

PPM: The End Of The (Rad) World As We Know It?

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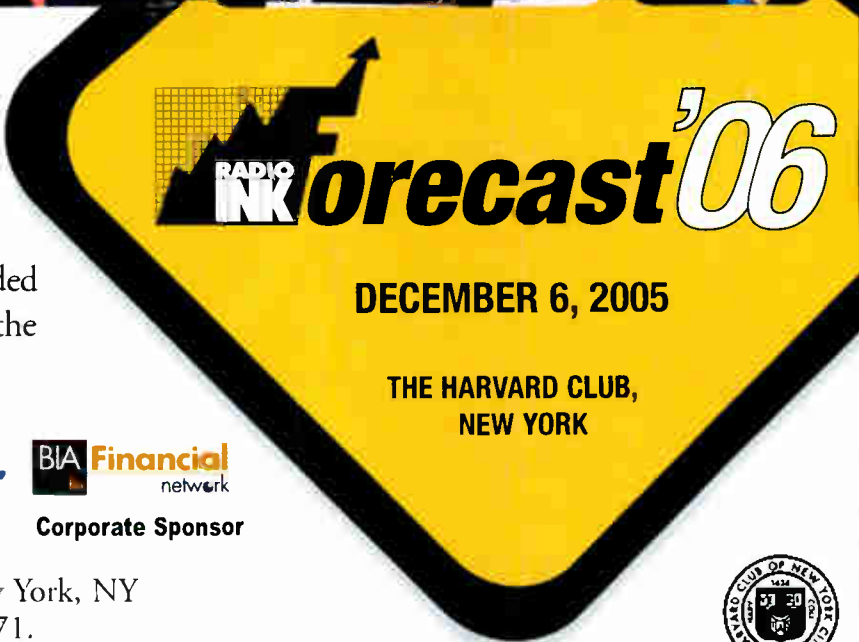
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World Radio History





16 Arbitron PPM President Pierre Bouvard: “It’s Radio’s Turn To Eat At The Adult’s Table”

Pierre Bouvard knows the ratings world inside and out. President of Arbitron's PPM division since January, he has overall responsibility for the introduction of the Portable People Meter in the U.S. Here, he discusses the logistics, benefits, concerns, and ultimate roll-out of the long-awaited PPM.

23 PPM: The End Of The (Radio) World As We Know It

When the current test of the PPM in Houston concludes, Arbitron could begin rolling out the methodology in several major U.S. cities as early as next year. Despite some lingering concerns about the differences in the data produced by diary and electronic methods, many group executives concur that the industry not only is ready for the PPM, but needs it in order to remain competitive in the national marketplace.

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IDEA TICKER

34,926

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

Coming Next Issue:
» Reader's Choice Awards

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AN EXCITING PROPOSITION

In the 1940s and '50s, my grandfather and father were in the refrigeration and meat-slicer business. Their primary customer was the corner grocery store, which had all of its refrigerated items in glass cases. When customers wanted some meat, they told the man behind the counter what they wanted. He pulled it out of the case, sliced it, wrapped it, weighed it, priced it, and handed it to the customer. But almost overnight, the fundamentals of their business changed, and they had to reinvent. One day, people were going to the corner grocery store, and the next day, they were going to the new supermarket. Suddenly, the customer could grab prepackaged meat from an open meat refrigerator. Sales of closed-glass refrigeration cases and meat slicers came to an instant halt.

I'm not sure how much research one could have done to determine that glass meat refrigeration cases would disappear. If a focus group had asked customers if they would prefer self-selection of meats, they probably would have said no — yet, some brilliant entrepreneur followed his gut and revolutionized the grocery business.

Countless hours of my life are spent living outside of reality (just ask my wife!) to try to figure out the future. I spend a significant portion of my time reading everything I can get my hands on — newspapers,

journals, websites, blogs, and books seeking clues into the future of business, media, and radio. I attend as many non-radio conferences as my schedule permits, mostly conferences related to new technology and trends. One thing I have learned is that the most important, life-changing developments usually are not what has been predicted, and most are a result of the convergence of several developments or technological innovations. Maybe radio's future does not lie in the development of the iPod, or of WiMax or satellite radio; maybe it comes with the convergence of the three? My guess is that the killer app for radio convergence is yet to be revealed.

Some say iPods are the future, with Apple projections at 200 million iPods in 10 years. Some say WiMax (wireless) distribution of radio will be our future, now that every city in the U.S. will be wired. Others believe it to be cell phones, telematics, and satellite radios. Recent focus group studies say broadcast radio will remain strong and constant. But, if the radio equivalent of the supermarket comes along, will radio change overnight? You bet.

Radio has amazing power, amazing reach, amazing distribution, and amazing daily listenership. It's hard to fathom that all of that could disappear as fast as people switched from local groceries to supermarkets, or from

bank lines to ATMs. No one in the grocery business believed it was possible either.

This is an exciting time for radio, and a great time to be in this business. I don't look upon these developments as threats, but as opportunity. For the first time in years, radio companies are paying attention to innovation and change. Companies like Apple realize what we've got and want a piece of it. Radio is about to be hotter than ever. We've already got what they want: Radio reaches 94 percent of all consumers every week, and persons age 12 and older spend nearly 20 hours tuned in each week!

When supermarkets emerged, people did not stop eating — they simply changed how they bought their food. Radio serves a great purpose, and people will always listen if it's entertaining, relevant, and salient in their lives. They won't stop listening to radio; they may just get it delivered in a different way and a different flavor. To me, that's an exciting proposition, and a world of opportunity for everyone in this business. ☺

Eric

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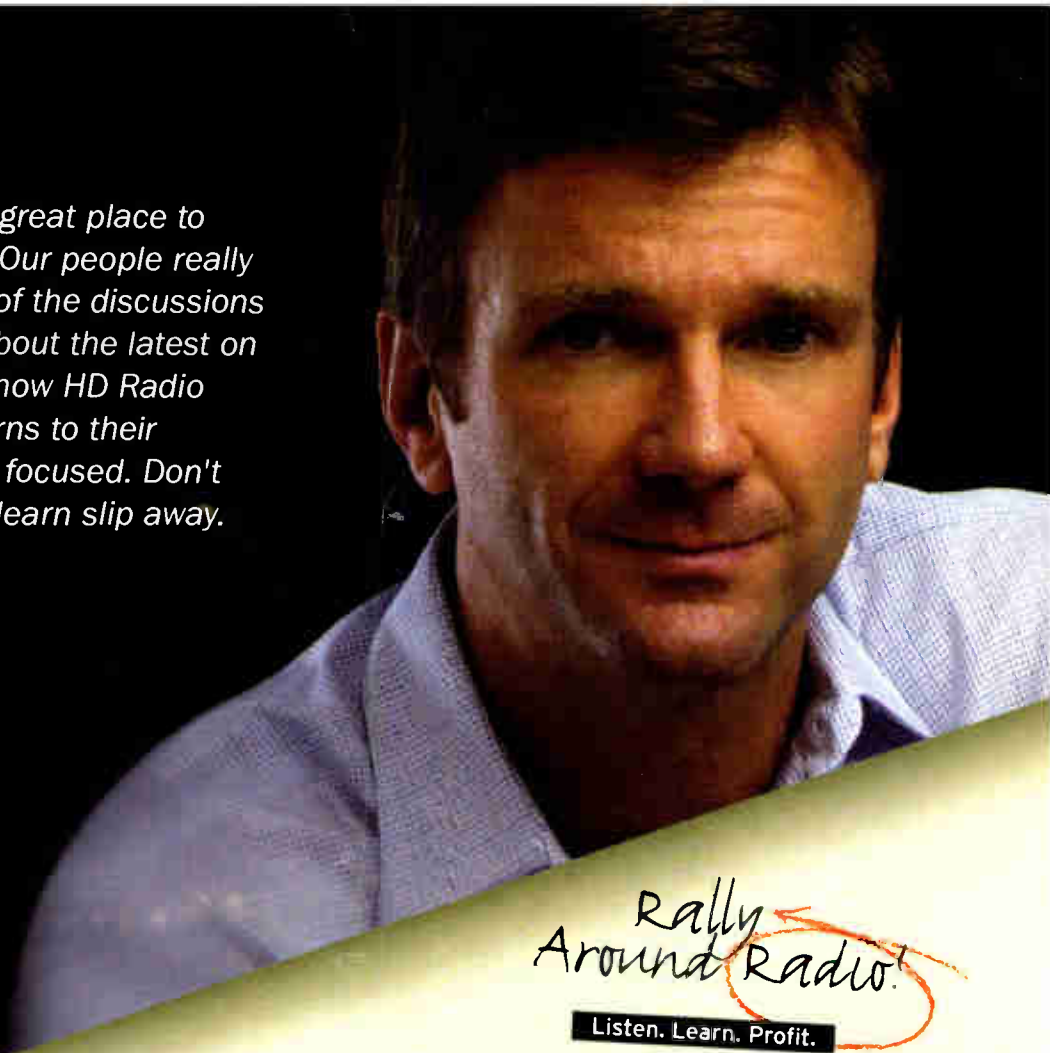
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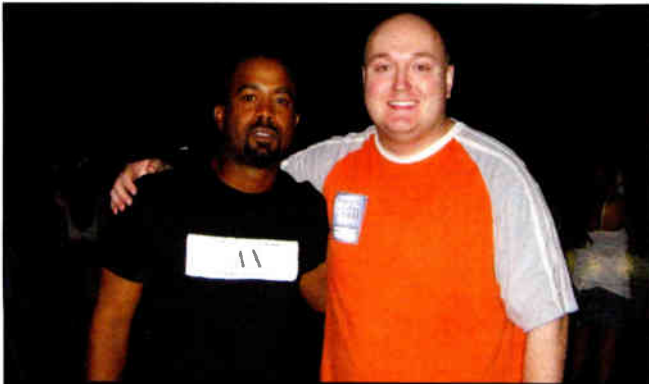
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Darius Rucker (l), lead singer for Vanguard recording group Hootie & The Blowfish, and Jones Radio Networks Hot AC Music Director Chad Blake hang out after Hootie's performance at Pikes Peak International Raceway in Colorado Springs.



ABC News Correspondent Tom Rivers reports from the Live 8 concert in London. ABC News Radio provided team coverage of the Live 8 Concerts in both London and Philadelphia.



Baseball Hall-of-Famer Reggie Jackson (r) shares a laugh with ESPN Radio's Dan Patrick (l) during the 76th Annual Major League Baseball All-Star Weekend in Detroit July 11-12.

80% Of Americans Just Say "No" To Satellite

Roughly four out of five — that's 80 percent — of Americans still have little interest in satellite radio, and the same percentage remain unlikely to subscribe to satellite radio in the future, according to a new **Eastlan** study.

