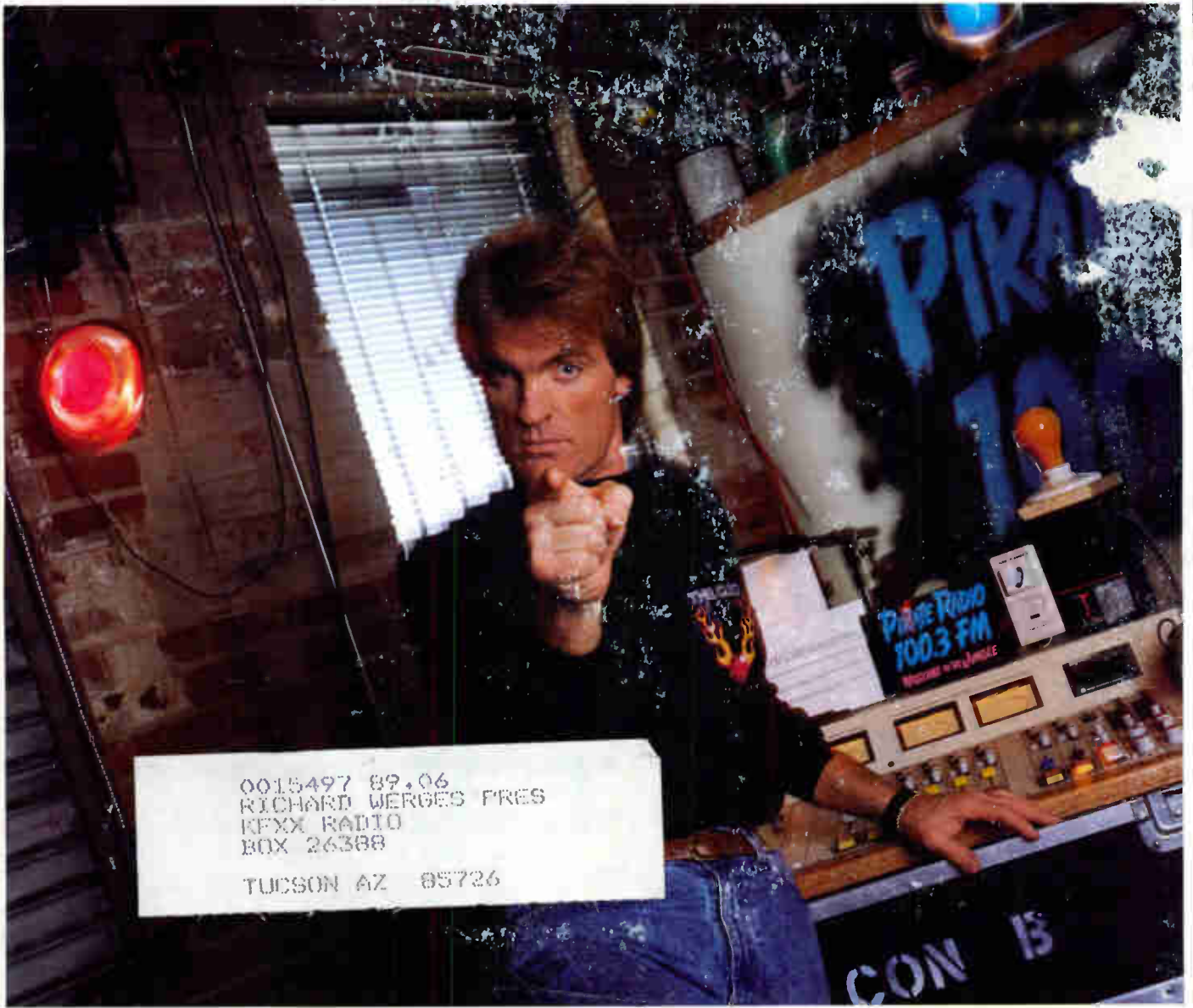


Radio Only®

THE MONTHLY MANAGEMENT TOOL

PIRATE RADIO

What's in Scott Shannon's new format for your station? PAGE 15



0015497 89.06
 RICHARD WERGES PRES
 KEFX RADIO
 BOX 26388
 TUCSON AZ 85726

On May 26th at 7:42 am, every radio station in America will go off the air...



