

RADIO'S PREMIER MANAGEMENT & MARKETING MAGAZINE<sup>SM</sup>

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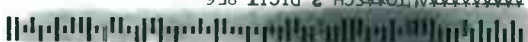
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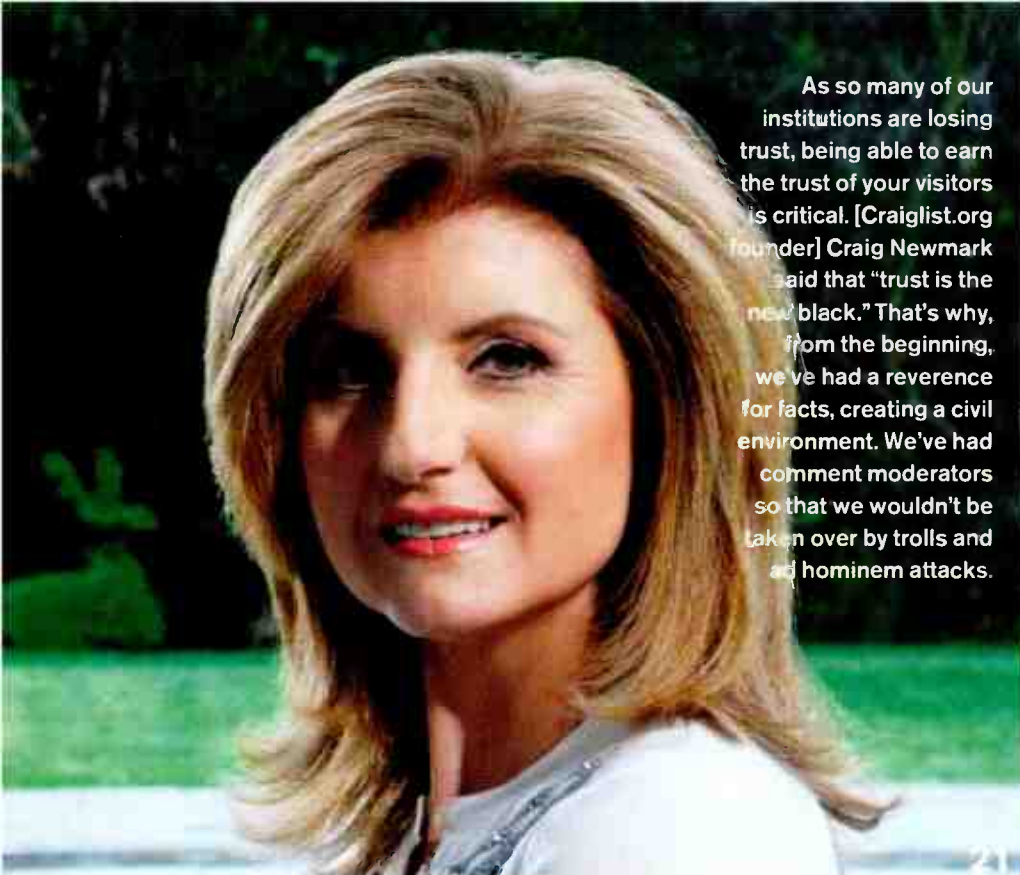
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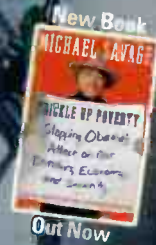


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**B.ERICRHODS**  
FROM OUR CHAIRMAN

# Radio's Single Point Of Failure

**"A single point of failure is a part of a system that, if it fails, will stop the entire system from working." — Wikipedia**

**T**welve years ago at our first digital media conference — held at a time when very few radio stations even had a website — I stated that, "In 10 or 15 years, when today's 20-year-olds are empowered to make advertising decisions at major corporations and agencies, radio will be perceived as irrelevant, and our current way of doing business will come to an almost instantaneous halt. It will be like turning off the lights."

Look at the technological transformation since that 1999 conference. The first Internet generation have become adult consumers. Electronic books outsell printed books, travel agencies have all but ceased to exist, digital has overtaken film photography, bloggers have become major media properties, and digital advertising exceeds radio advertising. The list is endless.

At last year's Forecast conference, the head of one of the top agency conglomerates in the world told us he experienced this sudden shift firsthand when the majority of his clients asked to move away from traditional media and focus on digital. Though a few clients had pushed for digital up to that point, he said a majority asked for it in late 2009 almost simultaneously. He said radio needed more than "pretend" digital strategies, because advertisers would abandon radio if they didn't perceive a significant commitment to digital. He added that station websites and banner ads are of little interest to advertisers and do not constitute not a digital media strategy.

Radio's single point of failure is that our primary income stream is based on the model of selling audio commercials and delivering them through our transmitted programming. What if a new trend developed and advertisers no longer wanted traditional ads? What value would your company have if all advertising revenues suddenly stopped?

Think it can't happen? The newspaper industry used to have three primary revenue sources, but they lost most classified ads to Craigslist within a very short period of time, along with the majority of paid subscribers. Now their single point of failure is advertising — just like most radio stations.

Very few radio companies have invested deeply in digital media. The best any radio company is doing with digital is about 6 percent of total revenue. The rest of radio is lucky to have 1 percent. And if ad revenue from commercials dried up suddenly, we could not survive on 6 percent.

It takes guts to invest deeply in initiatives that are yet to produce the kind of return you need to see today, but if you invest too late, you may miss the opportunity. Though I believe radio needs to increase the depth of its investment in digital media, we also need to increase our research into finding new ways to generate income that are not reliant on the current model of being paid to run commercials.

We've recently seen some successful revenue models that don't require others to buy spots. Look at the tens of millions being generated by Dave Ramsey, Glenn Beck, and others through events, Web- and theater-casts, product sales, and book sales. Every station should be looking at ways to produce income with events, product sales, digital strategy, and other new ways of leveraging our audiences to income.

Radio (or any media) should never assume a new technology couldn't kill our golden goose, even though we may maintain our audiences. The goal in my business is to open new revenue streams that have nothing to do with selling advertising, and that should be radio's goal as well. **INK**

*B. Eric Rhoads*  
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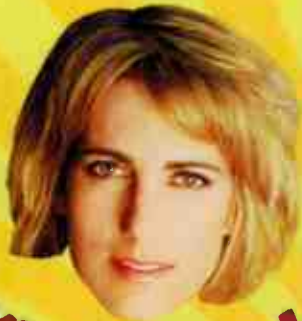
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# What Keeps Change From Happening?

**Thoughts are the threads that bind us to deeds.  
Deeds are the ropes that bind us to habits.  
Habits are the chains that bind us to destiny.**

— Inscription carved on the West Wall  
at the Palace in Maygassa

**M**y friend Don Kuhl says, “All change is self-change,” and the first things we must change are our thoughts.

Harvard’s beloved Frances Frei echoes Kuhl, “To change a person’s behavior (deeds), you must first change their beliefs.”

Do radio people need to change their core beliefs? I’m not saying I know the answer, but I do believe it’s a legitimate question.

Frei’s friend and Harvard colleague, Youngme Moon, takes this discussion of habits even further in her new book, *Different*. If you believe in making things different, truly different, I strongly suggest you get a copy.

The wonderfully insightful and irreverent Moon also gives us this marvelous Anti-Creativity Checklist, “for people who want nothing to do with pie-in-the-sky innovation, crazy flights of imagination, or any of that wacky, out-of-the-box thinking.”



## 1. Play it safe.

Listen to that inner voice. “Why should I stick my neck out?” “I’m not going to go out on a limb.” “Safer to let someone else champion that.”

## 2. Know your limitations: Don’t be afraid to pigeonhole yourself.

“I’m not an artist.” “I’m not creative.” “I’m not an innovator.”

## 3. Remind yourself: It’s just a job.

“I don’t get paid to come up with ideas.” “I’m keeping my mouth shut.” “There’s nothing in it for me.” “When’s lunch?”

## 4. Show you’re the smartest guy in the room: Make skepticism your middle name.

“Here’s why that idea won’t work.” “You won’t be able to execute on that.” “Our organization’s not set up for that.”

## 5. Be the tough guy: Demand to see the data.

“What does the market research say?” “There’s no evidence it’s going to work.” “That didn’t come out of the focus group.” “Show me the spreadsheet.”

## 6. Respect history: Always give the past the benefit of the doubt.

“We’ve always done it this way.” “If it’s such a good idea, why hasn’t anyone thought of it yet?” “That wasn’t part of the original plan.”

## 7. Stop the madness before it can get started: Crush early-stage ideas with your business savvy.

“You haven’t made the business case.” “I don’t buy your assumptions.” “There’s no immediate ROI.”

## 8. Been there, done that: Use experience as a weapon.

“We tried that a few years ago and it didn’t work.” “You haven’t been around long enough to know how things work.” “Let’s not reinvent the wheel, guys.”

## 9. Keep your eyes closed. Your mind, too.

“The world isn’t changing. The media just wants us to think it is.” “I refuse to get caught up in all these technology fads.” “Don’t tell me how to run my business.”

## 10. Assume there is no problem.

“It was a tough year, but we can blame the economy.” “We think next quarter we’ll see a rebound.” “We’re doing OK.”

## 11. Underestimate your customers.

“Our customers aren’t going anywhere.” “They’re not ready for that.” “That’s not what they’re asking for.”

## 12. Be a mentor: Give sound advice to the people who work for you.

“Just keep your head down and do your job.” “I got where I am by not rocking the boat.” “Choose your battles, kid. This isn’t one of them.”

## 13. Be suspicious of the “creatives” in your organization: the liberal arts majors, the poets, the anthropologists, and other wackos.

“Those guys don’t understand business.” “I can’t believe we’re keeping them on the payroll.” “Who invited them to this meeting?”

## 14. When all else fails, act like a grown-up.

“I really don’t have time for this.” “Do you have an appointment?” “Back to work, everyone.”