This new data echoes the findings of an Eastlan study in the spring of 2001, in which the same percentage of respondents had no interest in purchasing a new satellite-delivered radio service. In the new study, Eastlan found that 5 percent of those surveyed are currently subscribing to satellite radio, while another 9 percent are likely to subscribe to satellite radio in the future. While these numbers seem small, they represent 14 percent of 200 million U.S. adults — or 28 million potential subscribers. At the current sub rate of \$12 per month, that works out to just over \$4 billion annually for XM and Sirius.

"One-Baggers" Are Prime Retail Ad Targets

Frequent grocery store shoppers — known as "one-bag shoppers" — are an ideal target for retail advertisers using such media as radio, according to a new study released by **BIGresearch** and **Mars Advertising**.

"One-bag shoppers are like smart bombs when it comes to shopping," says Anne Howe, senior vice president of market intelligence at Mars. "Convenient location drives store selection, which is usually a grocery store that is easy to get in and out of. Their mission is to replenish household needs or to buy specific products, their purchases are almost always planned, their moods range from 'tired' to 'hurried' or 'hungry, and' they are usually shopping because someone else asked them. They also limit their movement within the store to just a few departments."

Understanding the needs of the one-bag shopper and providing an environment to assist them in finding what they need quickly offers incremental sales opportunities for manufacturers and retailers, Howe says.

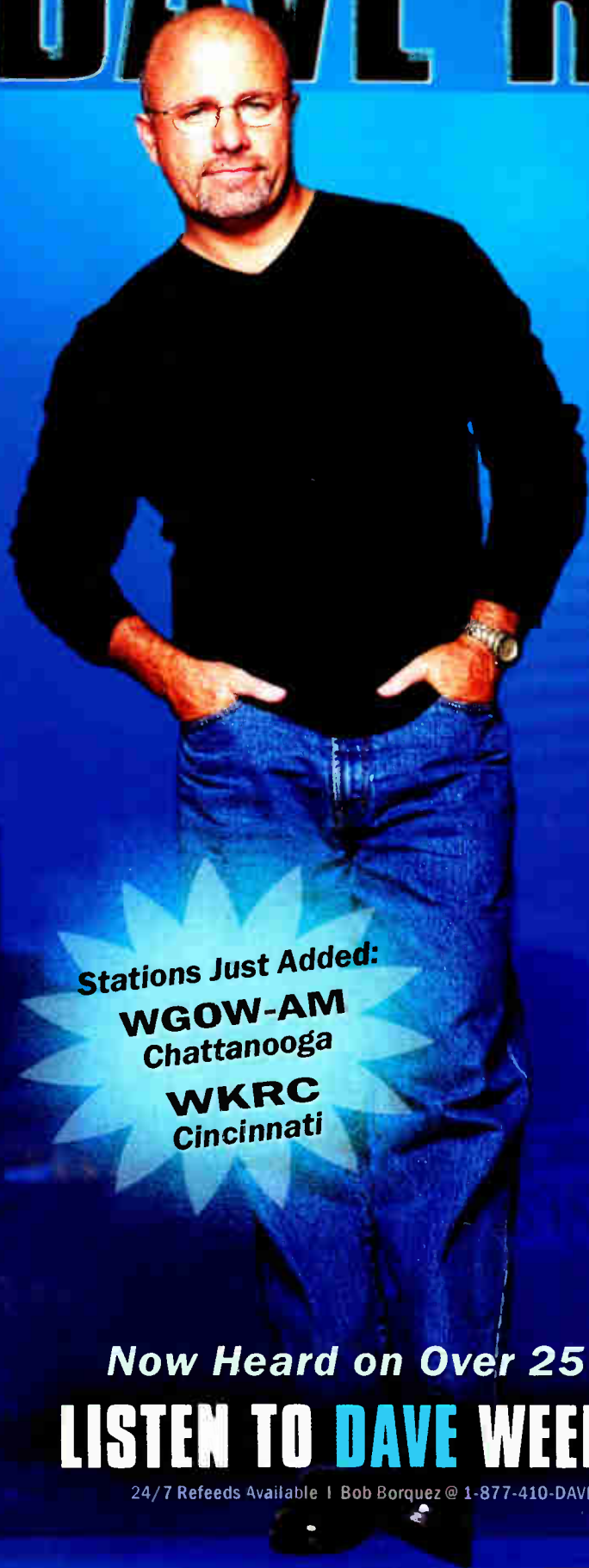
Radio Strong Despite New Media

Despite the awareness of new media options, only three percent of Americans never listen to broadcast radio, according to a study about new media usage conducted by **Paragon Media Strategies**. The survey shows that more than 75 percent of all Americans are aware of satellite radio, MP3 players, and Internet radio, while only about one-third are aware of podcasting.

Also in the survey:

- A majority of Americans have listened to an Internet radio station.
- One-third have created their own personalized CDs.
- One in five Americans owns an MP3 player.
- Fewer than one in 10 subscribes to a satellite radio service.
- Only one percent of Americans currently subscribes to a program that lets them podcast.
- Of those who never listened to Internet radio, about one in four is likely to listen to an Internet station in the next year.
- Seventeen percent of non-subscribers of satellite radio are likely to subscribe in the next year.

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Louisville / WGTK 1.3 > 2.6 Men 25-54*

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» **QUICKREAD** » To sell more radio, you must be able to speak intelligently about more than just radio. » *Advertising is more effective when you have something to say.* » To become a household word, an advertiser must schedule for frequency, reaching the same listener with the same message approximately three times each week, 52 weeks a year. » Do you know your prospective client's market potential in your trade area? Can you name the degree of their current market penetration? » Business can be fun when you tell the truth and work with clients who have courage. Do you?

SELLING LOCAL DIRECT

To sell more radio, you must be able to speak intelligently about more than just radio.

Can you?

Last week, one of my clients achieved an annual sales volume of 42 percent of his market potential. Never before had I seen a business break the 40 percent barrier. It was kind of like seeing someone run a four-minute mile. I knew it was possible in theory, but I never thought I'd actually see it.

Ben was in my office for his annual marketing retreat. After the usual pleasantries, he said, "Traffic is flat, sales are flat, and I'm not happy."

"Ben, you've done everything that can be done. You've trained your staff, created a tantalizing compensation structure for them, advertised relentlessly, added every conceivable product line that might increase your attractiveness to your customer, refined your purchasing methods so that your prices are visibly better, built a fabulous new store for the comfort of your customers, and through it all, not one of your competitors has awakened."

He bristled. "Are you saying that 3 and a half million is all that can be done in my town?"

Looking him calmly in the eyes, I carefully spoke a single word: "Evidently."

I tell you Ben's story to give you a glimpse of the realities of the marketplace. These are the issues that must be discussed with every local-direct advertiser:

1. Impact Quotient. How powerful is your message compared to your competitors? This is the Impact Quotient of your message, whether it's delivered via mass media, face-to-face by your salespeople, or through word-of-mouth by your customers to their friends. How well an ad works is determined largely by what it says. *Advertising is more effective when you have something to say.*

2. Market Size/Ad Budget Ratio. How big is the marketplace relative to your ad budget? The larger the trade area, the more expensive it is to advertise. In a direct-response campaign whose results will be measured on a short time horizon, it is essential that we substitute impact for repetition. In other words, the more urgent and irresistible the offer, the less repetition is required. In these cases, an advertiser should schedule for reach, to hell with frequency. But if you see the wisdom in building a brand, if you're not anxious to play the game of hype and limited-time offers, we must determine what percentage of the trade area you can afford to reach with enough repetition to compensate for the lack of urgency in your offer. To become a household word, an advertiser must schedule for frequency, reaching the same listener with the same message approximately three times each week, 52 weeks a year. (The ad should be changed when the average listener has heard it at least 12 times, but never more than 20.) Will you reach 100 percent of the people and convince them 10 percent of the way? Or will you reach 10 percent of the people and convince them 100 percent of the way?

3. Competitive Environment. Business owner, how good are you at what you do? More important, how good are your competitors

and how many are there? Each of them will retain some customers regardless of what you do. Whether you like it or not, your offer is being compared to the offers made by your competitors.

4. Market Potential. What is the potential of your trade area? The total dollars spent in your product category is not a number you're likely to change. The question is, what percentage of that total will be yours?

Account Execs: Do you know your prospective client's market potential in your trade area? Can you name the degree of their current market penetration? Is your source of information more credible than RAB Instant Backgrounds?

Until a branding client achieves 4 to 6 percent of their market potential, they usually lack the financial steam to sustain a serious move on the marketplace. But when they've accumulated sufficient cash and courage, the ride to 25 percent is woolly and wonderful. Growing from 25 to 33 percent is much harder than the jump from 5 to 25. And creeping from 33 to 40 happens only when you're blessed with very weak competitors.

Ben's total trade area contains 125,000 people. Statistically, they'll spend 67 dollars per person/per year in his product category. This gives Ben a market potential of 8,375,000 dollars. Growing from 0.5 million to 2.1 million was fun and easy. Growing from 2.1 to 3.5 required Ben to stretch his comfort zone far beyond what most business owners would have been willing to consider. No stone has been left unturned in the 7 years we've been working together. Here's how the conversation ended:

"Ben, the way I see it, you've got four choices:

1. Fire us and hire an ad firm that will tell you what you want to hear.
2. Start a new business in an unrelated category in your town.
3. Launch your existing category in another town.
4. Shut up and be happy with what you've accomplished."

I knew that Ben would never do number 4. I figured he'd go for number 2, or possibly even number 1. To my surprise, he immediately picked number 3. "Roy," he said, "You may not remember it, but you told me three years ago when I built the new store that I needed to think about what I was going to do next. You said building that store was the final thing I might do to improve volume in my town. It looks like you were right."

We spent the rest of that day evaluating towns for an excited Ben to visit in four different states. He's on the road picking one now, and then we'll start climbing again.

Business can be fun when you tell the truth and work with clients who have courage.

Do you?

If not, why don't you go find some? It's called prospecting, and very few radio folk are willing to do it. ☒

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



Radio's ROI Outguns TV By 49%

Because I'm passionate about radio, I'm offended when advertisers, media planners, and buyers say or imply that radio is little more than a secondary or support medium. Many of the world's best-loved brands have been built not by television, press, magazines, or Internet, but by a powerful primary medium known as radio.

History is strewn with people who've won the lottery, then squandered their multi-million-dollar winnings on poor strategic acquisitions: cars worth hundreds of thousands, lavish mansions, holiday houses in beachside resorts — all capped off with little or no fiscal wisdom, lack of planning, and poor financial advice.

The analogy here is that those companies whose fortunes (and brands) have been built by radio, thereby winning the "mind-shelf lottery," have then decided to play Russian roulette with another, more seductive medium, abandoning radio as their primary advertising vehicle (the very medium that built those brands and made them household names to begin with). I scratch my head in bewilderment every time.