Ellen Hulleberg
President, Interep's Radio Store
RAB Steering Committee Member

With your help!

As the launch of its National Radio Awareness Campaign, the NAB/RAB Radio Futures Committee is planning a major radio event. It is hoped that all U.S. stations will simultaneously broadcast a spot, "Radio, what would life be without it?"

An announcement by James Earl Jones will introduce listeners to the campaign. This will be followed by 30 seconds of silence in order to dramatize

the impact of radio on our lives, with the anticipated result of nationwide coverage.

We need the financial support and participation of every station to broadcast the ongoing campaign.

Interep's Radio Store is proud to be a sponsor of the National Radio Awareness Campaign. For more information on how you can take part, please call us at 1-800-INTEREP.

 **Interep's Radio Store**

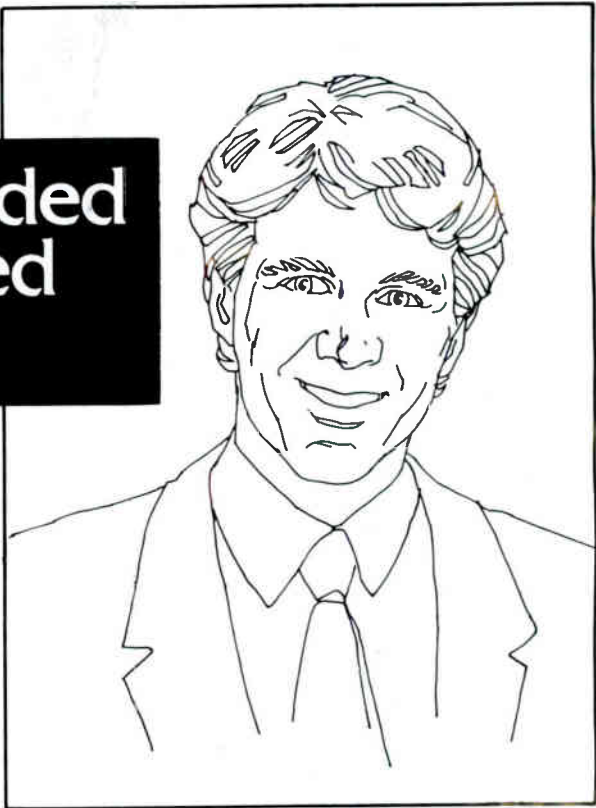
Durpetti & Associates Group W Radio Sales HNWH
Major Market Radio McGavren Guild Radio Torbet Radio

“We came to The Research Group because we wanted to develop our radio properties to their fullest potential as quickly and as profitably as possible. The Research Group has a proven track record of success with many of the broadcasters I know and that’s what we wanted for our stations.

The Research Group worked with us to make their services affordable and to do the job *right*. We might be able to find someone who would charge less for mere data collection, but the value of what we receive from The Research Group goes way beyond the research. The superior service and working relationship we have with the people at The Research Group makes all the difference and they bring a discipline and cold objectivity to the table that is invaluable.

The Research Group works in partnership with us, our consultants, and our management teams and they are a major contributor to this corporation’s success.”

“We needed improved ratings.”



*David Gingold
President
Barnstable Broadcasting, Inc.*

The Research Group develops the *right* information, then uses a special system of strategic planning to help you *win*—and stay strong—in tough, competitive environments. Some managers have the perception that using the *best* is prohibitively expensive. With The Research Group, that is not true. Call today about our availability in your marketplace and for prices which will fit your budget.

For more information, call Larry B. Campbell, President (206) 624-3888.

In almost every field, there is a company that has *earned* a reputation as the leader.

The Research Group

Radio’s Strategic Research Team

METROPOLITAN PARK, SUITE 1200, 1100 OLIVE WAY • SEATTLE, WA 98101 • (206) 624-3888

Why One-Man Shops don't know all the qualified buyers:



One-Man Shops do not have the time or resources to analyze, package and professionally market your stations. One-Man Shops must often resort to high exposure publicity to produce prospective buyers. In the end, one or two top buyers may not have been personally called, increasing the chances that you will leave money on the table.

Now there's a way to achieve the *highest price* for your station. **AMERICOM** represents radio's new breed of professional brokerage and financing specialists. **AMERICOM** is specialized by market segment, in touch with America's hottest buyers and highly trained in the financing complexities that accompany today's transactions.