My face stings a little every time I read that list, sort of like I’ve been slapped, but my heart responds like the guy in that old TV ad for Mennen Skin Bracer: “Thanks. I needed that.”

Here’s a wacky suggestion: The next time radio gets together for a big convention, why not ask Youngme Moon to come and speak to us? If anyone can find a reason why we shouldn’t do it, I’ll wager they borrowed it from that list of 14 above.

You up for it? I am. **INK**

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



A photograph of two people, a woman on the left and a man on the right, standing in a hallway. The woman has long, wavy brown hair and is wearing a dark blazer over a maroon top. The man has short grey hair, glasses, and is wearing a dark suit jacket, a light blue shirt, and a yellow tie. They are both smiling at the camera. The hallway has a dark wood-paneled wall and a recessed ceiling light fixture.

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# Building Better Relationships With Social Media

**J**ustyn Howard is the founder and CEO of Sprout Social, a social relationship management platform focused on business. The company offers tools designed to help businesses become more effective in social media and target their prime customers, and provides all the elements in one intuitive package.

A technologist at heart, Howard focuses on helping businesses do more with less and maximizing the opportunities made possible with social media. Before founding Sprout Social, he spent 10 years as a software and technology sales leader, and he's written two books on using technology to impact sales. One of those, *Sell Smarter*, has become a well recognized resource for Sales 2.0 training.

Recently, we discussed some of the core marketing differences between the various social media tools, and how social media is changing the relationship between product and consumer.

## What are some of the differences between using blogs and other social media platforms, such as Twitter and Facebook, as marketing tools?

The biggest difference is the amount of effort — blogs simply take more work. You have to consider setup, regular posting, and the learning curve for the average person. That said, blogs can be an instrumental part of your marketing efforts, especially if you can provide useful and relevant content to your target audience.

Social media tools like Twitter and Facebook have actually increased the importance of blogs for those who have the time and resources to maintain one. A few years ago, small



Justyn Howard  
Founder/CEO  
Sprout Social

## For marketers, what are the benefits of blogging?

Most social media channels are fleeting. Messages get lost in the real-time stream almost as quickly as they are published. With a blog, the content can be found for years to come.

A blog can help increase a person's stature as a thought leader, drive customers and consumers to take an action, educate readers on new products and services, or simply entertain. The specific benefits depend a lot on what the writer is trying to accomplish, and that needs to be determined before beginning. Blogs with no obvious purpose simply don't resonate.

## A recent Pew study reports that teens text five times more than adults, and that 57 percent receive unsolicited or spam text messages. What's the "message" in this?

SMS should not be seen as an advertising channel, but rather a permission-based engagement channel. A cell phone is a very personal device, and consumers have low tolerance for invasions by marketers. Radio has traditionally done very well with permission-driven SMS campaigns — for requesting songs, to contests, etc.

The benefits of using this channel to keep users engaged with a brand are far more valuable than any upside from advertising through this channel. The number one rule with SMS is never send anything to a phone number that wasn't explicitly given to you by its owner.

## How is social media changing the dynamics between businesses and consumers, and what does that mean to the future of the relationship?

Social media is creating real relationships between businesses and consumers. It's bi-directional, it's human, and it's low-impact. This is the first time in history that this sort of engagement has been possible. Conversation is taking the place of traditional advertising.

Word of mouth, with the amplifying effect of social media, is more important than ever. That's most exciting to me because it means the best companies will prosper, not the ones with the largest marketing budgets. To remain competitive, all companies will have to focus on providing a better experience for their customers — and that's good for everyone. **INK**

**SOCIAL MEDIA IS CREATING REAL RELATIONSHIPS BETWEEN BUSINESSES AND CONSUMERS. IT'S BI-DIRECTIONAL, IT'S HUMAN, AND IT'S LOW-IMPACT. THIS IS THE FIRST TIME IN HISTORY THAT THIS SORT OF ENGAGEMENT HAS BEEN POSSIBLE. CONVERSATION IS TAKING THE PLACE OF TRADITIONAL ADVERTISING.**

blogs were at a huge disadvantage. Today, if you write great content for your blog, it can easily be shared through social channels and provide an exponential increase in traffic.

For most of the businesses we work with, it's best to start by blogging on Facebook and using Twitter to drive interested readers back to their Facebook fan page. Twitter and Facebook have massive built-in audiences that make spreading their message easier.

Deborah Parenti is VP/GM of *Radio Ink*. E-mail: [deborah@radioink.com](mailto:deborah@radioink.com)





# “Deal” Programs Have Their Pitfalls

**D**eal-of-the-day programs are all the rage, but they should be approached with caution. The pendulum has already begun to swing as churn rates on Groupon-like e-mails skyrocket, consumers complain of bait-and-switch, and businesses find that many of those who redeem steep-discount vouchers are regular customers who would have paid the full price anyway.

Don't be too quick to say “I told you so” and go back to selling radio spots. Deal-of-the-day offers are a viable business proposition, and the Groupons and LivingSocials of the world aren't going to slink back under the digital rock they crawled from. If you aren't participating in some sort of “deals” program, you should be. It combines the power of radio advertising with the utility of the Internet to drive quantifiable results for advertisers, consumers, and your station. Imagine a Saturday remote at a car dealership with a half-dozen prize pigs hanging around scratching themselves. Now imagine a doughnut shop with a line around the corner. THAT's the difference.

There are guidelines, however, to making it successful. I've got hundreds of clients implementing deal programs, navigating through these issues and crafting successful campaigns. Here are some recommendations learned from their mistakes:

- Negotiate a killer deal from the advertiser. Don't accept any old deal. Lousy deals will drive up churn rates on your e-mail subscribers, give your program a gimmicky reputation, and produce bad results for the advertiser.
- Establish a dealmeister with sole authority to approve deals. Don't let reps decide; they're too eager to please the client. Advertisers need to know that this is a partnership, and that your station is investing its reputation, time, and promotion to make it work. The advertiser needs to

invest a corresponding amount of discount. “Not good enough” should be the dealmeister's favorite term.

- Make sure the advertiser can handle the traffic. If the deal is \$25 for a \$125 muffler change, how many mufflers can the garage handle in one day? If you sell 300 and they have only four mechanics who work eight-hour days, AND have regular walk-ins, there will be a lot of unhappy customers who find long lines day after day after day.
- Don't accept deals from new businesses trying to establish themselves. Consumers don't respond well to unknown brands. It's too risky for the consumer to spend money on a service or product they don't know. Go after established businesses with good reputations that need to get old business back in the door.
- Mix things up. Most of the weekly offers I get from Groupon seem to be for nail or tanning salons or hair highlighting. I trim my own nails, am comfortable with my Caucasian-pink hue, and am bald. Give me a great deal on flowers for my wife, or a bar offer now and then, for cripes sake.
- Own the customer e-mail list; don't share it with a deals provider. These companies typically use your promotion to harvest e-mail addresses, then abandon you when they've saturated the market. When they leave, they take the business with them.

In this new digital world, ad sellers are moving into more complex roles beyond just selling inventory. I see more of this in 2011 as media companies are forced to share a greater portion of the risk if they want local advertisers to part with their precious dollars. **INK**

Gordon Borrell is CEO of Borrell Associates. E-mail: [gborrell@borrellassociates.com](mailto:gborrell@borrellassociates.com)



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# Some Good Signs On The Deal Market – But Lenders Still Cautious

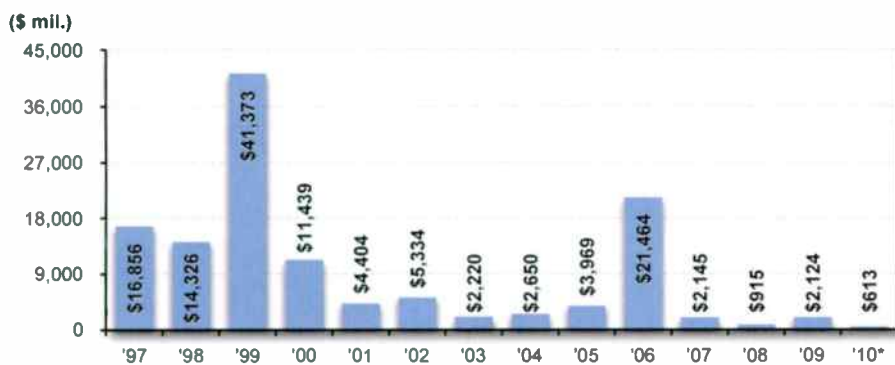
**R**adio companies have lived through a major crisis of confidence and emerged leaner and more focused, but without the luster they held when they had years of uninterrupted revenue growth behind them. Public stocks have seen percentage gains in the triple digits versus where they were two years ago (remember when Cumulus traded as low as 45 cents and Entercom as low as 52 cents?) and many are trading marginally higher this year, but radio shares generally still trade at much lower levels than in the past, albeit at 7x-8x multiples.

This year, radio revenues should rise in the mid-single digits, a better showing than they've had since 2003. Next year could yield marginally positive growth. Many radio companies have engineered their way out of excessively high leverage (the average public radio company has a leverage ratio of 6x today versus 8x last year), although lots of jobs and money were lost in the process. The deal market is starting to move again, albeit slowly, and even a little revenue growth contributes to lender confidence. We should see fewer bankruptcies/debt-for-equity swaps (although there could be at least still one high-profile capital restructuring to come), but lenders are still cautious.

With radio's total public market equity capitalization much lower than in the past, we need to see more compelling developments in industry growth prospects, deal flow, or sizable market floats to excite investor interest. If Citadel were to return to the public markets, that would help. Until then, such things as the performance of CBS Radio stations (9 percent revenue growth in Q3) has excited interest in large-market properties. Private-equity capital is still very limited for radio, with traditional media funds inactive in terms of new investments in the sector. Much of this is because transactions made earlier in the decade are still underwater on an equity return basis, but private-equity firms could come back once leverage ratios fall lower, since they still like radio's free cash flow characteristics.