Radio has done a lousy job throughout the years selling our medium as a primary marketing and advertising vehicle. There's no better example than "The Department Store Challenge" back in the early 1960s, which powerfully demonstrated radio's ability to deliver far superior ROI than newspaper. Radio won both "challenges" irrefutably by outperforming newspaper's ROI, first by an embarrassing 58 percent and then by a humiliating 118.6 percent.

There's been no rematch because nobody outside radio has had the guts to have their revenue stream challenged by a medium that boasts fantastic cost efficiency and extraordinarily low production costs, but represents little opportunity for the advertising industry's middle men to squeeze high-level mark-up out of recommending radio as a primary advertising medium.

We all know one of the driving reasons that radio has been pushed to the background and touted by agencies as merely a support medium: Radio not only delivers enormous cost efficiency, but its production costs are almost nil. Anyone who's been in this business for any length of time knows radio would command a far greater share of the national ad dollar if our production costs were sky high and agencies could mark up production of a spot to a higher level of profitability. The margin for canned pop music under a voice is next to nothing.

The Radio Ad Effectiveness Lab has just released its third major study in the past 12 months — the largest yet. The study, *Radio's ROI Advantage*, confirms that radio's return on investment is 49 percent higher than that delivered by television.

RAEL's partner was Millward Brown and Information Resources, Inc. The research was conducted by an independent organization to protect the project's integrity, and was even

benchmarked by the participating advertisers' own internal estimates of TV's ROI as assurance that the research is viewed as reasonable and unbiased. This eliminated the opportunity to level the criticism that the radio industry conducted its own research and to ignore the results due to lack of credibility. The Radio Ad Effectiveness Lab went to painstaking lengths to assure the integrity of the research.

There were four pairs of radio and television campaigns:

- ✓ Grocery (Food)
- ✓ Grocery (Non-food)
- ✓ Two over-the-counter drug products

Additionally, four test cells were created:

- ✓ No TV or incremental radio
- ✓ Incremental radio only
- ✓ National TV only
- ✓ A combination of national TV and incremental radio

After six months, the key findings were:

- ✓ Radio functions as a primary advertising medium
- ✓ Radio moves product delivering meaningful profit for each dollar of advertising
- ✓ Radio consistently and significantly increased product sales
- ✓ Radio ads increase sales even when national television is present
- ✓ Radio was just as potent as a stand-alone medium as it was in the presence of 50-100 TRPs (Target Audience Rating Points) of national TV
- ✓ Radio's effects are measurable
- ✓ Radio's ROI was 49 percent higher than television's

What made these results even more striking was that all the TV spots were favorably pretested, while not one of the radio spots enjoyed any advance testing. Imagine how much more favorable the results may have been with pretested radio commercials. The parallel here is that "The Department Store Challenge" done in the early '60s produced a similar result as in its first test. Radio then fine-tuned the components of the challenge for the second test in 1961, and the results skyrocketed. Note how similar this first radio vs. TV result was when compared with the radio vs. newspaper: 49 percent and 58 percent, respectively. One can only speculate that with pretested radio spots, we may have outgunned TV by more than 100 percent. ☛

Robert Reid is president of Strategic Media Sales. He can be reached at 616-821-4375 or strategicmedia@msn.com.

The Business Of HD Radio

WRAL-FM Splits HD Signal In Raleigh

When WRAL-FM Raleigh began broadcasting in HD Radio in December 2002, it was one of only a handful of commercial stations in the U.S. to do so. Never mind that receivers were not yet available so listeners could hear the digital signal, or that only a few consumers even had an idea what high-definition radio was all about. It was the principle of the thing, as it was in late June of this year, when the station became just the second commercial facility in the U.S. to multicast a second digital audio channel.



“WRAL-HD2 gives us the opportunity to offer another great choice to radio listeners and expands our commitment to localism,” Ardie Gregory, the station’s manager/vice president and general manager of Capitol Broadcasting Company’s radio division, said at the time. “This new technology allows us to split one digital signal into two, enabling us to broadcast two stations rather than one.” (It should be noted that Capitol’s WRAL-TV5 was the first commercial television station in the country to broadcast a high-definition television signal.)

While Infinity Broadcasting’s WUSN-FM in Chicago well may be the first commercial U.S. radio station to split its HD channel, WRAL-FM had the same goal — only to miss out by a few days. “We jumped on it immediately, but Infinity beat us to becoming the first commercial multicasting station in the country,” says Gregory. Nonetheless, WRAL-FM’s implementation of second-channel multicasting further validates that conversion to HD not only offers alternative programming opportunities, but shows that a few forward-thinking broadcasters aren’t waiting for the major radio receiver and car manufacturers to take the lead on showing what HD can — and does — mean to the radio industry.

Radio Ink recently met with Gregory to discuss the process of putting WRAH-FM HD 2 on the air in the Raleigh market.

INK: You began broadcasting in HD Radio in late 2002, at a time when no receivers were available to pick it up. What was the reasoning behind this?

AG: There are limited receivers, but we used “now broadcasting in high-definition radio” as part of our top-of-the-hour ID several times in each daypart. We did that not to confuse the listeners, but to let them know there was new technology available, and to familiarize them with the term “high definition.” TV stations here broadcast a lot of programming in high definition, and also use the term in much of their self-promotion. We believe that using the term prepares the listener for the fact that this technology is out there, and will become available to them.

Were they frustrated that they couldn’t hear the signal?

When we first implemented HD, we demonstrated it to the market. iBiquity came in with a receiver, and we set up a display at a car show in February 2003. We gave people the opportunity to listen to the analog signal, then put on headphones and listen to the digital signal. We got some interest, but I’m sure some people hear our promo and think they’re listening in high definition, while others recognize that those radios are not available to the masses yet.

When did you make the decision to turn on a second, multicast HD station?

As soon as we found out we could broadcast a second channel, we decided to do it. Our engineers were at the NAB in Las Vegas, where a station was multicasting, and they had the ability to hear the additional channel. We jumped on it imme-

"I Saved Rick Buckley So Much Money, I Got a Promotion."

WOR



Tom Ray
Vice President
Corporate Director of Engineering
Buckley Broadcasting/WOR Radio

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"I had a challenge at WOR New York. The new studios had to handle the advanced operations of a major, full-service station, as well as a complete network operation. Owner Rick Buckley wanted WOR to look high-tech, be high-tech and do everything we needed to do without customization or compromise."

"Oh, and he told me to bring it in at 50% under what I had originally budgeted."

"I turned to Axia and I'm happy to say that they lived up to Rick's high expectations and my technical demands. Axia delivered everything we wanted and met our budget constraints."



"There was only one problem. Our competition saw the WOR Axia installation and they were drooling all over... I had to mop up after them."

"And my boss liked the Axia decision so much, I got a promotion."

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diately, but Infinity beat us to becoming the first commercial multicasting station in the country. I guess we were a little slow on the uptake. We didn't know there was going to be a shortage of the equipment, and how heavily involved National Public Radio has been. As soon as we could, we applied for the experimental license and got all the equipment we needed. When the license was granted, we were ready to flip the switch.



The FCC isn't known for its speedy process. How long did it take for the license to come through?

Actually, the license took less than two weeks. The Commission is excited about this new technology, and is encouraging stations to embrace and experiment with it.

What new equipment did you need in order to get the new signal on the air?

We had to get an importer, and we had to set up a second computer so we could get the music downloaded into the second AudioVault. All the music is downloaded into it digitally, and we use the Selector system to schedule it. Essentially, we set up a mini-version of our FM.

What business model do you have in mind for HD2?

Under the terms of the licensing agreement, we're not allowed to generate any revenue for the first 12 months. The experimental license is for one year, and then the FCC will reevaluate. So, in the immediate future, there is no opportunity for revenue, but there certainly is the opportunity to extend the brand of our big FM station.

Still, no one can remain experimental for long. You must have plans to "monetize" the station sooner or later.

We believe we can begin a marketing campaign with one or more high-end audio retailers in the market, to gain exposure and establish a partnership to get desktop receivers into the market. We're not going to wait a year for that. We see an opportunity to get something going, rather than waiting for the car manufacturers to figure out when they will put these in automobiles. That's on the way, but we're in position to become more involved in the process of getting these radios into the hands of the public.

How did you select the format for the new channel?

WRAL-FM is Adult Contemporary, and we wanted to take

this opportunity to expose new music at the national and local levels. Our program director and music director have been extremely busy building this radio station; we still tweak the music daily, add additional music, maybe take something out that has already become a little more mainstream on the Top 40 in town. It was a commitment from our engineering and programming people, even

though we all knew nobody was able to hear it unless they have access to the Internet, because we simultaneously streamed it as we put it over the airwaves. There is a lot of pride in being the first in North Carolina and the second in the country to say we're multicasting, and have this tool to expose new music to the consumer. I didn't have to twist anybody's arm to jump into this.

Are listeners able to communicate with the station and its staff, or is it a one-way street right now?

At this point, it is not an interactive experience, but that may be something we can grow into. Because of the limitations of the licensing agreement, we have elected to run music imaging and station IDs using typical sweepers and promos, and then we fill in some of the spaces with in-house promotion. We're a large company with several different divisions, so we've allowed each one of the divisions to create promotions for themselves. It's not a heavy commercial load or heavy station identity, although we work with a very creative group of people who put some sweepers and promos on the air that don't sound like anything on your typical radio station. It's very streamlined, which makes it easy for our programming department to run these two stations side-by-side.

Occasionally Radio Ink hears from managers and programmers who think HD Radio is over-hyped and nothing more than AM Stereo. What would you say to them?

