do the work. Always do the work. Weave dreams, provide marketing solutions, write clever commercials (the "stop selling" method is not highly recommended), but make sure you do the work.

Productivity is the real key. It's very human to seek an easier, softer method for things that challenge us — particularly selling, because it is tough. Yet, rarely do these quick fixes provide long-term protection from the eventual pain of dealing with the truth. Do the work.

Regardless of the philosophy you hold as your sales process, the truth of selling anything is that productivity is vital to your success. The truth is that some will, some won't — so what? Do the work and the answers (for you) will come.

Michael Tate is president of RadioDCL, a radio sales and management consulting firm based in San Francisco. Call him at 866-723-4680. Used with permission.

Creating The Dreaded Package Pitch

In our imperfect world, the majority of our prospects and clients do not buy annuals, so we are left presenting ideas and packages. All is not lost! Designing a simple, well-constructed package pitch can be an efficient way to keep revenue streaming in with all sizes of clients and prospects.

PowerPoint has become the standard software for putting together professional-looking presentations. PowerPoint allows you to create a more tangible idea, which results in more opportunities for a sale. Here are some of the elements your packages should contain to create more interest and excitement:

YOUR LOGO: If your package is for a specific station, use the top left-hand corner to insert your logo. If you're utilizing more than one station, you can anchor several logos in the top corners or place them along the bottom of your PowerPoint presentation.

GRAPHICS: Having a graphic, as well as your logo, creates a more appealing package, and at a glance reminds your prospect what you are presenting. Let's pitch NASCAR for the upcoming season: Utilizing either the top right-hand corner or one of the bottom corners gives you an available space to place your NASCAR logo, a checkered flag, or a picture of cars racing on the track. Just don't overdo it. Your logo and a graphic or picture illustrating the package is all you need on each page. If you are producing more than a one-page presentation, keep your artwork in the same place on each page for continuity.

HEADLINE AND TEASER: Along the top of your page, type in a simple 2-4 word headline in a 30-point font to let the client know what this package is all about. Example: "NASCAR 2004." The teaser line underneath the headline should be a catchy benefit in an 18- to 24-point font — perhaps "The Fast Track to Increased Sales."

PRIMARY TEXT: Now it is time to provide a few sentences summarizing this package and telling how the client can benefit. If you want to develop more than a one-sheeter, you can list this information in bullet-point form to take up the remainder of the main page. Your text could be as simple as: "The Daytona 500 is around the corner, and now you can associate your business with WXYZ radio and the power

and loyalty of a tuned-in, on-the-go audience for every exciting NASCAR event." If you go with bullet points, an 18- to 20-point font should be fine. If you are creating a one-sheeter, a 12- to 16-point font is all you need for your primary text.

BENEFIT BULLETS: In bullet-point form, it is time to highlight the primary benefits to the client — the meat of your presentation. A 14- to 18-point font should work just fine. Include such information as these NASCAR examples: "America's fastest growing sport," "Immense loyalty from listeners to your product or service," "Four 30-second commercials in every race," "Your name in 20," "Brought to you by...," "Name recognition inside every race," and "15 bonus commercials every week...including drive-times."

PRICE POINT: After you have created your benefit bullet points, it is appealing to center the pricing plan(s) at the bottom of the page, or on its own page if you create a multiple page presentation. A 14- to 16-point font should work well. Example: "Your Investment: Only \$200 per race."

YOUR BOTTOM LINE: Under "pricing," utilize the bottom of the page to reinsert an essential benefit to remind the client why this is a great buy. A bold 18- to 24-point font will get the idea across and finish your presentation on a high note: "148 race commercials, more than 500 bonus commercials, and hundreds of 'brought to you by...' announcements. Get in the race!"

Presenting the dreaded package pitch to a client can create interest, excitement and tangibility if done with a bit of forethought. Creating a package as we have discussed will provide you an effective and professional piece to present in person or via fax, e-mail or online. The key is to keep it clean, highlight your plan's benefits and maintain continuity in all your pieces. A dreaded package is never a bad thing — especially if it results in a sale and a happy client. ☐

Gregg Murray, CRMC/DOS, is a virtual sales manager, and designer of custom presentations, sales department websites, and sales strategies for Radio Architect Consulting. He can be reached at 304-43-RADIO or gmurray@radioarchitect.com.