While the aftereffects of overleverage and negative growth continue to affect the industry, it's not all bad news. Some radio companies' EBITDA margins have lately been rising due to revenue growth and expense cuts (Cumulus Media's EBITDA margin increased to 32 percent in Q3 '10 versus 29 percent in Q3 '09). Some groups are returning to their history of stability in terms of EBITDA margins and cash flows to service debt. In general, many owners are getting back to the basics of radio: more local programming, concentrating on local sales, pushing to hold rate credibility, cutting the spotload per hour. The less leverage pressure they are under, the more station owners can push these initiatives, which will ultimately lift all industry boats.

**Radio Broadcast Deal Volume 1997-2010 YTD**



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Refinancings in the high-yield markets are available for the larger radio groups, driven by investors looking for rich yields. Middle- and small-market lenders, however, are still reluctant to fund smaller-station deals until they are confident radio can deliver sustained growth and healthy cash flows and they have a better idea of valuation levels. Radio's relatively high leverage ratios remain a concern of the financial community, and bankers remain more comfortable at 3x-4x leverage. More financings might start to flow in six to 12 months, if the positive revenue momentum continues.

## The M&A Market Taking Small Steps Toward A New Normal

Radio deals through Sept. 30 totaled \$564 million for 401 stations and an average 8.7x cash flow multiple, versus \$485 million for 329 stations last year. For the last seven quarters, the average quarterly radio deal volume was \$385 million. That number sounds high, but it is misleading because it includes a number of debt-driven transactions. In 2009, 78 percent of the total radio deal volume was the result of debt-for-equity swaps; Citadel (\$1.4 billion), NextMedia Group (\$120 million), and Border Media (\$100 million) were the main players.

In 2010, we registered one large debt-for-equity swap in each quarter: Regent Communications (\$223.5 million) in Q1, Simmons Media (\$40 million) in Q2, and Bustos Media (\$63.3 million for the radio portion) in Q3. However, the percentages look a little bit better as these three transactions represent "only" 57 percent of the total.

In January 2010, the deal market experienced a temporary high with 11 transactions exceeding \$1 million each. WNTD-AM in Chicago was sold by Sovereign City Radio Services to M&S WNTD LLC for \$17.5 million (\$2.57/pop). Even 10 months later, this transaction is still 2010's top deal, and three other early deals are still in our top-25 list for the year.

The next deal beyond the \$10 million mark didn't happen until August, when Salem sold its Korean Gospel station KXXM-AM/Los Angeles for \$12 million to non-commercial Korean Gospel Broadcasting Network, which had been LMAing the station for quite a while.

Salem has not only been selling, it is also one of the few companies registering three or more acquisitions in 2010 — in Washington, DC, Houston, and just a few days ago in Providence. Other notable group buyers are Community First Broadcasting, which has so far spent \$10.3 million on nine new stations, and Educational Media Foundation, with \$19.1 million for 11 stations and two translators. EMF's most recent acquisition was a \$10 million transaction in Stockton, CA, where it bought KLV5-FM from San Joaquin Broadcasting for \$10 million (\$2.50/pop).

The EMF acquisition Nov. 1 was the second \$10 million-plus deal in recent weeks. Four weeks earlier, in mid-October, Atmor Properties bought KVIB-FM in the Phoenix market from Sun City Holding for \$14.2 million (\$8.17/pop). We also registered four deals between \$1 million and \$10 million in October and four more

in early November. It is too early to call it a recovery, but it is a good sign of a much-needed second wind for the deal market.

There is potential for increased deal activity, but with cash flow multiples still in the single digits, sellers are still hoping for higher prices, while buyers are still struggling to get financing. Most likely, a recovery of the deal market will kick off in smaller markets, where some of the larger broadcast companies are going to streamline their portfolios, selling non-core assets. Disney sold five stations in 2010 for a total of \$2.2 million. And there are still more than 90 former Clear Channel stations parked in the Aloha Station Trust and looking for new owners.

In addition to the debt-for-equity swaps in 2010, there were a number of transactions that were either court-ordered bankruptcy sales or included the assumption or forgiveness of debt. At the end of Q3, these transactions amounted to a total volume of \$12 million. Compared to the first three quarters of 2009 (\$19 million), that's a 27 percent decline in distress and bankruptcy sales, which we take as a good sign. As of the end of October, non-debt-related radio station sales totaled \$260 million, which currently makes up 43 percent of the total radio deal market. We expect that at the end of the year, roughly half of the radio deal volume will be the result of debt-related transactions, with "normal" transactions taking the lead again in 2011. **INK**

Robin Flynn is senior analyst at SNL Kagan. E-mail: RFlynn@snl.com

**TRN**  
Talk Radio Network

The **Michael Savage Show**

The **LAURA INGRAHAM Show**

The **JERRY DOYLE Show**

**AMERICA'S MORNING NEWS**

**MANCOW**

The **Rusty Humphries Show**

The **MONICA CROWLEY SHOW**

**THE PHIL HENDRIE SHOW**

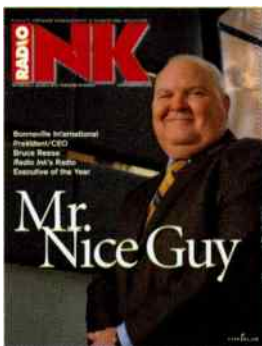
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# 14<sup>th</sup> Annual Book Of Lists

Every year, your input helps *Radio Ink* choose the industry's top performers in every area of radio — programmers, managers, engineers, and more — and our list of the 40 Most Powerful People in Radio has become a much-anticipated industry tradition. For this last issue of 2010, we've gathered all these lists (plus a few more) to put the focus where it belongs as another adventurous year winds down: on radio's great people.



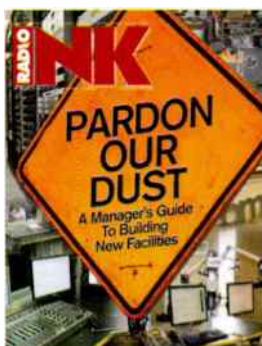
If I had to look at our business and identify one glaring weakness — this would have been true 15 years ago, too — it's that we don't invest a lot in traditional R&D. We've been high-cash-flow businesses, we're pretty simple businesses,

we're distinctly local, and we just haven't spent a lot of money thinking about the future. — Bruce Reese, President/CEO, Bonneville International, 1.4.10

I was 16 when I went on my radio tour, so I feel like I was given a huge group of people looking out for me. So now these are the people I trust to play new music for, and the people I ask honest questions. I trust their opinions. — Taylor Swift, 2.15.10



The old building was antiquated, the employee parking was insufficient, the studio equipment was installed in 1995, and we had simply outgrown the space. We wanted to design a first-class facility that would



## THE MOST INFLUENTIAL AFRICAN AMERICANS IN RADIO

- Alton L. Adams, Executive Vice President/Chief Marketing Officer, Arbitron
- Susan Davenport Austin, President, Sheridan Gospel Network, Senior Vice President/Chief Financial Officer, Sheridan Broadcasting
- Vinny Brown, Executive Vice President, Taxi Productions
- Rick Caffey, Senior Vice President/Market Manager, General Manager, WAOK-AM, WVEE-FM, WZGC-FM, CBS Radio/Atlanta
- Michael Carter, Chairman/CEO, Carter Broadcast Group
- Rip Daniels, CEO, WJZD, American Blues Network
- Skip Finley, Vice Chairman, ICBC Broadcast Holdings
- Tony Gray, President, Gray Communications
- Steve Harvey, host, *The Steve Harvey Morning Show*, Premiere Radio Networks
- Cathy Hughes, Founder/Chairperson, Radio One
- Earl Jones, President/Market Manager, Clear Channel Radio/Chicago
- Tom Joyner, host, *The Tom Joyner Morning Show*, Founder/Chairman, Reach Media
- Brian Knox, Senior Vice President/Director of Corporate Diversity, Katz Media Group
- Alfred Liggins, CEO/President, Radio One
- Jerry Lopes, President/Program Operations and Affiliations, American Urban Radio Networks
- Barry Mayo, President/Radio Division, Radio One
- Melody Spann Cooper, Chairman, Midway Broadcasting
- Kevin Wagner, President/CEO, Urban Radio Broadcasting
- Charles Warfield, President/COO, ICBC Broadcast Holdings
- Jim Winston, Executive Director/General Counsel, National Association of Black Owned Broadcasters

## TOP COUNTRY PROGRAM DIRECTORS

- 1 **Becky Brenner**, KMPS/Seattle, CBS Radio
- 2 **Kerry Wolfe**, WMIL/Milwaukee, Clear Channel Radio
- 3 **Tim Roberts**, WYCD/Detroit, CBS Radio
- 4 **Mike Moore**, Director of Country Programming, Entercom Communications
- 5 **Mike Hammond**, WIVK/Knoxville, Citadel Broadcasting
- 6 **Gregg Swedberg**, KEEY/Minneapolis, Clear Channel Radio
- 7 **Mike Culotta**, WQYK-FM/Tampa, CBS Radio
- 8 **Mike Brophrey**, WKLB/Boston, Greater Media
- 9 **Joel Burke**, KYGO/Denver, Lincoln Financial Media
- 10 **Coyote Calhoun**, WAMZ/Louisville, Clear Channel Radio
- 11 **Ken Boesen**, WKIS/Miami, Beasley Broadcast Group
- 12 **John Marks**, KSON/San Diego, Lincoln Financial Media
- 13 **Charlie Cook**, KKGO/Los Angeles, Mount Wilson FM Broadcasters
- 14 **Greg Mozingo**, WIL-FM/St. Louis, Bonneville International
- 15 **Johnny Chiang**, KKQB/Houston, Cox Radio
- 16 **Jeff Garrison**, KILT/Houston, CBS Radio
- 17 **Keith Kaufman**, WSIX/Nashville, Clear Channel Radio
- 18 **George House**, WAXX/Eau Claire, WI, Maverick Media
- 19 **Mark Callahan**, KUAD/Fort Collins, CO, Regent Broadcasting
- 20 **Lisa McKay**, WQDR/Raleigh-Durham, Curtis Media Group