If they're not excited about it, they'll be left behind, because the consumers are very excited about new technology. As an industry, we've seen a real attrition with 18-24-year-old listeners, particularly males, who are not enamored with our business anymore because we've become stale and homogenized. This is an opportunity for us to expand our industry and expand what we offer to the consumer. If we don't offer this to the consumer, someone else will. So, I would tell them they need to wake up and smell the coffee, and get into this. ☺

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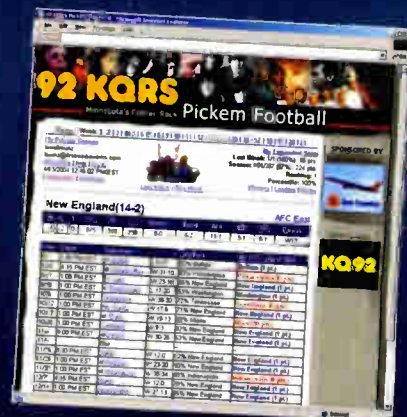
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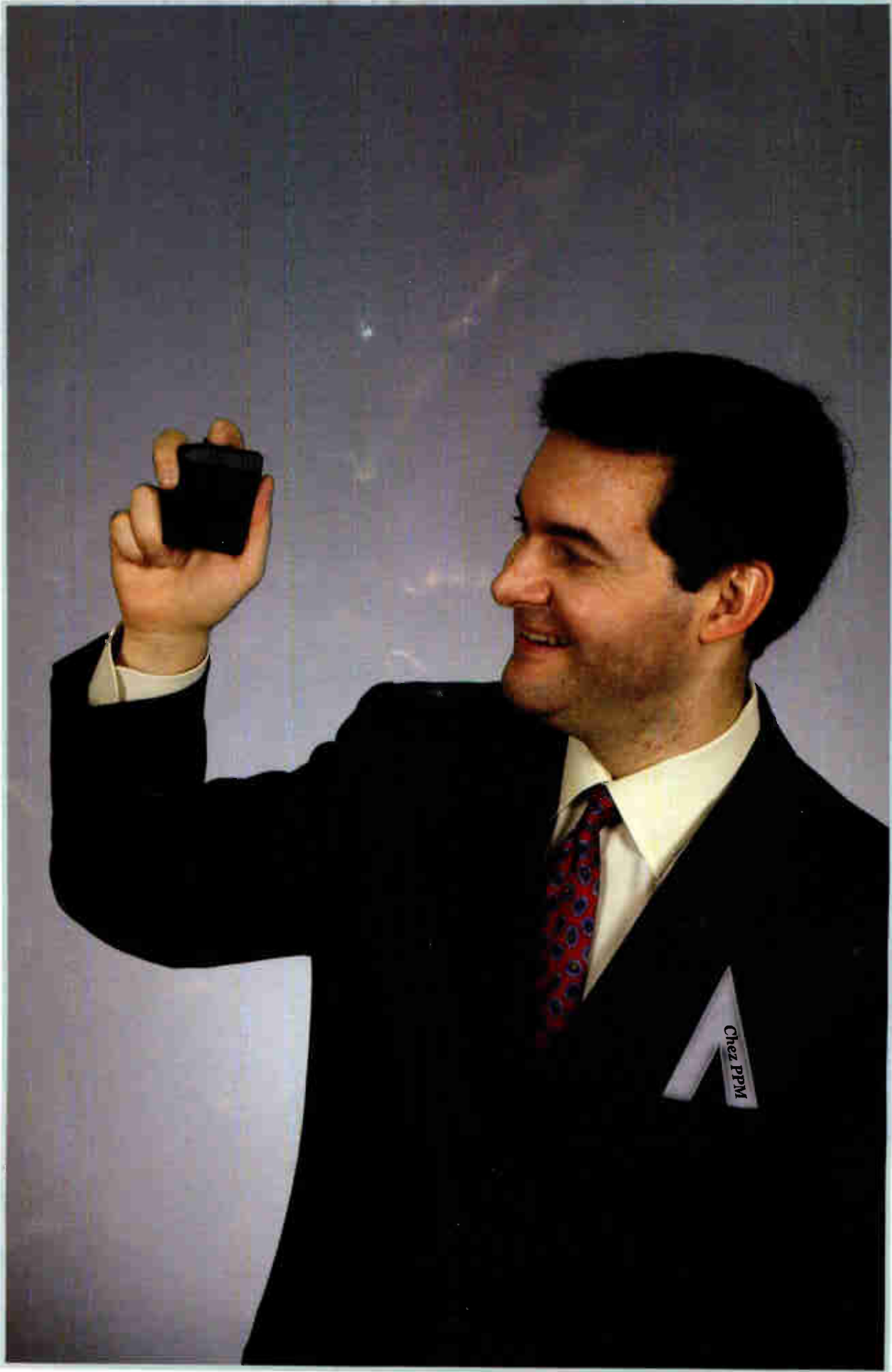
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Chez PPM

Arbitron PPM President Pierre Bouvard: “It’s Radio’s Turn To Eat At The Adult’s Table”

By Reed Bunzel, Editor-in-Chief

For most of the 30-plus years that Arbitron has used a diary methodology to track radio listenership, many in the industry have had issues with the accuracy of the reports — and the process. Sample size and response fluctuations have led to ratings wobble, certain demo and ethnic groups have been over- and under-represented, reported listening was exaggerated in certain dayparts, and a good deal of cumulative listening was not reported at all. Still, in an imperfect world where measuring out-of-home radio listenership is critical, the diary arguably was, for all its faults, the best thing going (AccuRatings and Birch Ratings notwithstanding).

Enter the Portable People Meter. In the late 1980s and early '90s, radio broadcasters urged Arbitron to look into the practicality of implementing a new, electronic measurement tool that would obviate the need for the diary altogether. The theory was that survey participants would carry a portable device that automatically detected radio signals and transmit that data back to Arbitron's central processing computers. No more listenership estimates, no more pencils and paper, no more issues over whether a station's quarterly ratings reflected actual radio audience. This new device would deliver a clear picture of actual marketplace media consumption, and advertisers — increasingly focused on accountability and return on investment — finally would have data they could trust.

Now, some 15 years later, the radio industry is still waiting for the roll-out of the system known as the Portable People Meter. Why such a long delay? Well, for all practical purposes, it's a case of "the devil you know vs. the devil you don't." Radio executives, managers, programmers, and salespeople have lived with the diary for their entire careers, and consolidation was built on the backs of "sticks" with quantifiable ratings and revenues. Early PPM tests showed some inconsistencies with the diary-fed quarterly reports, and suddenly the industry was faced with a grim reality: What if, all this time, the numbers that were our life's blood were just a little bit skewed?

Since the results of the first U.S. PPM tests were released in 2001, many radio folks have come to grips with the differences that this new methodology might impose. Still, before adopting a new methodology that could significantly alter net revenues and cash flow, the industry collectively asked Arbitron to conduct one more market test, this time in Houston. The ratings giant agreed — with the caveat that, once this test was concluded, it was time for radio to move past the trials and get with the program.

That's where Pierre Bouvard comes in. Named president of Arbitron's PPM division in early January, he has overall responsibility for the introduction of the measurement system in the U.S. Affable and confident, Bouvard is a good choice for the task: He knows the product, he's a long-time Arbitron veteran, and he knows the ratings world inside and out. He's also well versed in the industry's lingering concerns about the "unknown devil," and clearly took on this new role to bring the hold-outs into the fold.

About The Portable People Meter

For the uninitiated, Arbitron's Portable People Meter is an electronic measurement device that tracks what consumers listen to on the radio and watch on broadcast, cable, and satellite TV. It works by detecting identification codes embedded in the audio portion of any transmission. Because the device is portable, it can capture and report the media exposure wherever the consumer happens to be.

Already tested in Wilmington, Philadelphia, and several locations in the UK, the PPM is the subject of a new Arbitron test in Houston. The goals of this test are to:

- ✓ Assess the performance of enhancements to the PPM technology, including new in-home and out-of-home tracking capabilities;
- ✓ Demonstrate the effectiveness of new sampling and recruiting techniques;
- ✓ Provide insights into how Hispanic and black persons participate in PPM media panels; and
- ✓ Demonstrate the benefits of panel research.

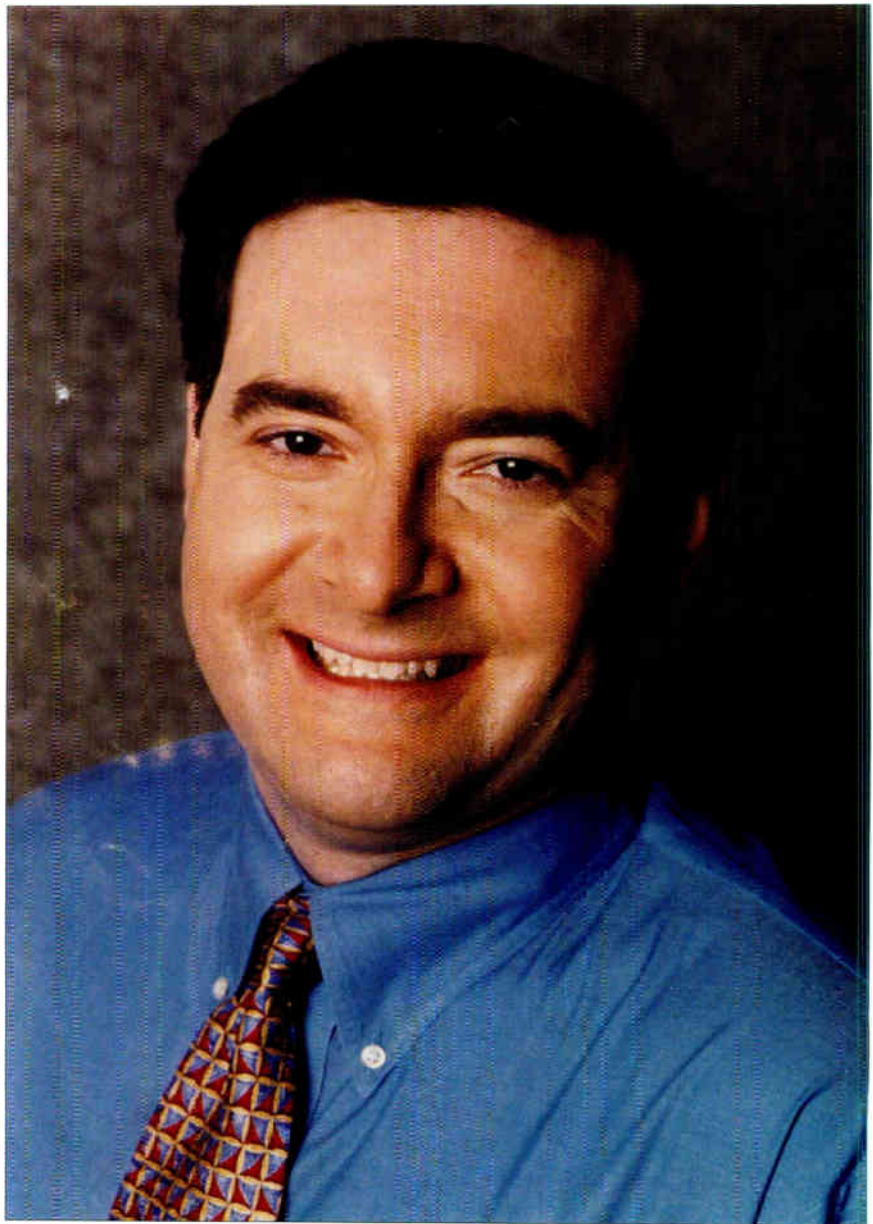
Prior to his current position, Bouvard was vice president and general manager for Arbitron's Worldwide Media Information Services. In this role, he was responsible for all sales and marketing for domestic radio station services, as well as for all sales and marketing for those same services internationally. Throughout the years, Bouvard has served Arbitron in various sales and management capacities in Chicago, San Francisco, New York, and Dallas; he left Arbitron for a six-year period, during which he was executive vice president of Coleman Research, one of the premier strategic consulting firms for radio stations.

Bouvard is co-author of *Radio Advertising's Missing Ingredient: The Optimum Effective Scheduling System*, and created Arbitron's series of industry studies covering radio, outdoor, airport advertising, Internet broadcasting, and cinema advertising. A graduate of Northwestern University, Bouvard holds a bachelor's degree in radio, television, and film, and is a graduate of the Advanced Management program at The Wharton School.