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Northeast and Central



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Western United States



Paul Leonard
Southeast

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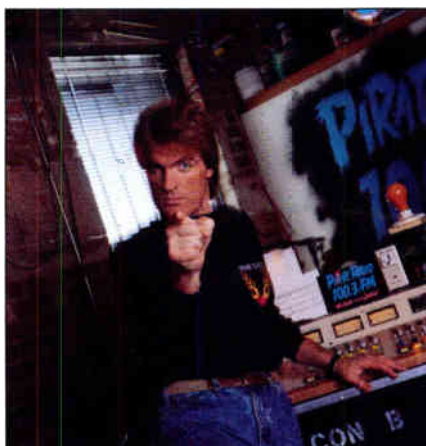
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1130 Connecticut Avenue, N.W. / Suite 500 / Washington, D.C. / 202-737-9000

Radio Only



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How does it feel to be treated like a commodity?

Not very good, we're sure.

There's no way to avoid this feeling when you're just one of 10, 12 or 20 stations that are being represented by one of the megareps.

So if you're beginning to get that sinking feeling of becoming just a supplier of inventory, we have a way for you to escape the "numbers game."

Move to a place where you don't have to compete for attention.

At Eastman, you're an individual station with a unique personality, not a commodity. We don't blur the competitive differences between stations.

In fact, our people work overtime to understand your individual market, station and audience. They look for ideas and values that contribute to your getting a higher price for your product. In the top 20 markets, where Eastman reps a leading station, the market cost per point has increased 11 percent in two years.

Does your rep really sell your station the way you want it sold...or is it just price and ratings? If you're ready to be sold on quality, not just quantity, give Eastman a call at (212) 581-0800.

Number of stations represented.

	Megarep A.	Megarep B.
New York	20	12
Los Angeles	8	17
Chicago	12	10
San Francisco	9	12
Boston	7	11
Washington	10	12

Source: ERDS, July 1, 1988.

Number of stations represented.

	Eastman Radio.
New York	2
Los Angeles	2
Chicago	1
San Francisco	1
Boston	1
Washington	1

EASTMAN RADIO

The alternative to the megarep.

~~BURNOUT~~

If you think it's affecting your programming and marketing strategy — we can help you implement the right approach for your market.

If you think it's affecting your creative team — we can help bring them back to life with sizzling ratings and revenue building promotions.

If you think it's affecting your AC, Oldies or Classic Rock music library — we can test it without burning a hole in your pocket.

If you think it's affecting your consultant...

WESCOM MEDIA SERVICES, INC

1532 Dunwoody Village Parkway
Suite 200
Atlanta, GA 30338
Phone: 1-404-671-8015
Fax #: 1-404-395-6881
Alan Sneed, President

**PROGRAMMING & MARKETING STRATEGY IMPLEMENTATION
COST EFFICIENT MUSIC TESTING ■ MARKET ANALYSIS**

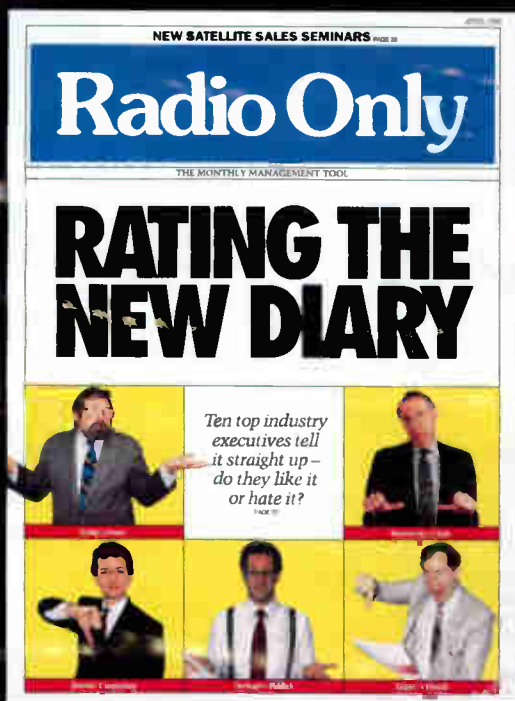
Radio Only

**We help savvy advertisers get
to the real decision makers.**

**In a classy environment
with a unique publication that's
thoroughly read, not skimmed.***

**And, number one in paid
circulation.**

**Source: The Research Group Managers Study*



We've helped more new businesses start, developing companies thrive and established advertisers cut the waste and increase their reach.