## THE 40 MOST POWERFUL PEOPLE IN RADIO

- 1 **John Hogan**, President/CEO, Clear Channel Radio  
**Mark Mays**, CEO, Clear Channel Communications
- 2 **Dan Mason**, President/CEO, CBS Radio
- 3 **Lew Dickey Jr.**, Chairman/CEO, Cumulus Media
- 4 **Farid Suleman**, CEO, Citadel Broadcasting
- 5 **David Field**, President/CEO, Entercom Communications
- 6 **Jeff Smulyan**, Chairman/CEO, Emmis Communications
- 7 **Mel Karmazin**, CEO, Sirius XM Radio
- 8 **Stuart Dlds**, CEO, Katz Media Group
- 9 **Bob Neil**, President/CEO, Cox Radio
- 10 **Gary Stone**, President/COO, Univision Radio
- 11 **Peter Smyth**, Chairman/President/CEO, Greater Media
- 12 **Bruce Reese**, President/CEO, Bonneville International
- 13 **Alfred Liggins**, President/CEO, Radio One
- 14 **Edward G. Atsinger III**, CEO, Salem Communications
- 15 **Charles Rahilly**, President, National Advertising Platforms, Clear Channel Radio
- 16 **Susan Karis**, EVP/Operations, Western Region, Clear Channel Radio  
**Tom Schurr**, EVP/Operations, Eastern Region, Clear Channel Radio
- 17 **Scott Herman**, Executive Vice President, CBS Radio
- 18 **John W. Dickey**, COO, Cumulus Media  
**Jon Pinch**, EVP/COO, Cumulus Media
- 19 **Judy Ellis**, COO/President, Citadel Broadcasting
- 20 **Raul Alarcon Jr.**, Chairman/President/CEO, Spanish Broadcasting System
- 21 **Edward K. Christian**, Chairman/President/CEO, Saga Communications
- 22 **George Beasley**, Chairman/CEO, Beasley Broadcast Group
- 23 **Neal Schore**, President/CEO, Triton Media Group  
**Mike Agovino**, COO, Triton Media Group
- 24 **Marc Morgan**, Executive Vice President/COO, Cox Radio
- 25 **Charles M. Warfield, Jr.**, President/COO, ICBC Broadcast Holdings
- 26 **Don Benson**, President/CEO, Lincoln Financial Media
- 27 **Gordon Smith**, President/CEO, NAB
- 28 **Jeff Haley**, President/CEO, RAB
- 29 **John David**, EVP/Radio, NAB
- 30 **David Landau**, Co-President/CEO, Dial Global  
**Ken Williams**, Co-President/CEO, Dial Global
- 31 **Mark Masters**, President/CEO, Talk Radio Network
- 32 **Jeffery Liberman**, President/Radio Division, Entravision Communications
- 33 **John Rosso**, President, Citadel Media
- 34 **Bill Kerr**, President/CEO, Arbitron
- 35 **Roderick M. Sherwood III**, President/CFO, Westwood One
- 36 **Steve Dinetz**, President/CEO, NextMedia Group
- 36 **Jeff Dinetz**, President/COO, Radio Division, NextMedia Group
- 37 **Richard D. Buckley**, President, Buckley Broadcasting
- 38 **Jerry Lee**, President, WBEB Radio
- 39 **Steve Newberry**, President/CEO, Commonwealth Broadcasting
- 40 **Mary Quass**, President/CEO, NRG Media

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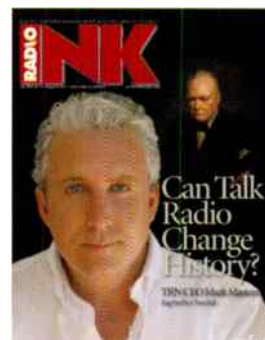
The old building had sales and business offices on the first floor and programming, promotions, and production on the second floor. We now have 29,000 square feet on one floor, which promotes a sense of teamwork. — Gary Smith, Director of Engineering, Bonneville/Phoenix, 3.22.10



As long as we simply compete for that red meat that's dangled out there to a small group of wholesalers, the business will continue to be a dysfunctional oligopoly, where our

industry structure dictates that we should have far more pricing power than we're actually exhibiting. — Lew Dickey, CEO, Cumulus Media, 4.5.10

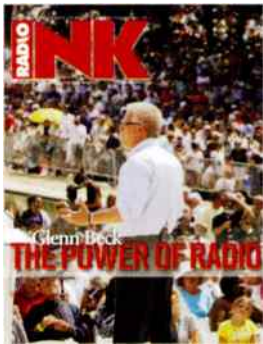
Lots of newspapers are all about "community publishing," where they get their readers to submit photos or stories. And that just makes me giggle. When I lived in Lawrence, how many college students had an amazing time hanging out with their friends, barbecued, maybe had a few beers, went to a football game, and then said afterward, "You know what, I should upload those photos to the *Lawrence Journal-World*"? No one's ever said that, ever. — Rob Curley, editor of new media, *Las Vegas Sun*, 5.17.10



You can't fix in programming what you lack in sales. — Mark Masters, president/CEO, Talk Radio Network, 8.9.10



I think you can tell, I get pretty animated when people lay out that, "Well, they're not local." It's a red herring. There's nobody more local. I'll put us up against any company in any market across the country, and we will compare extremely favorably in terms of what we do. — John Hogan, President/CEO, Clear Channel Radio, 9.20.10



My goal is change, because the times have changed. Now it is to still provide a marketable and entertaining product, but it is to inform and defend. I hope I'm wrong, and I know I have a lot of detractors who say I'm wrong, but what if I'm right? If I'm right,

radio and television and cable and the Internet will change dramatically, and our right to true, free, unfettered free speech is in jeopardy. — Glenn Beck, 10.4.10

The fish stinks from the head first, and that is where the change needs to happen. Just like the political winds blowing now, the people at the top of most of the publicly traded broadcast outlets have no clue about the unrest and unhappiness in the ranks, who are charged with implementing an unending number of initiatives. — Anonymous manager, 11.15.10



## THE MOST INFLUENTIAL WOMEN IN RADIO

- Nancy Abramson**, Executive Editor, The Wall Street Journal Radio Network
- Jaye Albright**, Consulting Partner, Albright & O'Malley Country Consulting
- Susan Davenport Austin**, Vice President of Strategic Planning/Treasurer, Sheridan Broadcasting, President, Sheridan Gospel Network
- Angelica Balderas**, VP/National Sales, Bustos Media
- Deborah Beagan**, Executive Director, New York Market Radio Association
- Caroline Beasley**, EVP/CFO, Beasley Broadcast Group
- Valerie Blackburn**, Market Controller, CBS Radio/Los Angeles
- Amy Bolton**, SVP/GM, News and Talk, Dial Global
- Colleen B. Brown**, President/CEO, Fisher Communications
- Trila Bumstead**, President/CEO, New Northwest Broadcasters
- Linda Byrd**, Market President, Clear Channel/Orlando
- Alexandra Cameron**, SVP/GM, Emmis Communications/New York
- Jana Cosgrove**, President, CBS Radio Sales and Entercom Radio Sales
- Eileen T. Decker**, President of Sales, Dial Global
- Lisa Decker**, SVP/Market Manager, CBS Radio/Seattle
- Lisa Dollinger**, Chief Communications Officer, Clear Channel Communications
- Jennifer Mock Donohue**, SVP/DDS, CBS Radio/New York
- Judy Ellis**, COO/President, Citadel Media
- Deborah Esayian**, Co-President, Emmis Interactive Broadcasters Association
- Valerie Geller**, President, Geller Media International
- Kim Guthrie**, Group Vice President, Cox Media Group
- Lorraine Hadfield**, Managing Director, Global Radio Audience Measurement, The Nielsen Company
- Carol Hanley**, SVP/Chief Sales Officer, Arbitron
- Michelle Hohman**, SVP/Regional Manager, Univision Radio
- Cathy Hughes**, Founder/Chairperson, Radio One
- Lucy Hughes**, SVP/Research, CBS Radio
- Laurie Kahn**, President/Founder, Media Staffing Network
- Weezie Kramer**, Regional President, Entercom Communications
- Julie Lane**, SVP/Director, Katz Marketing Solutions
- Chesley Maddox-Dorsey**, President/COO, Access.1 Communications
- Val Maki**, Radio Division Vice President, Emmis Communications/Los Angeles
- Karen Mateo**, VP/Communications, CBS Radio
- Kerry McFeetors**, SVP/GSM, Katz Radio
- Sue McNamara**, SVP/Sales, CBS Radio
- Marijane C. Milton**, VP/Training and Development, Entercom Communications
- Ginny Morris**, President, Hubbard Radio
- Kay Olin**, President, Local Focus Radio
- Susan Patrick**, Managing Partner, Patrick Communications and Legend Communications
- Susan Platt**, VP/Radio, NAB
- Bonnie Press**, Executive Vice President, Katz Media Group
- Ruth Presslaff**, President, Presslaff Interactive Revenue
- Claudia Puig**, VP/Regional GM, Univision Radio
- Mary Pultorak**, SVP/Stations, Clear Channel Radio Sales
- Mary Quass**, President/CEO, NRG Media
- Heidi Raphael**, VP/Corporate Communication, Greater Media
- Rosemary Scott**, VP/Research & Corporate Communications, Border Media
- Jessica Sherman**, VP, News/Talk Division, Dial Global
- Lisa Sirotko-Sonnenklar**, President/CEO, McGavren Guild Media
- Julie Talbott**, President/Content and Affiliate Relations, Premiere Radio Networks
- Christine Travaglini**, President, Christal Radio
- Diane Dalton Warren**, President of Operations, HD Digital Radio Alliance