Radio Ink saw the start of the Houston test last month as a good opportunity to speak with Bouvard about the logistics, benefits, concerns, and ultimate roll-out of the long-awaited PPM.

The Portable People Meter has been tested and retested in several forms in several markets in the past few years. What are you expecting from the Houston test that confirms or refutes the results of earlier trials?

The radio industry, through the Arbitron Advisory Council, asked us to do a test in another major market that would have a large proportion of Hispanics and Spanish speakers. The key question was whether we could recruit a good Hispanic sample and have a good proportion of those that are English-primary Hispanics and Spanish-primary Hispanics. We don't anticipate any surprises, because the electronic radio measurement tests — which we've done in Philly and Wilmington and Manchester and London and Quebec — all show very similar findings. The panel went live July 1; we hit our 2100 sample target on time and on schedule.



How long does a typical panel of participants run?

On average, folks are in the panel six months to a year. That's the whole beauty of a panel: Compared to the diary, the PPM panel has five times the weekly sample. That's why the data is so stable and reliable, and has so much less bounce. Also, every month we freshen the sample by around 5 percent.

Five percent of the panel rolls off and 5 percent rolls on?

Yes, so by the end of the year, 60-80 percent of the panel is fresh.

There's been some criticism that the PPM panel is smaller than the diary panel. Can you address this issue?

Right now, in a typical radio market with 3,000 diaries in the book, we have a sample of 1,000 diaries a month. That breaks down to 250 a week. In the diary, when you start cutting down the time period, your sample size gets reduced dramatically. That's why we have long survey periods — because we're waiting to collect enough diaries for a reliable sample. With the PPM, for that same market, the panel size would be 1300-1400, and it's the same number whether it was yesterday, last week, or last month.

How often will PPM reports be issued?

The new book will be for one month. The major issue advertisers have with radio today is that the audience data takes too long to publish. If I spend \$10

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Will overnight trends be available?

You will not see it for buying and selling radio, but as a programmer you will most likely use it as an informational tool. Agencies have said to us, "Radio is made up of formats, so the profile and the size of the audience is very consistent week to week, day to day. There is no need for me to buy and sell radio based on overnights, because you don't have the *American Idol* finale." Agencies have overnight ratings in local TV markets, but they're not buying based on overnights. Buyers and sellers will be using the monthly data.

Have most radio broadcasters reconciled the fact that their numbers under the diary will be different than their numbers measured by PPM?

We have done so many tests that the smart people in radio know there are no surprises. For a long time, the smart people in radio have known that their cume audience is really twice as big as Arbitron reports. Smart programmers talk about phantom cume, a number that's usually 50 percent more than what people write in the diary. And they were right. PPM shows the average station doubles its cume. PPM also shows higher listening in middays, afternoons, nights, and weekends. No surprise. The big stations are still the big stations and the medium stations

are the medium stations. You don't have significant rank jumps.

Still, there has been criticism that PPM will miss certain listening, at certain times of the day — such as morning drive.

Electronic measurement is simply a more accurate reflection of how people really listen to radio stations, rather than how people write stuff down. The fact is, PPM doesn't miss morning drive; it shows that people are overestimating morning listening in the diary. In one study, we called back diary keepers. We held their diary in our hands and said, "I saw that last Wednesday you listened to radio from this time to this time. During this period, how much of the time could you actually hear the radio?" Depending on the person, the answer was 50 to 75 percent of the time — and this was only in morning drive.

So this research suggests that the diary exaggerates some radio listening?

What it's saying is that in the morning, because people are moving around, they're approximating in the diary what they're really listening to. The PPM, however, is picking up how people actually get exposed to radio. Therefore, PPM does not have the exaggeration of morning drive as measured in the diary, but you have higher middays, afternoons, nights, and weekends.

If the cume, average quarter hour, and time spent listening numbers will be different, are radio stations and agencies prepared to price their time accordingly?

We'll definitely see a one-time change in cost per points. In Canada, when our partner BBM implemented PPM, they provided a kind of grid to the agencies to show what PPM was under the old system, and what it would be under the new system. The agencies found this very helpful.

Won't this play up the fact that they've been over- or under-paying for radio for decades?

They're used to it. For 30 years, they've been transitioning TV markets, first to set meters and now to local people meters. This is no big deal for them. The good news is that radio is not the guinea pig on transitioning to electronic measurement.

With such noticeable differences between diary and PPM methodology, why don't advertisers and agencies take greater issue with today's ratings information?

They do. When you take a big step back, the big issue is accountability. Pick up any advertising industry trade publication and all you see are articles on return on investment and accountability. People want to know whether they can trust the credibility of the audience measurement. They will only spend money in media where they think they have credible audience measurement. In 2004, all advertising was up 10 percent; 16 measured media were up while two were flat or down. Those two were network radio and national spot radio. I think everyone recognizes that whether morning drive was up or down is immaterial; radio needs a more secure place in the media plan. We need to improve radio's accountability, and part of that is improving the perceived credibility of the audience measurement.

Can measurement credibility be directly linked to accountability?

Radio needs to get a bigger share of the regional and national ad budgets. If you talk about accountability and ROI, locally radio hits it out of the park. Why? Because the car dealer can actually see the customers come in. The furniture store owner can see the dinette sets going out the door. But, the further you get from the radio station, the lower radio's share of advertising gets. Radio as an industry gets around 25 percent of local ad revenue, but if you start driving out of town, that share drops to 2 percent of national advertisers. That's really where the business proposition is: Does radio want to grow national? Does radio want to get Procter & Gamble money? Does radio want to keep automotive national money?

What degree of cooperation have you received from the radio industry and other media when testing the PPM?

Broadcasters have been talking to us for 20 years about the weaknesses of the diary and the need to move on. In Houston, we have 91 percent of viable local media encoding their signals for this test. We have 16 out of 16 TV stations, 47 cable networks out of 47, and most of the



radio broadcast groups. We see a very strong mandate to move forward, not only from radio but also from TV and cable. The radio industry has said, "Let's get on with the show." [Clear Channel Radio CEO] John Hogan recently urged radio to embrace electronic measurement, saying we must be more accountable to the advertisers. Broadcasters are recognizing that to grow radio's share, we need to improve audience measurement credibility.

With PPM measurement, will station marketers have to rethink how and where internal promotion dollars are allocated?

There definitely will be some paradigm shifts. Radio will still need to market and promote itself. Awareness creates listenership. If a consumer doesn't understand what a station does for a living, or what it stands for, most likely that person won't give it a lot of "behavior." Just because supermarket scanners electronically measure actual consumption doesn't mean that P&G stopped advertising and promoting. Stations still will have to brand, they will have to stand for something, they will have to be understandable, and they will have to be entertaining.

Where would you expect to see some changes, at least initially?

Some huge benefits will come to radio instantly with PPM, like the speed of data. Going from a 5-month turnaround to a 10-day turnaround will be huge. There's a whole series of accountability and ROI issues that will improve. Radio will be able to say, "We drive retail traffic," and then prove it. In Houston, right now we're encoding Gap, Best Buy, Gallery Furniture, and Old Navy, so you can see how many of your listeners went to one of those stores over a month or two. That's pure ROI — and that's very exciting for radio.

Will PPM affect the way programming and commercial breaks are scheduled?

If you look at thousands of diaries, you'll see that most people say they start listening to the radio at the top or the bottom of the hour. That's just how people fill out a diary. But how do people really listen to radio stations? They start and stop listening all around the clock. Programmers look at those diaries and say, "If people start listening at the top and the bottom, I'm going to shove all my commercials into quarter-hour two and quarter-hour four." With PPM,

those commercials can be liberated, because the reality is people start and stop listening all over the place. Most likely, you will see more stop sets of shorter duration rather than huge stop sets hidden away in quarter-hour two and four. By creating more stop sets of shorter duration, it's better for listeners, because you can track them minute by minute and see that they hang in there. It's much better for advertisers, because they can be in a stop set of three or four units, as opposed to eight or nine units.

How might almost-instantaneous results change the way contests and promotions are conducted?

The way PPM will affect promotions will blow people away. Right now, when radio people give away concert tickets, they don't think twice about it. If you pull the Maximiser run and look at the week or the day of a contest to see if it had any impact, it's hard to tell. The audience numbers bounce all over the place. But with PPM, you can see the impact of those promotions. In Philadelphia, when WMMR was giving away Stones tickets, you saw huge spikes on those dates. We've never been able to track that before. If I'm the sales manager, and I know that the audience doubles when we're giving away concert tickets, my rates also will double. All in all, it will give the promotion folks much better understanding of what works and what doesn't.

What assurances do you have that respondents will actually carry the PPM with them to work, to dinner, to the beach, to the mall?

The beauty of PPM is that it is the only measurement service in the world where you know, minute-by-minute, whether people are doing what they're supposed to be doing. How do you know someone filled out the diary yesterday? You don't. But the PPM has a motion detector, so we know whether they were carrying the device or not. The current data shows that the average carry time is 15-16 hours these days, and this is very consistent across key demo and ethnic groups. We know that Hispanics, blacks, and others comply at about the same level. Another advantage of PPM is that non-compliance doesn't depress the ratings. If someone doesn't fill out a diary page,

there's a blank page that doesn't contribute a lot even though we do ascribe some data to the ratings. If someone didn't carry the PPM, that day we don't count them. It isn't zero listening; it's just that there's no participation that day.

Do you think people will wear a pager-like device when they're already carrying cell phones and iPods?

When we're getting 15-16 hours a day of compliance, we don't see any issues with the look and feel of the device. Some people have said we should make it look like a cell phone, or make it part of a cell phone. The fact is that people don't have their cell phones strapped to them when they're in bed at night. It's easy to say "make it like an iPod," but right now, we are getting spectacular participation rates, by all age and race groups.

Still, response rates for all market research are declining. How is Arbitron dealing with this problem?

In the PPM world, the term for response rate is sample performance index: SPI. In Houston, the household SPI — meaning whether we got data back from someone in the participating household — is around 46 percent, while the persons SPI is around 29 percent. We're very happy with those numbers. On the other hand, the hard part in trying to maintain response rate in a one-week diary methodology is the week comes and goes very quickly. You're in or you're out, you filled it in or you didn't, and our impact on that person is over. If I have you in a panel, I can work you. I can call you, I can give you points, I can whisper in your ear. You're in my panel, so we have more of an opportunity to impact response rate and try things than we do in a quick, in-and-out diary methodology.

Close to 10 percent of all U.S. households are cell phone-only. Are you having difficulty reaching these people?

The great thing about our current execution is that all households are participating, and the latest number I saw was 12-13 percent of the panel is a no-land-line-phone household.

What steps have you taken to evolve the technology from when PPM first was introduced?