If you want to learn more about radio's best advertising tool, call Jerry Del Colliano at (609) 424-6800.

IT'S NOT ABOUT TV OR RECORDS. IT'S ABOUT RADIO ONLY.

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SCOTTSDALE OFFICE
7373 DOUBLETREE RANCH ROAD
SUITE 145
SCOTTSDALE, AZ 85258

Radio Software

Three programs to get more productivity from your station's computer.

Marketron Inc. 101 Lincoln Centre Drive, Ste. 300, Foster City, CA 94404 (415) 341-4004.

■ **Avails Reports:** System includes oversold report, weekly spot report, daily spot report, bumped spot report, projected avails report, slot report and times report.

■ **Copy Reports:** Excellent program. Specifies which copy is running for any scheduled spots up to 100 days in the future for a specific contract. Used to monitor copy rotations and view times and dates a particular contract is airing.

■ **Spot Inventory Analysis Report:** Average sold analysis and time sold analysis reports.

■ **Logs and Daily Revenue Reports:** Sets up program logs, post log, both in detail and in summary.

■ **Sales Reports:** Has sales projection summary, sales projection detail, monthly revenue detail, monthly revenue summary, and business booked (both by week and month) report.

Reflects all the sales orders that are in the computer for selected periods. Can be run by standard or calendar month, weekly, or any periods you want.

■ **Revenue History:** Year to dates, and analysis of future and past periods that are available.

■ **Billing Reports:** Call Marketron for invoice sample, statement sample, billing proof, charges and credits reports, aging report sample.

■ **Utilities:** Has a table file review. A file which helps customize your station. Has 200 questions which will make Marketron's system work best for your station. Changes can be made to accommodate anything you need.

Custom Business Systems, Inc.
Box 67, Reedsport, OR 97467 (800) 547-3930.

System broken down into four basic categories: Traffic, Billing/Accounts Receivable, Sales, and Co-op/Copywriting Department.

■ **Traffic:** Works on a single entry

system, allowing you to enter a contract once. The computer does the rest, automatically tracking each announcement from order confirmation to program log to invoice to collection letters to co-op affidavits.

System includes alphabetic recall, automatic weekly scheduling, typical program log, commercial times page, control room discrepancy page, commercial inventory management report, time sold reports, order confirmation (calendar format) and others.

■ **Billing/Accounts Receivable:** Choice of invoice formats to satisfy even the pickiest station. Wealth of reports gives you crucial information to make timely decisions. Custom reports showing information for each salesperson, agency, rep office, even sales commission or geographical area. System offers 15 to 20 different statements, including a collection letter program.

■ **Sales Department:** Analyzes daily sales reports (both in detail and total), five-year history, three-month sales analysis, comparison reports of actual to goal, and rate analysis projections.

■ **Co-op/Copywriting Department:** Makes co-op paperwork manageable. Gives RAB/ANA standard co-op affidavits enabling your customers to recover co-op from the manufacturer quickly and easily. System has affidavits, copy summary sheets, and commercial copy reports.

Datacount Box 3078 Opelika, AL 36803 (205) 749-5641.

System is called Darts (Datacount's Accounts Receivable and Traffic Scheduling): Lots of bells and whistles. They use testimonials from happy customers to do the selling for them. Investment most applicable for small and medium sized markets.

—By Irwin Pollack

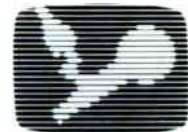
Next Month: Business Magazines.

The Book.



The way to find the niche

- Expert programming analysis plus listener feedback
- Intense focus on your station, your competition
- Custom-written reference manual
- No-nonsense Action Plan



SHANE MEDIA

2500 FONDREN RD. SUITE 222
HOUSTON, TX. 77063
(713) 952-9221

**The Programming
And Research People**

On Positioning...

"The rep business has come full circle in the last ten years. Noticeable disparities among stations no longer exist in many markets. The difference between the second and sixth ranked station may now be tenths of a rating point. In this type of selling environment, your national rep is more important than ever!