## TOP RADIO GROUPS

BIA		Revenue-2009		
Rank	Owner	(000s)	# Stations	# Markets
1	Clear Channel Communications Inc.	\$2,358,800	846	153
2	CBS Radio	\$1,293,550	131	29
3	Entercom	\$384,550	112	24
4	Cox Radio Inc.	\$362,400	85	18
5	Univision	\$324,925	70	20
6	Citadel Broadcasting Company	\$310,490	205	48
7	Citadel/ABC	\$284,900	24	9
8	Cumulus Broadcasting Inc.	\$231,900	306	58
9	Radio One Inc.	\$226,200	52	16
10	Bonneville International Corp.	\$216,125	28	9
11	Emmis Communications	\$182,775	23	7
12	Cumulus Media Partners LLC	\$180,875	34	10

Source: BIA/Kelsey



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## THE BEST PDs IN RADIO

### CORPORATE

**Buzz Knight**, VP/Program Development, Greater Media/Boston  
**Mark Landis**, Vice President of English Programming, Border Media/San Antonio  
**Chris Oliviero**, SVP/Programming, CBS Radio  
**Greg Strassell**, SVP/Programming, CBS Radio

### MAJOR MARKET

**Grace Blazer**, WTKK, Greater Media/Boston  
**Mike Brophay**, Program Director, Greater Media/Boston  
**Jeff Catlin**, Program Director/Operations Manager, Cumulus Media/Dallas  
**Skip Dillard**, Operations Manager, Inner City Broadcasting/New York  
**Patrick Davis**, Program Director, Clear Channel/Dallas  
**Anne Gress**, Program Director, CBS Radio/Philadelphia  
**Reggie Rouse**, Program Director/Atlanta, VP/Urban Programming, CBS Radio  
**Jim Ryan**, VP/AC Programming, CBS Radio  
**Jimmy Steal**, VP/Programming, Emmis Communications/Los Angeles  
**Kevin Weatherly**, SVP/Programming, CBS Radio/Los Angeles

### LARGE MARKETS

**Terri Avery**, Operations Manager/Program Director, CBS Radio/Charlotte  
**Frank Bell**, Vice President/Programming, Keymarket Communications/PA-OH  
**Justin Chase**, Operations Manager, Beasley Broadcast Group/Las Vegas  
**Carey Curelop**, Program Director, CBS Radio/Seattle  
**Kevin Gossett**, Program Director, KESZ-FM, Digital Program Director, Clear Channel/Phoenix  
**Lisa McKay**, Program Director, Curtis Media/Raleigh-Durham  
**Kent Phillips**, Program Director, Fisher Radio/Seattle  
**Dave Popovich**, VP/Programming, CBS Radio/Cleveland  
**Bill White**, Operations Manager, Greater Media/Charlotte

### MEDIUM MARKETS

**Terry Base**, Director of Operations, Citadel Broadcasting/Charleston  
**Beverlee Brannigan**, KFDI-FM/Wichita, KS, Journal Broadcasting  
**Arturo Canizalez**, Program Director, Univision Radio/Fresno  
**Steven Crumbley**, Operations Manager, Cox Media Group/Greenville, SC  
**Mike Hammond**, Director of Operations, Citadel/Knoxville  
**D.J. Lopez**, Program Director, Univision Radio/New Mexico  
**Wayne Maria**, Operations Manager, Cox Media Group/Honolulu

**Pat O'Neill**, Operations Manager, Mid-West Family Broadcasting/Madison, WI  
**Jeff Stevens**, Operations Manager/Program Director, Clear Channel/Dayton  
**Jerry Tarrants**, Operations Manager/Program Director, Townsquare Media/Grand Rapids, MI

### SMALL MARKETS

**Phil Becker**, Operations Manager/Director of Programming, Oasis Radio Group/Fort Wayne, IN  
**Dan DeWitt**, Program Director, Cherry Creek Radio/Missoula, MT  
**Quinn Echols**, Program Director, Access.1 Communications/Shreveport, LA  
**Barry Kent**, Operations Manager, Emmis Communications/Terre Haute, IN  
**Dan Mason**, Program Director, Citadel Broadcasting/Reno, NV  
**Jerry Mckenna**, Operations Manager/Program Director, Citadel Broadcasting/Worcester, MA  
**Barb Richards**, Program Director, Sarkes Tarzian/Ft. Wayne, IN  
**Brian Rivers**, Operations Manager, Clear Channel/Grand Forks, ND  
**Rick Roberts**, Director of Contemporary Programming, Maverick Media/Eau Claire, WI  
**Jim Stone**, Operations Manager, Maverick Media/Rockford, IL

## TOP TALK TOPICS

1. The mid-term elections
2. Obama's fall in popularity
3. The continuing influence of the Tea Party movement in politics, locally and nationally
4. The U.S. economic recovery (or lack thereof)
5. Sarah Palin
6. Ground Zero mosque controversy
7. End of combat mission in Iraq, continued fighting in Afghanistan
8. Finance reform, banking law reform, TARP bailout
9. Health-care debate
10. Haiti earthquake/BP oil spill

Source: Talk Radio Network

## TOP 10 RADIO TRANSACTIONS\*

Date	Buyer	Seller	Deal Price (mil.)	Station	Market
1/19	M&SWNTD, LLC	Sovereign City Radio Services, LLC	\$17.50	WNTD-AM	Chicago, IL
10/13	Atmor Properties, Inc.	Sun City Holding, LLC*	\$14.20	KVIB-FM	Phoenix, AZ
8/6	Korean Gospel Broadcasting Ministries	Salem Communications Corporation	\$12.00	KXXM-AM	Los Angeles, CA
11/1	Educational Media Foundation	San Joaquin Broadcasting	\$10.00	KLVS-FM	Stockton, CA*
5/28	Beasley Broadcast Group, Inc.	Riviera Broadcast Group, LLC	\$8.50	KOAS-FM & KVAS-FM	Las Vegas, NV*
3/9	Community First Broadcasting, LLC	Sorenson Broadcasting Corporation	\$7.94	2 AM & 5 FM stations	Not Rated
6/28	Ole Communications Media Services, LC	New World Broadcasting, Inc.	\$7.00	WURN-AM	Miami-Ft. Lauderdale-Hollywood, FL
6/14	CRISTA Ministries	CC Media Holdings, Inc.	\$6.25	KFMK-FM	Austin, TX
8/19	Educational Media Foundation	Citadel Broadcasting Corporation	\$5.75	KKAT-FM	Salt Lake City-Ogden, UT
7/2	Ohio State University	Fun With Radio, LLC	\$5.70	WWCD-FM	Columbus, OH