We've been modifying this every year. Believe it or not, in Houston we are on generation 10. The PPM of 10 years ago has been significantly enhanced and modified 10 times. Still, there's a myth in radio that PPM is old technology. That's nonsense. I can show you our patent room where you literally can see, year-by-year, all the new functionality and new technology that has gone into PPM — and we don't intend to stop.

How does PPM work with HD Radio — both the main channel and secondary multicast channels?

We've tested it, and it works spectacularly. U.S. radio is expanding its distribution; no longer is radio about tall towers in big fields. It's about putting content on HD Radio, on a cell phone, and on the Internet. The only way you're ever going to measure your streaming audience compared to HD, compared to cell phone, is with PPM, because we can put in one encoder for each of those, so you can get very accurate numbers on what percent of your audience is coming from your different distribution platforms. The beauty is, you're encoding your different streams with a different code, and the PPM can easily pick it up.

Recently there's been discussion that PPM will expand radio's scope from just a frequency medium to now include reach. Can that be done without sacrificing results?

Erwin Ephron is the father of modern media planning and one of the most respected agency-advertiser gurus on Madison Avenue. Erwin's position is that until now radio has done itself a great disservice by positioning itself just as a frequency medium. Under PPM, the average station's reach doubles, which means it will end up in far more media plans. Buyers can more easily justify a larger share of budget for radio, because they can accomplish significant reach and frequency goals vs. TV at a fraction of the cost.

Since broadcasters already have price issues with the diary, are they reluctant to pay more for PPM?

We will give people the best possible deal for electronic measurement. Twenty years ago, when we switched our TV

clients from the diary to meters, their rates tripled. We do not anticipate anything near that for radio, because we have been working very hard to make this absolutely the best possible deal vs. any other media that has gone from paper and pencil to electronic measurement.

Assuming the results of the Houston test are positive, do you have a schedule in place to roll out PPM?

We will commercialize PPM as fast as the radio industry wants it. We could conceptually commercialize Houston by mid-year next year, if the industry wants to go that fast. Everything we do is market-driven. We are meeting with our large customers in major markets and asking them what they would like to see. We're hearing that broadcasters want us to start in the biggest markets. But, we will fine-tune roll-out schedules in direct consultation with customers.

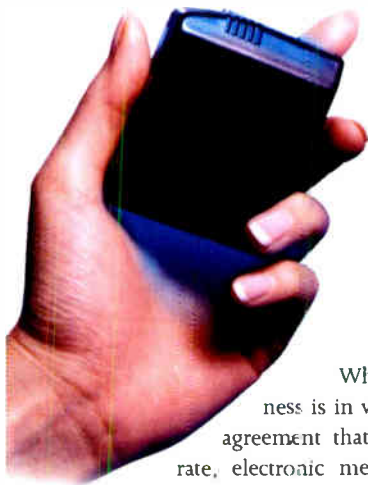
Will you overlap the diary with PPM measurement at first, or do you prefer to shut down the diary in those markets where PPM has begun?

We'd want to get input from customers on that. We've spoken with agencies and station folks on the TV side who have gone through the same transition, and we get the strong sense that people want to get on to the new thing. Initially, people may run a diary or two in parallel, but based on the experience of other media, I think they'll want to switch over without a lot of overlap.

With all the testing, feedback, retesting, and anticipation, what have you learned about PPM — and what would you tell broadcasters who still have concerns about it?

I'll repeat what we hear from radio's largest advertisers: "It's radio's turn to eat at the adult's table." Radio deserves a larger share of the national media buy, and we want to give them the tools to get it. We think the next few years will be very exciting, because as we transition to PPM, buyers and sellers of radio will work together on a bunch of issues. Nothing we say will convince the skeptic. Radio's largest customers must sit down with broadcasters and say, "Let's talk about increasing radio's share" and "Let's talk about the tools we need to do that." ☐

PPM: The End Of The (Radio) World As We Know It



While the radio business is in virtually unanimous agreement that it needs an accurate, electronic measurement system, the changes such a methodology might bring to an industry already fraught with financial and technological insecurities are troubling to some. With each Portable People Meter test, already-skittish programmers and managers know that the days of the diary are numbered, and electronic measurement — with all its worrisome unknowns — is fast-approaching. The longer the industry remains inert, however, the greater the chance that the advertising community — and listeners — will find other places to spend their money and time, respectively. That said, few people in the radio industry have ever caved when faced with a seemingly insurmountable challenge.

As one group executive recently told *Radio Ink*, “Those of us in radio always have been our sharpest when we’ve been forced to experiment, improvise, and create. I can’t think of any time that this industry has grown and profited when we’ve played it safe.”

Arbitron PPM President Pierre Bouvard (see cover interview, this issue) heralds the coming changes with solid company spin, noting that electronic measurement will “start a new dawn of experimentation.” Corporate hype or not, he’s right: The people meter is bound to set programming, marketing, and sales practices on their respective ears. Under the current diary methodology, a station doesn’t see results of its quarterly survey until five months after the start of a ratings period. “With PPM, you’re going to get much faster and more accurate feedback,” Bouvard says. “People will be able to experiment more, try cool stuff, and find out more quickly what’s working and what’s not.”

Bouvard is right: Broadcasters will have to experiment more, because the PPM provides an altogether new look at radio listening. For more than 30 years, the diary has asked survey participants to record what they remember listening to during a given period, a system that often leads to exaggerated ratings for one station at the expense of another. Program directors and promotion managers consistently have played to this recall factor, with one PD recently telling *Radio Ink*, “I don’t really care how many people listen to my radio station; I only care how many diary keepers think they’re listening to my radio station.”

Total Recall

That philosophy may be more the rule than the exception — but all that will change overnight if and when PPM is implemented. Gone will be promotions designed to exaggerate recall; in their place will be marketing and promotion measures aimed at building a station’s brand and increasing listenership.

Some of the first casualties, Bouvard says, will be the long music sweeps that play up the proclivities of a survey participant to misrepresent when he or she started and stopped listening to a station. As he says in his interview (pg. 21), “Programmers look at those diaries and say, ‘If people start listening at the top and the bottom, I’m going to shove all my commercials into quarter-hour two and quarter-hour four.’ Well now, with PPM, those commercials can be liberated, because the reality is people start and stop listening all over the place.”

“If we start to see significant erosion of listenership during long stop sets, there will be a return to more of what radio used to do 30 years ago — two or three songs, followed by a couple of spots,” says Jon Quick, director of operations at Emmis

By Reed Bunzel, Editor-in-Chief



Communications’ WIBC in Indianapolis. “You’ll also see a change in how programmers use research. To a large degree, PPM will be the research. We’ll quickly see where we went in the toilet when we did an ‘update on your health’ report or played a specific record.”

This doesn’t mean that recall won’t still be critical in a PPM world. Steven Goldstein, executive vice president/group program director at Saga Communications and past-chairman of the Arbitron Radio Advisory Council, says that recall “still starts the game, as it does with any other marketing effort — toothpaste, restaurants, or cereals. People have to be aware of a product in order to use a product, and advertising will still be a significant factor in consumption. Everyone knows Coke, but they still must advertise to drive share.”



KGO/KSFO San Francisco Operations Director Jack Swanson concurs. “We’ll still need to remind people to come to ‘our store’ more often, to spend more time at the store, and to remind them where the store is located,” he says. “This way, they can come back easily. Whether you’re Wal-Mart or KGO, the basics of marketing to consumers change very little.”



Still, Greater Media VP/Programming Don Kelley advises that most stations would be wise to develop marketing campaigns that give them greater visibility over longer periods of time, because the brand ultimately will build — or lose — market share. “I

PPM: Special Report



expect the focus of marketing efforts to be on tune-in rather than top-of-mind recall," he explains.

Charlie Sislen, president of Research Director Inc., says this is where one of the major shifts in post-PMM station promotion will occur. "The whole marketing game is going to change drastically," he says. "With PPM, we're not dealing with a recall of what people think they listen to. It actually is what they're exposed to. The strategy of using things like television that work well for recall are going to be diminished, and you're going to see a lot of people doing things like staking out specific areas, such as going to a local mall and



saying, 'We want our stations played in your mall, here's X amount of money.' People are going to figure out where they can get people actually exposed to their station."

Ultimately, PPM will change how programmers do their job and how buyers view the medium, observes Emmis' Quick. "Over time, buyers will begin to see the medium for what it really is — a reach medium, not a frequency medium," he says. "Where else can an advertiser reach, literally, hundreds of thousands, even millions, of targeted, lifestyle listeners on one frequency in any given market? Not newspaper, and not cable. PPM will help the advertising world understand that radio can, again, be the 'alternative' traditional medium."

Overnight Sensation

While Arbitron maintains that overnight results from the PPM will be available only to programmers and not to advertisers, Sislen remains skeptical. "When Arbitron first came out with Arbitrends in the early 1980s, the cover of the booklet said, 'For Programming Use Only — Not For Sales,'" he says. "Show me any radio station that has Arbitrends that doesn't use it for sales. PPM overnights are definitely going to be in salespeople's hands."

When this happens, Sislen adds, radio will see a major shift in the way the medium is sold. "It's going to change the whole parameter of what salespeople do, and in a

negative way," he insists. "The possibility of some advertiser coming back the next day after his spots ran and saying 'the schedule I bought yesterday didn't deliver what you told me it would, so I want make-goods,' does exist. Radio account executives should be accountable for what they're selling, but I don't want them to be accountable for yesterday's ratings."

Sislen notes that it still is not clear exactly what kind of data Arbitron will release. "We're probably going to lose data

might want to use artistic license and say, 'I don't believe that song doesn't test well, so I'm going to play it anyway.' But when the PPM results come out, it's going to show up where some of these songs may not be testing. If there are sharp drop-offs, a smart general manager might ask, "Why is this song on the air?"

As the Philadelphia PPM test showed several years ago, strong station promotions can and do have a significant affect on audience size. When WMMR gave away tickets to



on listener location, and that's a nice selling point," he says. "We just don't know in what form we're going to be getting the data. And since the data can be sliced and diced very thinly, there's a distinct possibility of cherry-picking exact times you want your spots to run. The interesting thing is that it might create value for the first spot in a pod. Nobody knows yet how valuable that position is."

Whether or not the sales department gets its hands on overnight data, such information could end up being a programmer's dream — or nightmare. "Whether programmers will try to build big quarter hours or TSL, everybody will be held much more accountable with the PPM in place," says Paul Kelly, general manager of Kelly Research. "For example, a program director

Rolling Stones concerts, its audience showed sizable increases. This information, available virtually the next day, can be invaluable to a programmer looking for stunts that actually can build a station's cume. Still, as Kelly notes, stations should be wary of examining the data and determining a cause-and-effect relationship for listener tune-in or tune-out. "If someone were to make a snap judgment from the PPM, it would be like a radio station knee-jerking when the trends come out," he says.