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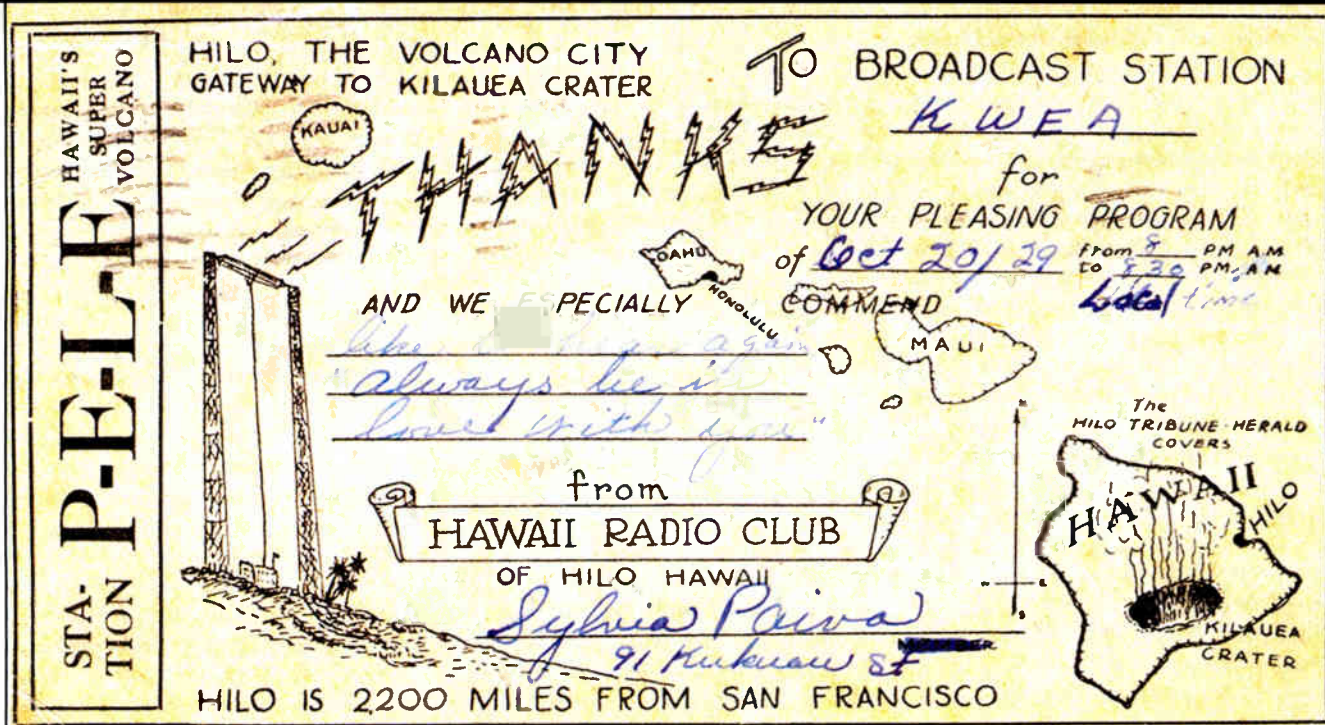
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Blast from the Past



DISTANT GRATITUDE: A card of thanks was received October 20, 1929, by Shreveport radio station KWEA from the Radio Club of Hawaii, operators of station PELE. The Louisiana station, owned by radio pioneer W.K. Henderson and managed by engineer W.E. Antony, often boosted power late at night. The boost, combined with Antony's invention of the first high-gain radio antenna, made possible the reception of this tiny, 100-watt station nearly 4,000 miles away. Photo and caption information courtesy of Joey Kent, Shreveport, LA.

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KS95 in the Twin Cities is looking for an exceptional general manager to run one of the best-known and legendary stations in the country. Are you a strategic and visionary leader? Do you love this business? If you do, contact us, because we love it, too. You will be given the tools you need to win...great personalities, marketing, and no dictates from out of town.

Send résumé and letter to Chris Carlson at ccarlson@hbi.com or Hubbard Radio, Attn: Chris Carlson/Job #1D-04, 3415 University Ave., Minneapolis, MN 55414 Equal Opportunity Employer

SALES MANAGER — KPNT ST. LOUIS

St. Louis' Alternative Rock Powerhouse THE POINT (KPNT) is seeking a new sales leader. Is it you? Do you love Alternative Rock, Howard Stern, finding and motivating great talent, not taking "no" from close-minded agencies, creating NTR, squeezing every penny from your avails, and making money from a powerful station website — all before noon? Do you have a minimum of 3 years of radio sales management experience including, hiring, motivating and coaching sales reps, along with a history of creating a winning sales culture? Then this job is for you. This is a rare opportunity to become a part of Emmis Communications' powerful "Rock Wall" in St. Louis.

Send cover letter and résumé to: Dean H. Mutter, Vice President/Director of Sales, 800 St. Louis Union Station, Suite 100, The Powerhouse, St. Louis, MO 63103

KPNT will also be conducting interviews at the RAB in Dallas, TX. Please submit a cover letter and résumé in confidence to: confidential@radioink.com E.O.E.

GENERAL SALES MANAGER

South Central Communications is adding to the management team of our dominant five-station cluster in Evansville, IN.

- * Do you naturally build trust and relationships with the people you meet?
- * Do you have the natural ability to get others to like you?
- * Are you a highly disciplined individual who always meets and exceeds set goals?
- * Do you have a strong desire to be the best at what you do?

We offer an extremely competitive compensation plan, the best ongoing consulting and training and the opportunity to join a secure private company with a keen sense of customer mission.

Tim Huelsing, VP/MM, South Central Communications, Evansville, IN 47736. E-mail: tim@sccradio.com. Fax: 812-463-7936 Equal Opportunity Employer

Classified Ads:

Up to two issues \$119 p/column inch
3-11 issues \$109 p/column inch
12-18 issues \$99 p/column inch
18+ issues \$79 p/column inch

Per inch (1 of 4 columns) *under contract-column width-1.69" • 4 Color: Add \$125.00 p/issue (no spot color available)

STATION PURCHASE

Perspective owner/operator looking for distressed AM properties, for which current owners will hold paper.

Please submit inquiries to: confidential@radioink.com.

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Greater Media Salutes All The Radio Wayne Nominees.

A tall radio tower is shown against a background of Earth from space. At the top of the tower is a large, glowing radio signal icon. Numerous radio station call signs are listed around the tower, each with a blue lightning bolt graphic pointing towards the tower. The call signs include:

- 950 WPEN
- 92.9 WBOS
- 102.9 WMGK
- 99.5 WKLB
- 94.7 WCSX
- 93.3 WMMR
- 96.9 WTKK
- 95.9 WRAT
- 105.7 WROR
- 1250 WMTB
- 95.7 WMWX
- 100.1 WRZ
- 105.5 WQHA
- 1450 WCTC
- 1170 WWTR
- 101.1 WRIF
- 106.7 WMIX
- 98.3 WNGO
- 105.1 WNGC

GREATER MEDIA, INC.