\* as of 11.11.10, excluding debt-for-equity swaps

Source: 2010, SNL Kagan, a unit of SNL Financial LC

## THE BEST MANAGERS IN RADIO

### CORPORATE/REGIONAL MANAGERS

**Daniel A. Finn**, Senior Vice President/Regional General Manager, Greater Media/New Jersey

**Scott Herman**, Executive Vice President of Operations, CBS Radio

**Weezie Kramer**, Regional President, Entercom Communications

**Gary Pizzati**, Senior Vice President, Cumulus Broadcasting

**Chris Wegmann**, Regional Vice President/General Manager, Radio One/Washington, DC-St. Louis-Dallas

### MAJOR MARKET

**Alex Cameron**, Senior Vice President/Market Manager, Emmis/New York

**John Fullam**, Vice President/Market Manager, Greater Media/Philadelphia

**Mark Hannon**, Senior Vice President/Market Manager, CBS Radio/Boston

**Earl Jones**, President/Market Manager, Clear Channel Radio/Chicago

**Karl A. Meyer**, Vice President/General Manager, Entravision Communications/Los Angeles

### LARGE MARKET

**Lisa Decker**, Senior Vice President/Market Manager, CBS Radio/Seattle

**Rick Feinblatt**, Vice President/Market Manager, Greater Media/Charlotte

**Scott Gilmore**, Vice President/Market Manager, Emmis Radio/Austin

**Dennis Gwiazdon**, Vice President/General Manager, South Central Media/Nashville

**Bill Hendrich**, Vice President/Market Manager, Cox Radio/Jacksonville

**Tom Humm**, Market Manager, Beasley Broadcast Group/Las Vegas

**Debbie Kenyon**, Senior Vice President/Market Manager, CBS Radio/Detroit

**John Kijowski**, Vice President/Market Manager, Bonneville International/St. Louis

**Lee Larsen**, President/Market Manager, Clear Channel Radio/Denver

**Dan Lawrie**, Vice President/General Manager/Market Manager, Cox Media/San Antonio

**Bob Philips**, Senior Vice President/Market Manager, CBS Radio/Baltimore

### MEDIUM MARKET

**Jane Bartsch**, Vice President/General Manager, Beasley Broadcast Group/Wilmington, DE

**Chuck Benfer**, Market Manager, Albany Broadcasting/Albany, NY

**Jeff "Del" Delvaux**, Vice President/General Manager, Siga Communications/Des Moines

**Russ DeVries**, Market Manager, Main Line Broadcasting/Richmond

**David R. DuBose**, Vice President/Market Manager, Cox Media Group/Birmingham

**Stacey Schammel Knerler**, Vice President/Market Manager, Black Crow Media/Durham Beach

**Milt McConnell**, General Manager, Citadel Broadcasting/Albuquerque, NM

**Steve Patterson**, Vice President/Market Manager, ICBC Broadcast Holdings/Columbia SC

**Greg Ried**, Vice President/General Manager, Entercom Communications/Buffalo

**Steve Sinicropi**, Vice President/General Manager, Cox Media Group/Greenville

### SMALL MARKET 101-200

**Brett Beshore**, Vice President/Market Manager, Clear Channel/Hudson Valley, NY

**Kent Dunn**, Vice President/Market Manager, Beasley Broadcasting Group/Augusta

**Nancy McKinley**, Station Manager, Greater Media/Morristown, NJ

**Camellia Pflum-Reid**, General Manager, Straight Way Radio/Savannah, GA

**Andy Ruback**, Market Manager, NRG Media/Lincoln, NE

### SMALL MARKET 201+

**James Conner**, Vice President/General Manager, Emmis Communications/Terre Haute, IN

**G. Daniel Henrickson Jr.**, Station Manager, Greater Media/Middlesex-Somerset-Union, NJ

**Larry Johnson**, General Manager, Locally Owned Radio/Twin Falls, ID

**Kevin O'Dea**, Vice President/General Manager, Neuhoff Media/Springfield, IL

**Bo Wilson**, Station Manager, Ridgeline Communications/Metro Atlanta

# The Talk of 2011

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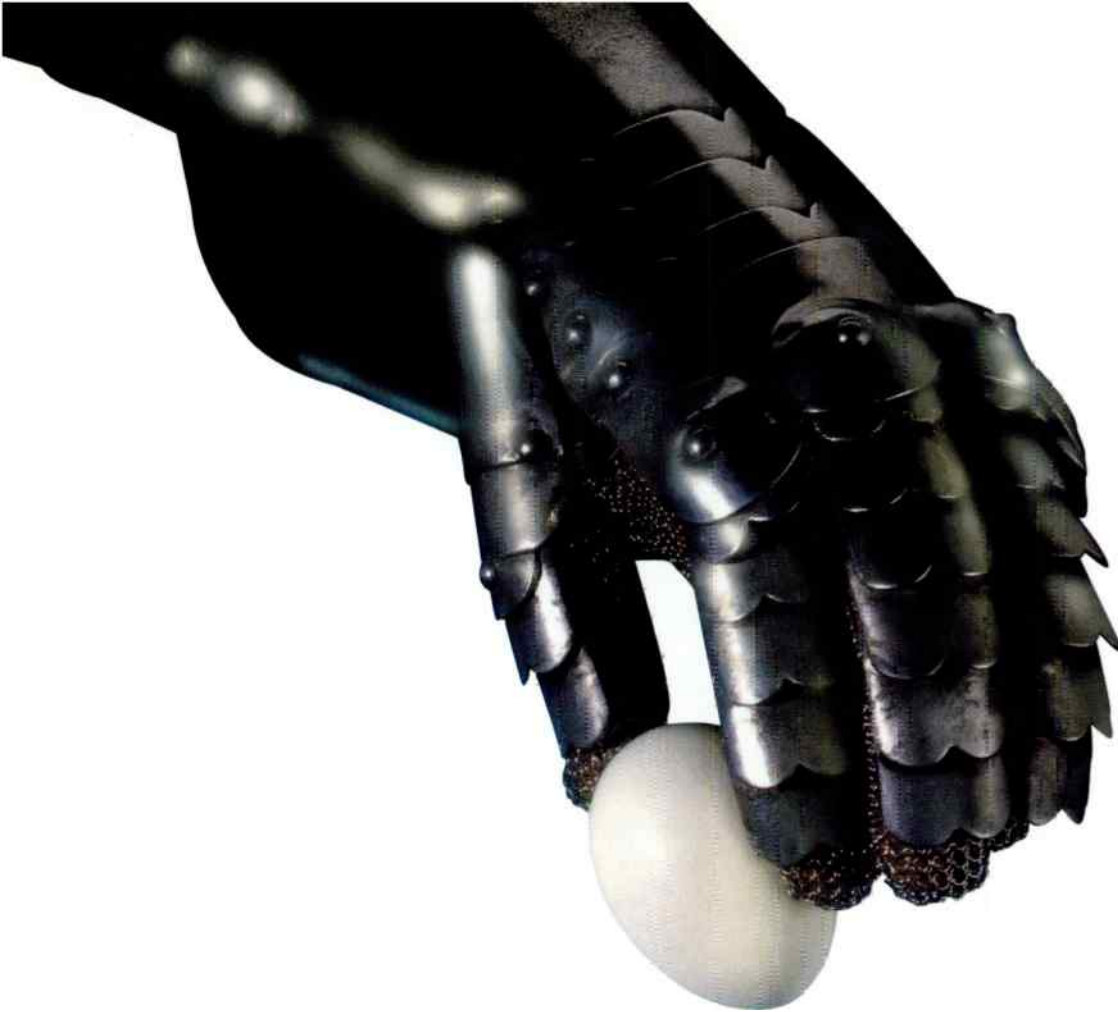
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# Media Maverick

## **Arianna Huffington**

is many things — among them the best-selling author of 13 books, a radio personality (she co-hosts public radio's *Left, Right & Center* with Mary Matalin), and a political commentator who appears regularly on cable news channels.

And she's also the co-founder and editor of the *Huffington Post*, one of the Web's most powerful brands. This online newspaper is not just a platform for a vast number of reporters, bloggers, commentators, and analysts, it's become an online home for thousands of passionate, and passionately loyal, readers, fans, and commenters. And, five years in, the "HuffPo" is beginning to make money.

The secret to a strong digital brand? Says Huffington, "What is really important is to find what your passions are, and to have a clear voice, a clear DNA."

{ By Editor-In-Chief Brida Connolly }



**>> The Huffington Post seemed to appear and establish itself very quickly. Was it really the overnight success it may have appeared to be?**

Oh, you know, nothing is ever an overnight success. We're now 5 1/2 years old — we're still young enough so we count half years — but it was definitely — we launched in May 2005. From the beginning, we wanted to do three things: to be a platform for multiple voices, some well known, some not; to be 24/7 news, constantly refreshed; and to be a very vibrant community.

And in the course of the last five years, we've also expanded to being an Internet newspaper with multiple sections. At the moment we actually have 26 sections. We launched our latest one, on divorce, on Monday.

**>> If you had to describe the brand, how would you explain the Huffington Post?**

It really is an Internet newspaper. It covers everything a newspaper would cover — from politics to sports, books, style, entertainment — and it covers it in real time, constantly refreshed, with multiple voices.

Again, it's a very vibrant community. In the last month, for example, we had 3,800,000 comments. These are comment on the blogs. It's a combination of professional writers and editors and reporters and bloggers who write when they want, if they have a password, or who submit to our editors.



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**>> Do you look at the *Huffington Post* as a platform for a particular political view?**

Oh, no, not at all. In fact, our tagline is "Beyond left and right." We feel that a lot of the national debate is conducted by the media in terms of right versus left. But in fact, a lot of the most important

issues of our time cannot be easily divided into right versus left. Whether it's Afghanistan, or jobs, or the drug war, we see ourselves as providing a platform where people can discuss issues beyond this left-right perspective.



**>> Did you go into it with any ideas or plans that turned out to be misperceptions? Have there been any missteps?**

No, we've been really lucky. We've brought together a great team. We started with five people, and we now have almost 200. Our primary office is in New York, but we have offices in Washington and Los Angeles. We launched local sections in Chicago, New York, Los Angeles, and Denver. So we feel that this has been a really exciting journey over the last 5 1/2 years.

We've tried, also, to focus on what is working, to put the magnifying glass of the *Huffington Post* not just on what is not working in the culture, but on what is working.

We launched a feature that we call the "Greatest Person of the Day," where we feature amazing things that people are doing around the country to turn lives and communities around. We also have an interactive map that tracks all that's being done in the country to rebuild lives, while a lot of the media tend to focus only on what is not working.

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KFMK (FM),  
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**>> It seems to inspire a great deal of loyalty.**

I get a lot of people, again and again, who say to me that they come to the *Huffington Post* multiple times a day. They start their day with the *Huffington Post*. We now have about 25 million unique visitors a month, and it's a wonderful feeling to know that the *Huffington Post* is a good habit!

**>> How is your radio show going? Has it been what you expected?**

Well, it's been really great, because I love working with Mary [Matalin]. She and I obviously disagree on a lot of political issues, but we also find common ground on others. And we particularly can approach our disagreements from the point of view of two working mothers who have two daughters each — mine are in college, hers are still in high school — and juggle work and life. I think it's great to be able to argue politics without demonizing your opponents — and, indeed, kind of enjoying the debate.

**>> What does a radio platform offer that your books or TV appearances, or even the *Post*, may not?**

I have been doing a weekly radio show on public radio called *Left, Right, & Center*. I love being on radio because it's a very different medium. The spoken voice, including mine, with an accent, and the back-and-forth, it's a completely different medium.

**>> A lot of people in radio are very interested in building a digital brand. Since you've come in from a different background, what would be the first, best move to make in building a powerful brand online?**

What is really important is to find what your passions are, and to have a clear voice, a clear DNA. That really works online — to have tremendous respect for facts, because trust is incredibly important. As so many of our institutions are losing trust, being able to earn the trust of your visitors is critical. [Craiglist.org founder] Craig Newmark said that "trust is the new black." That's why, from the beginning, we've had a reverence for facts, creating a civil environment. We've had comment moderators so that we wouldn't be taken over by trolls and ad hominem attacks.

**>> Where do you see the most potential for the *Huffington Post*, both as a platform and as a business?**

At the moment, the *Huffington Post* as a business model is entirely advertising-supported, and that's really working for us. We are now profitable. And as advertising dollars are moving to a digital space, the *Huffington Post*, with its large traffic, loyal community, and multiple sections that cover every interest, is very well positioned to take advantage of that.