Perhaps the biggest issue for radio stations is how to deal with the immediate shift in listenership patterns that might result from a methodology shift. PPM data suggests that stations' cume numbers may be much higher than previously measured by the diary (although programmers have long suspected that "phantom cume" existed), while time spent listening tends to be way down. If this holds true, stations that rely on heavy TSL stand to suffer at the hands of expanded cume — or, as Sislen puts it, "a lot of stations that have been proficient at playing the diary game, and have taught their listeners to write down long periods of time, might be hurt." ☐



PPM Could Yield \$700 Million Annually For Radio

If Arbitron's Portable People Meter were fully implemented in every rated market across the country tomorrow, the annual increase in radio revenues would be close to \$700 million, according to a Forrester Research study released by the Radio Advertising Bureau July 20. Considering that radio currently pulls in some \$20 billion in combined local and nation revenue, the PPM would increase the industry's share of the total advertising pie from about 8 percent to 8.3 percent, the study revealed.

The Economic Impact Study of the Portable People Meter on the Radio Industry was commissioned by a special committee of the RAB-PPM Task Force and funded by Arbitron, which had no input on the research and had no knowledge of the survey's findings until the report was released to the public.

Key elements of the report:

- Agencies are more familiar with the PPM than advertisers: 77 percent of agency respondents said they knew what it was, as opposed to 34 percent of advertising decision makers.
- Spending would increase based on PPM ratings quality. One in four respondents said they would increase their radio spending if/when the PPM is implemented, with average dollar increases of 9 percent and 12 percent cited by agencies and advertisers, respectively.

- PPM could reverse potential cuts in radio spending. On average, advertisers plan a 2 percent cut in their annual radio spend under the diary methodology, but would increase their radio budgets by 3 percent with PPM. Agency plans are similar.
- Morning drive ad spend will decrease, since PPM reveals lower numbers in that daypart than the diary shows. However, agencies and advertisers would spend more in other dayparts, where PPM listenership increases significantly.

"Revenues will chase ratings no matter what the time or marketplace," says David Pearlman, president of Pearlman Advisers, which spearheaded the study for RAB. "According to our sample, there would be a drop in morning drive spending, but the dollar difference would be made up proportionately across all of the other dayparts. There will also be more radio revenues directed to PPM markets versus those still utilizing a diary measurement methodology."

"The results of the study verify that advertisers and agencies are eager to embrace electronic measurement," observes Gary Fries, RAB president/CEO. "Moreover, it is apparent that there is a risk of loss of advertising dollars for media that do not advance to a more reliable — and better — measurement platform. Our industry needs to review these findings very carefully to determine our future direction, with a full understanding of both the perils and opportunities that electronic measurement holds."

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If The 4 Ps Don't Add Up — Take A Hike!

It's been approximately 40 years since marketing professor (and subsequent guru) Dr. Philip Kotler conceptualized the four Ps of marketing: product, price, place, and promotion. When I work with sales reps, I stress that when advertising campaigns fail to produce results for clients, it is often because one or more of these vital Ps is missing — or is seriously flawed at the business level.

Case in point: I recently called on a Ford/Nissan dealer in a rural market. The Ford badge at the dealership had been branded for nearly 20 years, but it had only carried the Nissan line for the past three years and never had promoted it. Most people in the market were not aware that this trusted Ford dealership sold Nissan cars and trucks. They were known for Ford, period. Called to the dealership to fix this problem, I laid out the 4 Ps on the dry-erase board as topics for discussion.

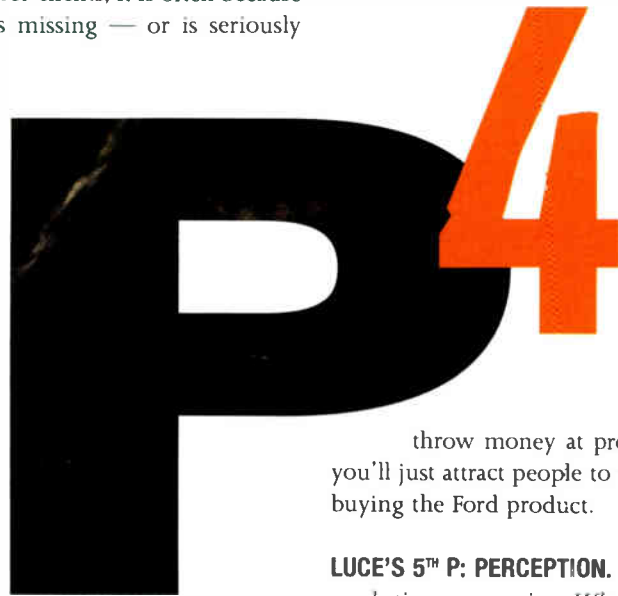
PRICE: The dealership wanted to push the Nissan Titan truck. The comparable Ford truck is the Ford F150, the best-selling truck in the U.S. With the "employee discount," you can get up to \$9,000 off the Ford F150. So, what about the Titan? The best the dealership can do is give the customer a \$2,000 rebate, or 3 percentage points off 60-month financing. Why would someone buy the Nissan when they can buy the Ford F150 cheaper by \$7,000? You can see how hard it is to move those Nissan trucks under these circumstances.

PRODUCT: Nissan makes some great cars and trucks. The Maxima and the Pathfinder are two of the top name brands in their class. However, the dealership is in a rural area where people tend to buy domestic vehicles. Put a Nissan truck out in the country and the poor buyer will probably be hung for purchasing anything but American. The only chance the dealership has is to draw from the urban areas located about 30 miles away. But why would they drive to the rural dealership when they have a Nissan dealer in their backyard in the urban market?

PLACE (MENT)/DELIVERY: At the dealer's lot, the Ford trucks

and cars are located on the front row next to the highway. Where are the Nissans? On the side and in the back. Why don't people in their own market know this dealership carries Nissans? It doesn't take a brain surgeon to figure this one out:

If they are serious about selling the Nissan brand, they should put them on the front row.



PROMOTION: This is where radio comes in. In most cases, we really only have partial control of one of the 4 Ps of marketing. In this case, the dealer wanted to throw a small amount of money at promoting the Nissans. My recommendation was to save the money. Examine and fix the other 3 Ps of marketing before you

throw money at promoting your Nissans. Otherwise, you'll just attract people to the car lot, where they will end up buying the Ford product.

LUCE'S 5TH P: PERCEPTION. If I could, I would add a 5th P of marketing: perception. Why? Perception is reality, and in this case, the perception is that for 20 years this dealership has only sold Fords. You would literally have to separate the name and location of the product to have a fighting chance — and then it would still be a crashout.

LESSON: If we take the money here — and, of course, it won't work — we (radio) will get blamed for not producing results. How often does this happen every day at businesses across the country, when we only have input on one of the four Ps? Next time one of your salespeople sits down with a decision-maker at a business that's interested in advertising, have him or her run through the 4 Ps and see where they stack up (or in my case, where they don't stack up). It can save you a client and, more important, can gain you credibility if your knowledge of advertising and marketing principles is perceived as top-rate. ☛

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Memo To Salespeople: Know Your Own Brand

By Dave Kahle

His eyes were narrow and blood-shot from staying out late and partying too heavily the previous night. A two-day old stubble framed his face. He wore an untucked T-shirt, jeans, and scuffed loafers that had never seen shoe polish. It was the second day of my sales academy seminar, and this participant was complaining to the group that his customers were only interested in low price.

I didn't want to embarrass him in front of the group, but I thought this nonetheless: "Do you think your appearance and demeanor have anything to do with your customers' reaction? Do you think you may give them the idea that you are the lowest rung on the pricing scale? Is it possible that you have inadvertently positioned yourself as the Wal-Mart of the industry?"

I remember a salesperson who called on my family when I was a child to discuss a correspondence course for one of us. He drove a big Lincoln, dressed richly, spoke articulately, and carried himself with confidence. It wasn't a coincidence that we bought his program without quibbling about the price.

These two scenarios illustrate a powerful and frequently overlooked

best practice in the world of sales: Whether you intend to or not, you always create a position in the minds of your customers, and that position influences the customer's attitudes toward you as well as the buying decisions that follow. In other words, if you look like you're the low price, your customers will expect you to be the low price.

It follows, then, that if we hope to be effective, professional salespeople, we ought to give thoughtful consideration to how we position ourselves in the minds of our customers.

Let's examine the idea of positioning more thoroughly. Positioning has long been a term bandied about by advertising mavens and marketing gurus. They define it as the place that your brand or product has carved out in the mind of the customer. It's the picture that enters the customers' mind when they think of your product, the feelings that your product evokes, the attitudes they associate with you, and the thoughts they have of you.

Chances are, for example, that the words "Volkswagen Beetle" evoke a set of responses different from "Chevrolet Corvette." You expect a certain degree of quality, price, and service when you

enter a Wal-Mart that is not the same as your expectations upon entering Saks Fifth Avenue.

Billions of dollars are spent every year on carefully crafted impressions created by businesses eager to carve out a valuable position in the minds of their customers. Alas, if only the same thing could be said of salespeople.

Just as the carefully designed impressions by advertising mediums inexorably chisel a spot into our psyches, so do the repeated visits by a salesperson embed a set of expectations, pictures, and emotions into the minds of our customers. The position you, as a salesperson, occupy is a complex intertwining of the perception of your company, your solutions, and yourself. The most effective salespeople and sales organizations understand that, and consciously work to create a positive position in the minds of their customers.

CREATING YOUR POSITION

Let's begin at the end. Think deeply and with some detail about the kind of position you want to create. What exactly do you want your customers to think of you? Here are two possibilities: the minimum acceptable position, and the ideal position.

At a minimum, clients should view you as a competent, trustworthy person who brings value to the customer. They believe that you know your products and their strengths and weaknesses, that you know the customers' issues, and that you can be relied on to do what you say you will do. That's the least acceptable position toward which you should work. If your clients don't think of you at least in this way, you probably should not be in sales.

At the other end of the spectrum is the ideal position. This builds on the minimum, but adds a specific understanding on the part of the client of your unique combination of strengths and attributes. It evolves until you occupy a position that is totally and uniquely yours, and that carries with it the expectation that your strengths in some specific way add value to the time the client spends with you. The ultimate test of the power of your position is the customer's willingness to see you, and the resulting preference for doing business with you.

Here's an illustration: If you were shopping for an automobile, a low-mileage, late-model Taurus would probably provide competent, reliable transportation. When you think of that automobile, it would evoke a set of ideas in your mind revolving around competent and reliable transportation.

Now, think of a brand new Lamborghini. You would understand it to be transportation, but with a unique flair — above and beyond reliable transportation. That flair would result from the unique strengths of that particular automobile conveyed in a graphic way to your mind.

So it is with salespeople. Position yourself in your client's mind as the equivalent of the Taurus. But if you really want to carve out a unique, memorable position, you want them to think of you as a Lamborghini.

Here are four essential steps to help you convey a positive position to your customers.