**>> What is your take on the state of talk radio right now?**

I must say that, unless I'm in L.A., I don't listen to much talk radio if I'm not in my car. Talk radio is a very powerful medium, and it's a medium that really engages passion. And I think the most important thing as we engage passion is to stay grounded in facts and reality. That is the most important objective. Passion is great. I love it, and I think it fuels a lot of talk radio the way it fuels a lot of what's happening in the digital space. **■**

Brida Connolly is editor-in-chief of *Radio Ink*. E-mail: [brida@radioink.com](mailto:brida@radioink.com)



## SIDELINES

**RECOMMENDED READING?** The *Huffington Post*, of course. Beyond that, I think everyone should read Laurie David's *The Family Dinner*, which is all about the importance of families making a ritual of sitting down to dinner together, and how family dinners offer a great opportunity for meaningful discussions about the day's news. This idea really hits home. Literally. Growing up in Athens, my home life was centered around family meals — especially dinner.

**DID YOU HAVE MENTORS/ROLE MODELS?** My mother. She offered unconditional love and unconventional wisdom. She gave me the freedom to reach for the stars with the understanding that she would love me no less if I failed.

**IF YOU HAD 30 MINUTES TO SIT DOWN AND TALK WITH ANYONE, WHO WOULD YOU CHOOSE?** Abraham Lincoln. I'd love to ask him how he decided when it was time to bring people together, and when it was time to go to war.

**IF YOU WERE GRANTED ANY WISH, WHAT WOULD IT BE?** The ability to teleport myself from place to place, as the bane of my existence is traffic, airport delays, airplane food. TSA groping, and not being able to bring my shampoo in my carry-on.

**DO YOU HAVE A PET PEEVE?** Yes, the growing misuse of that puny piece of punctuation called the apostrophe. For instance, if you want to pluralize an acronym or abbreviation, it's CEOs, GIs, and DVDs — not DVD's, GI's or CEO's. Got it?

**WHAT HAS BEEN YOUR MOST ELUSIVE GOAL?** Getting eight hours of sleep a night.





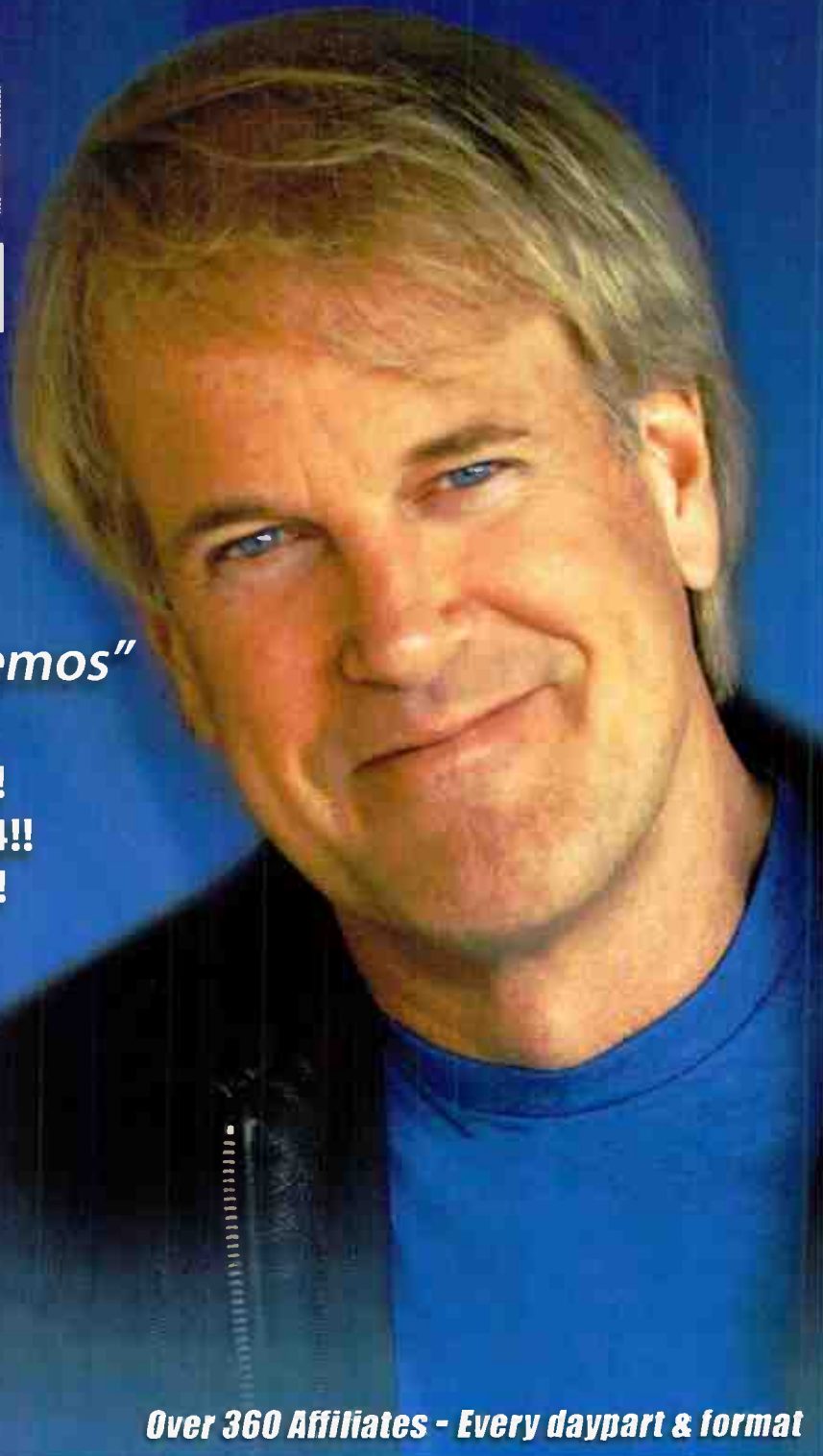
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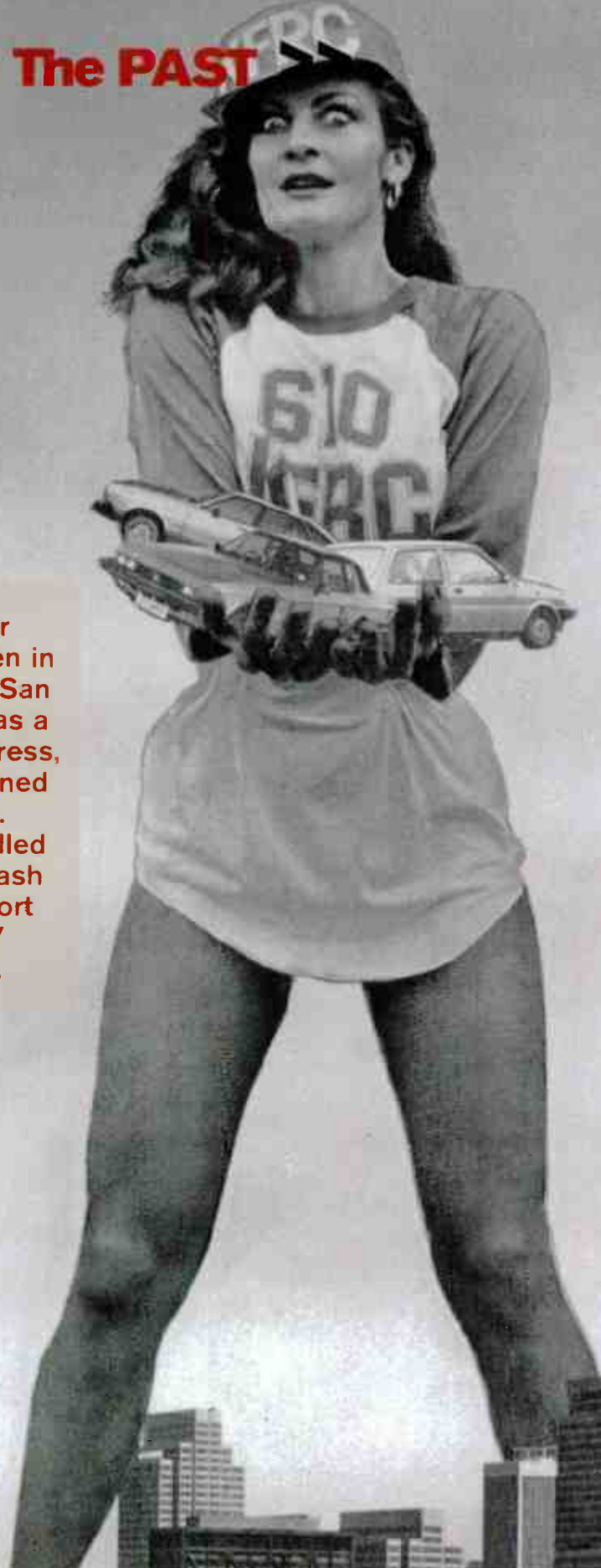
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World Radio History



# BLAST From The PAST

**Jane Dornacker (1947-1986)** – seen in this 1980s KFRC/San Francisco ad – was a rock musician, actress, and comedian turned traffic reporter. Dornacker was killed in a helicopter crash during a live report for WNBC-AM/ New York City.



**SEARCH YOUR ARCHIVES.** Pull the boxes from your own closet. Add a few jazz and searching for (if you should we try in there?) photographs (possibly, and only, for promotions to use on our Blast page. All photos will be returned, but please LABEL them with identifying captions, including a return address and contact name. Mail to: Manuscript Editor Wendy Beckett, Radio Ink, 200 Palm Beach Lakes Blvd., Suite 300, West Palm Beach, FL 33409. Please contact the Library of American Music.