1. SOBERLY ASSESS YOURSELF.

What position are you currently occupying in the customer's mind? Be as objective as possible as you think through each of the issues listed below, and compare yourself to your competitors. How do you stand on:

- your appearance?
- your product knowledge?
- your understanding of company policies and procedures?
- your competence with basic sales skills?
- your understanding of the customer?
- your bearing and demeanor?

If you rank below your competitors on any of these issues, you must spiff them up so that you are thought of, at

least, as a Taurus. Then, you can begin to move toward the Lamborghini position.

2. START ON THE INSIDE.

In my book, *10 Secrets of Time Management for Salespeople*, I propose that you "get grounded." That advice is based on the observation that it is difficult to sustain a false position. Portray yourself as who you are. Integrity — meaning consistency between who you are and who you present yourself to be — is a foundation to a positive position.

To do that, you must clearly understand who you are. Crystallize, in a written document, these three issues:

- *Your purpose.* This speaks to your spiritual orientation. Why are you here? What is your purpose in life and in this job? Why are you doing this?
- *Your vision.* What would you like to become? What do you see as possible and ideal in your job, your career, and your life?
- *Your values.* What are the highest priority items in your life and in your job? Name the people, ideas, behaviors, and qualities that are most important to you.

Once you have thought deeply about these internal issues, you'll find it much easier to live them. The process of articulating them and putting them on paper keeps you focused and attentive to the deeper issues.



3. DO A SOBER ASSESSMENT OF YOUR STRENGTHS.

If you want to position yourself in the eyes of the customer as being unique, you must first identify what your unique strengths are. What are your unique attributes, experiences, and passions as they relate to this job? Do you have some special experience? Unique capabilities or relationships? Unusual characteristics? Identify those strengths on a piece of paper, then add a line or two about how each brings value to the customer.

At this point, you will have done the necessary homework to make the job of building a unique position much easier. You now know who you are and what strengths you bring to your customers. Now comes the fun.

4. CONTINUALLY SEEK OPPORTUNITIES TO CONVEY YOUR BRAND.

Act in a way that is consistent with your statements of strengths. For example, if you say that you are good with high tech, don't take notes on a scratch pad. Put them into a PDA. If you say you are physically attractive, don't forget to shave before a sales call. Be consistent — act like the person you claim to be.

Find ways to utilize your strengths and emphasize your uniqueness. In one of my sales posi-

tions, for example, recognizing that I had unique talents in speaking to groups, I consistently found ways to organize seminars and workshops for my customers in which I presented to the group. I could have made individual sales calls to six customers, but I found that when I brought all six together, I was more effective. I was utilizing my strengths.

Be creative. One of my strengths happened to be my wife, who is a gourmet cook. We collaborated, and as Christmas gifts for my customers, she made dozens of varieties of homemade cookies and candies, and I packed them uniquely for each customer. Within a year or two, everyone looked forward to my arriving with our annual Christmas present.

Develop a reputation by intention. Decide what you want to be known for, and then work to consistently to make that happen. For example, one salesperson makes sure he doesn't call on a customer unless he has something valuable to share with that customer. As a result, he has no problem getting time with his customers. He's developed the reputation of always bringing something of value.

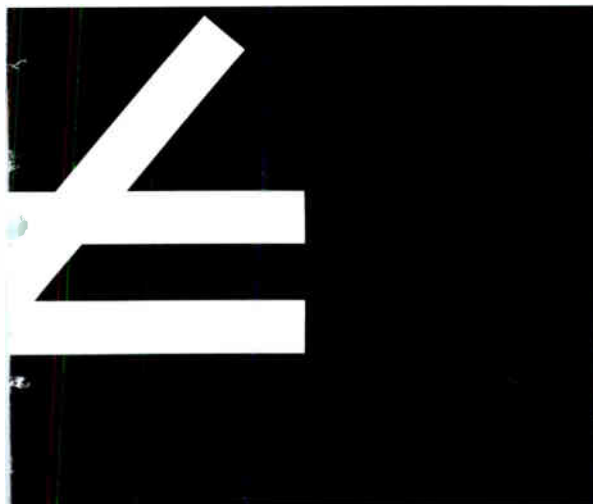
If you want to be known as the most responsive salesperson, set up a system that allows you to respond to every phone call within an hour or

two. If you want to be known as the fountain of product knowledge, make sure that you study every price list and piece of literature on every product you sell. If you want to be known as the specialist in some application, make sure you know it inside and out.

Consider everything that you do. Question every single aspect of your interaction with the customer, and gradually shape everything to match the position you want to gain. If you want your customer to think of you as confident and competent, don't drive a 10-year-old car. If you want your customer to think of you as worth an extra couple percentage points in price, don't come in wearing wrinkled Dockers and a dirty T-shirt. If you want to be known as intelligent and articulate, don't use slang.

Your position in the minds of the customer is a powerful and subtle component of an effective salesperson's approach. Consistently working at building a positive position will pay dividends for years. ☒

Dave Kahle is a consultant and trainer who has trained thousands of salespeople to be more successful in the information-age economy. He can be contacted through the DaCo Corp. at 800-331-1287 or 616.451.9377, or e-mail him at dave@davekahle.com



HEAR, KITTY KITTY — Ed and Pegeen Fitzgerald started the trend of husband and wife morning shows on WOR in 1940. *The Fitzgeralds* was done with no script, on location from the couple's house on East 36th Street in Manhattan. They eventually defected to WJZ and the ABC Network.

Photo courtesy of Library of American Broadcasting



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Events

ARBITRON DATES

Summer 2005: Jun. 30-Sep. 21
Fall 2005: Sep. 22-Dec. 14

AUGUST

Aug. 3-7 — Nat'l. Assn. of Black Journalists 30th Anniversary Convention, Atlanta, GA.
www.nabj.org
Aug. 3-5 — Texas Association of Broadcasters/SBE Convention and trade Show, Austin, TX.
www.tab.org
Aug. 4-7 — 2005 Arkansas Broadcasters Association Convention, Little Rock, AR.
www.arkbroadcasters.org
Aug. 11-14 — South Carolina Broadcasters Association Summer Convention, Hilton Head Island, SC.
www.scba.net
Aug. 10-12 — Nebraska Broadcasters Association Convention, Lincoln, NE.
☎ 402-778-5178
www.ne-ba.org
Aug. 10-13 — Association for Education in Journalism & Mass Communication (AEJMC) Convention, San Antonio, TX.
☎ 803-798-0274.
www.aejmc.org
Aug. 11-13 — Native American

Journalists Association Convention, Lincoln, NE.
☎ 605-677-5282
www.naja.com
Aug. 17-20 — Asian American Journalist Assoc. 17th Annual National Convention, Minneapolis.
☎ 415-346-2051
www.aaja.org
Aug. 25-26 — Oregon Association of Broadcasters Fall Conference, Portland, OR.
www.theoab.org/oabconfevnts.html

SEPTEMBER

Sept. 2-4 — 27th International Audio Engineering Society Convention, Hillerød, Denmark.
www.aes.org
Sept. 8-13 — (IBC) International Broadcasting Convention, Amsterdam.
☎ (UK) +44-171-611-7500
www.ibc.org
Sept. 14-15 — Kentucky Broadcasters Association 2005 Annual Manager's Conference, Prestonsburg, KY.
www.kba.org
Sept. 21-23 — NAB Radio Show, Pennsylvania Convention Center, Philadelphia.
☎ (888) 740-4622
Sept. 22-25 — National Lesbian & Gay Journalists Association 15th Anniversary Celebration &

Convention, Chicago.
www.nlga.org/convention/conv2005.html

Sept. 23-25 — National Alliance of State Broadcast Associations (NASBA) Fall Meeting, Philadelphia.

OCTOBER

Oct. 3-6 — NAB Satellite Uplink Operators Training Seminar, Washington, DC.
☎ 202-429-5346
www.nab.org
Oct. 6-9 — Association of National Advertisers 2005 Annual Conference, Scottsdale, AZ.
www.ana.net
Oct. 7-10 — Audio Engineering Society Convention, New York.
www.nabnet.com
Oct. 14 — Commercial Radio Australia National Radio Conference, Sydney.
www.commercialradio.com.au. +61-2-92816577.
Oct. 17 — RTNDA Awards Dinner, New York. ☎ Rick Osmanski, 202-467-5200, ricko@rtnda.org
Oct. 20 — New Hampshire Association of Broadcasters Job Fair, Concord, NH.

www.nhab.org
Oct. 23-24 — NAB European Radio Conference, Athens, Greece.
☎ 202-429-3925
www.nab.org/directories/events
Oct. 24-25 — Indiana Broadcasters Association Annual Convention, Indianapolis, IN.
www.indianabroadcasters.org
Oct. 26-28 — NAB Fall Board Meeting, Washington, DC.
☎ 202-429-5358.
www.nab.org

NOVEMBER

Nov. 4-5 — Billboard Entertainment Conference & Awards, Covel Center at Sunset Village, UCLA.
☎ 646-654-4644
www.billboardevents.com
Nov. 6-8 — CAB 2005 Canadian Assoc. of Broadcasters Annual convention, Winnipeg.
www.cab-acr.ca
Nov. 18 — Radio Club of America's 96th Anniversary Annual Awards Banquet, New York.
www.radio-club-of-america.org

DECEMBER

Dec. 6 — *Radio Ink's* Forecast 2006, Harvard Club, NYC.
☎ 800-610-5771
www.radioink.com

Dec. 6-8 — WiFi/VoWiFi (Voice Over WiFi) Planet Conference & Expo. San Jose, CA.
www.jupiterevents.com

AND MORE ..

Feb. 15-17 — Country Radio Broadcasters' CRS 37, Nashville, TN.
☎ 615-327-4487.
www.crb.org
Feb. 9-12 — RAB2006, New Orleans, LA. ☎ 800-917-4269
www.rab.com
Feb. 17-22 — National Religious Broadcasters Annual Convention & Exposition, Dallas/Fort Worth, TX.
www.nrb.org
Mar. 1-3, 2006 — NAB Winter Board Meeting, Washington, DC.
☎ 202-429-5358.
www.nab.org
April 19-22 — National Federation of Community Broadcaster's 31st Annual Community Radio Conference, Portland, OR.
www.nfcb.org
April 22-27 — NAB2006, Las Vegas.
www.nab.org, www.nabshow.com

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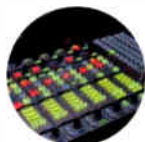
The newest force in radio was forged from a rich heritage of leadership that is decades strong. We're bringing a breath of fresh air and a re-energized spirit to an industry we helped to build. At Team Harris Radio, we've brought together the industry's largest and most comprehensive range of products, services and people dedicated to advancing radio. All working together in perfect harmony and focused on the success of your business. From our innovative products to our forward-looking services, management tools and expert support teams, we're dedicated to our mutual future of pioneering and growth. So whether your audience is around the corner or around the world, Harris Radio is on the air with the resources you need to succeed.

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