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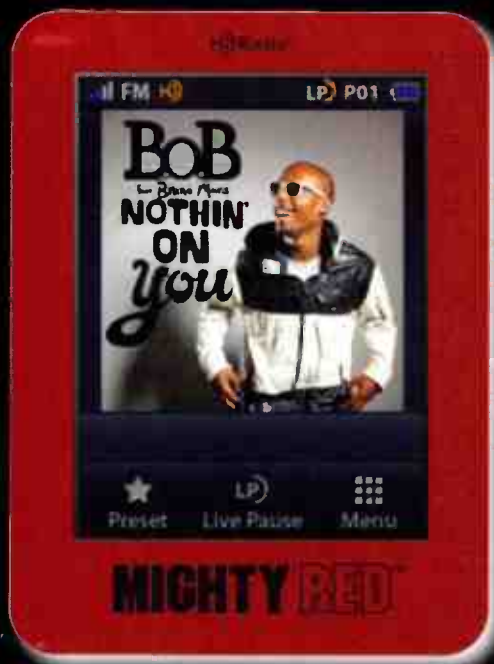
**RADIO INK**





# A Radio To Dazzle Both Advertisers & Employees

— Eric Rhoads, *RADIO INK*



Last Christmas I told you about my effort to help radio employees actually experience HD Radio. We expected to sell a few hundred units, and ended up selling 2,000.

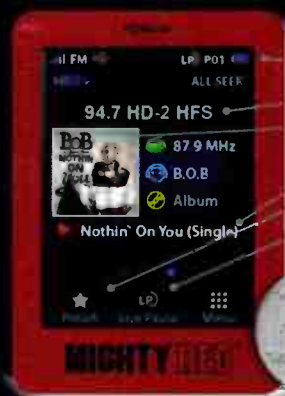
This year my vision is to help *clients* understand HD. **MIGHTY RED 2** takes HD Radio to the next level by showing clients the possibilities: Not only is this the little radio with booming HD sound, but now you can view album covers, station logos, client logos, and promo graphics on the color touch screen. **Clients will love this Artist Experience feature and want to post graphics with their ads.**

Plus, you can PAUSE a live broadcast for the first time in history, and go back to where you stopped. And you can even bookmark songs.

We're launching early, so every order can be filled before the holidays. Stations can purchase **MIGHTY RED 2** as client and employee gifts. Our production run is limited this year, and once the radios are gone we can't offer more before Christmas. **Order yours today.**

Buy yours today and become part of the HD technology revolution.

**Supplies are limited.**



- HD Radio reception (FM only) PLUS FM reception
- Station name
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- Album name
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## Stations are adding RDS display of everything from sports scores to corn prices, time and temperature, and advertising tie-ins.

you might explore the possibilities that such third-party products can provide.

A new feature of the RDS format is Radio Text Plus (RT+). This backward compatible enhancement is ignored by legacy receivers, but it allows new receivers to consistently identify specific fields within the traditional 64-character Radio Text string, as defined by the broadcaster. This gives listeners with recent, RT+-capable FM receivers (like those now appearing in some smartphones or other mobile devices) the ability to display, highlight, extract, or otherwise act on individual characters within the RT field. One current example where RT+ may be used is in song tagging, whereby a user can mark the current song for later review or download. In some cases, stations can earn commissions from songs that users discover and subsequently purchase this way.

### Optimizing Data Delivery

A number of technical elements should be considered to make sure you are getting the most out of your station's RDS capabilities. One frequently encountered issue is optimizing the scroll speed on scrolling text display. It's important to

understand that some radios receive and display data differently than others, so test any scrolling data on a variety of receivers, in a variety of locations; if you have a choice, err on the slow side.

The proper use of the Alternative Frequencies (AF) feature is another area that is often misunderstood. Using AF is a great tool for RDS-equipped FM listeners traveling through a station's network of translators or full-service repeater stations, allowing the receiver to seamlessly switch to the best available signal at a given location. But it's critical to also use the correct RDS Program Identification (PI) codes on all associated stations. If the PI codes are not properly set, the receiver will either not switch when it should to your AF signal, or in some cases the listener's radio may be "hijacked" by another station operating on one of your other alternative frequencies.

Finally, use a modulation or subcarrier monitor to properly set your RDS injection level. Ideally it should be right around 5 percent. Too low an injection level will result in receivers not picking up any data (or being slow to do so), while injection set too high can cause receivers to lock up, and of course it robs



A fifth-generation iPod Nano displays sponsor identification text, delivered by the tuned station's RDS data during the sponsor's audio advertisement.

valuable modulation headroom from the program audio.

If you understand the basic functions of RDS, how you can best apply them, and how to minimize potential problems, you will be well on your way to increasing your station's and your advertisers' listener loyalty and brand recognition with FM metadata. ■■

*Lukas Hurwitz is sales and marketing manager at Inovonics.*

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# RDS Revisited

*The Radio Data System continues to grow in importance for FM broadcasters.*

**F**rom its humble origins as a method of automatically re-tuning radios as they traveled through multi-frequency networks to its current status as a dynamic, content-delivery system, the Radio Data System (RDS) has come a long way. Understanding current trends, important developments in technology, and what pitfalls to avoid can make all the difference in utilizing RDS as an essential tool to increase listener loyalty and brand recognition.

## The Concept

The types of RDS messages that a station transmits can be broken down into three main categories: 1) Basic station ID or call letters, and branding messages like "Today's hits and yesterday's favorites"; 2) Dynamic, scrolling song-title and artist information; and 3) RT+ messages with tags, giving listeners the opportunity to take additional actions based on information being sent out.

The last of these three has seen rapid growth in recent years as a number of consumer products — namely Apple's last two generations of the iPod Nano, Microsoft's Zune, and a number of Nokia smartphones — have taken advantage of this feature.

A successful lesson we can learn from the Web is that the more valuable information you openly share, the more users you get. So if you can take advantage of station IDs, scrolling song titles, artist information, and RT+ with tagging, you will maximize your station's content delivery and strengthen your ability to attract new listeners and build brand loyalty.

Even if you are a small station with a limited budget, and you're using an automation system that does not output song-title and artist information, choosing an RDS encoder that sends out basic station IDs and a message is still an extremely cost-effective way to give listeners instant brand recognition as they scan the frequencies. No station wants to be just another number on the dial.

## Developments

Important advancements in hardware, software, and the RDS format have yielded

new and innovative opportunities — not just for now-playing content, but also for advertising and sales. The movement begun by RDS encoders that could take automation data and actively scroll it in the Program Service (PS) and Radio Text (RT) fields brought dynamic information display to many radios. Today, stations are adding RDS display of everything from sports scores to corn prices, time and temperature, and most recently, advertising tie-ins.

Enabling radio advertising sales forces to offer associated-text display during commercials becomes a terrific value-add, or even an opportunity to incrementally increase revenue for new services. Whether the additional text displayed is a company name, phone number, e-mail, or Web address, radio account executives everywhere recognize the

benefit of this feature.

Many radio automation systems are improving their capabilities to incorporate the metadata management required to offer such services in a systematic fashion. There are also third-party software products like Arctic Palm's Center Stage Live, The Radio Experience from Broadcast Electronics, or Jump2Go's RTmessenger that offer additional ways of adding commercial or station-promotional content beyond the capabilities of some automation systems. These systems typically sit between a station's automation system and its RDS encoder, providing greater control over all data and resulting in more elegant integration of weather or traffic feeds, sports, and streaming information. If you are looking to do more with RDS than what your automation system currently offers,

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# 2010 Radio Technology Review

*Despite a challenging marketplace, radio technology pushed mightily forward this year.*

**E**conomic conditions and pronouncements of obsolescence notwithstanding, 2010 provided much technical progress in the radio industry. Here's a look back at highlights.

## Streaming To The Car

The battle for streaming to the car is on, with Pandora declaring its goal to be pre-installed in every new vehicle, and Toyota's making *iHeartRadio* the first terrestrial radio app in an automotive platform.

Internet radio in general also made the news, with online listening up strongly, and significant growth in pureplays' share of it. Broadcast radio listening was down slightly by some measures, although it still outpaces total Internet radio usage by a large margin.

## Radio With Pictures

2010 will likely be considered a birthing point for addition of visual elements to broadcast radio receivers. Consider the RadioDNS and RadioVIS specifications (*Radio Ink* was proud to feature its first U.S. on-air demonstrations at the 2010 RadioTech Summit), iBiquity's Artist Experience and Fraunhofer's Diveemo system for "small-scale video" on DRM broadcasts, as well as the first implementations of ATSC M/H mobile DTVs, which might offer radio-styled services including graphics.

## HD Radio's Ups & Downs

There was no shortage of developments on the HD Radio front. Bright spots were increased support in factory-installed automotive entertainment systems (dampened by the potential threat of a future lawsuit on such systems' alleged failure to meet promised performance), and the FCC's approval of the FM-IBOC power boost — although by

year's end the number of stations powering up remained low.

Several HD 4 services launched, and the use of out-of-market sister stations as multi-cast channels began. iBiquity also made progress on SFN boosters, and announced Persona Radio (jointly developed with NAB FASTROAD), allowing customizable listening experiences and targeted advertising. Meanwhile, NRSC developed guidelines for calculating FM-IBOC power, including an online calculator.

Some downsides were flattening of the station adoption rate, and a few AM stations shutting down HD Radio operations.

## Metrics And More

Also noteworthy were the FCC's approval of CAP for EAS, newfound worth in FM translators, NPR Labs' work on accessibility, more mobile radio apps, and some interest in the reallocation of TV Channels 5 and 6 to radio service.

Controversy subsided and the rollout continued for Arbitron's PPM, along with Ando Media's emergence as the apparent leader in online radio audience measurement. More Internet radio appliances in some new form factors also hit the shelves.

Tagging made its first forays into advertising content, and robust deployment of networked/IP-based audio studio systems continued. Finally, the area of "interactive radio" showed strong growth, with Pandora leading the way online, and Jelli and Listener Driven Radio making strides on air.

So much for radio being all about old technology. With rosier economic conditions ahead, expect even greater tech progress in 2011. ■

*Skip Pizzi is technology editor of Radio Ink. Follow him on Twitter @skippizzi.*

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2010 Radio Technology Review T2

RDS Revisited T3

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