The salesperson enthusiastic in their presentation and aggressive in their follow through will win in most instances. These qualities are what we look for and breed in Durpetti & Associates salespeople. Our growth has not come from quoting rates on number one stations, but by pre-selling and enthusiastically positioning the value of our properties.

My belief is that a rep firm's responsibility is to obtain premium rates for deserving stations. That means getting the number six station on a three-station buy. This feeling is shared by everyone at Durpetti & Associates. Nothing less is acceptable!"

*Jay Kirchmaier
Regional Manager
Detroit Office*



DURPETTI & ASSOCIATES

A Commitment To Excellence

△ AN INTEREP COMPANY
World Radio History

Car Dealer Closes

New ideas for getting in the door.

■ **Try the "Five-Buttons Close."** When you encounter a reluctant car dealer prospect who says, "Nobody listens to your station," go with him or her to the service department, find out how many preset buttons in cars being serviced are set to your station. Proves you have an audience.

■ **Help promote "New Car Shows."** It's the way many stations can get part of the buy from Cahners Exposition Group (top promoter of auto shows nationally). Get your prospects involved in the show. Get on Cahners' good side. For more info, call Cahners' Advertising Director Dennis Coady, (617) 536-8152.

■ **Work with the Parts and Service Managers at your current dealerships.** Just call on Sales Managers looking for an order to promote new or used cars. Parts and service managers have unlimited co-op opportunities with different manufacturers.

■ **Go for auto leasing programs.** The National Vehicle Leasing Association (NVLA) reports that over half of all autos will be leased within the next five to ten years. Car dealers make a higher profit on leases than on straight sales. They absorb the cost of the unit over the term of the lease and sell it as used once the lease expires. For more information, Radio Only subscribers may call the National Vehicle Leasing Association at (213) 838-3170.

■ **Tap into vendor programs.** The most common manufacturers for radio are Ford, General Motors, and Nissan. They will normally offer a minimum of participation on either parts and service program or automotive aftermarket. Here are some methods to try:

Contact the regional marketing director with hopes of assembling a vendor program for your market. (To get to the regional personnel, you will need a referral by a local dealer.)

Tap into unused co-op funds,

and absorb these unused funds into a 50/50 fund to promote either parts and service or aftermarket. Some salespeople say that Ford does the same thing with their "Red Carpet Leasing" programs. In summary, corporate puts half of the funds into the pool, and the local dealer contributes the other half.

Get the regional marketing representative to give you names and some background information on each dealer in the region. Your mission: Get each dealer to contribute \$200-\$300 per month to the kiddy.

Once the funds are together you can get a 50-55 second commercial from corporate headquarters. Then, on a rotating basis, dealers are tagged onto the last portion of the commercial.

In your presentation to the dealers, be sure to present some information and/or statistics. For example:

■ **Dealer's reputation (service) is one of the top reasons a person buys a new car from a particular dealership.** Bringing a person in for service can be the start of a long-term relationship.

Before you begin working toward more automotive business, it's important that you understand the language they speak. Pick up a copy of Automotive News. Subscription information at (313) 446-6000.

"Up": Their term for a customer. At a dealership, salespeople rotate customers. Each time a customer walks into the showroom, the next salesperson is "up."

"Up Sheet": Their tracking, or monitoring, system for ups. The most common system is the Master Track sheet.

"Skate": The salesperson that steals "ups" out of turn. This term can also mean a customer that goes from dealership to dealership looking for the best price. (Over half of all customers shop at at least three dealers before deciding.)

Next Month: Qualifier Checklist.



LONG TERM PARTNERSHIPS

Through open, clear and frequent communications, Hillier, Newmark, Wechsler & Howard establishes and maintains long term partnerships with our client stations.

Communication on a continuous basis enhances the personal chemistry between client and rep. Understanding and trust develop. Soon possibilities become sales opportunities and these opportunities lead to increased market share and profitability.

Partnership through communication—another important aspect of the unbeatable combination that gives our stations a winning bottom line.

HNWH

THE FACTS SPEAK FOR THEMSELVES

HILLIER, NEWMARK, WECHSLER & HOWARD
▲ AN INTEREP COMPANY

New York, Atlanta, Boston, Chicago, Dallas,
Detroit, Los Angeles, Minneapolis,
Philadelphia, St. Louis, San Francisco.

Hot Summer Prospects

New categories to concentrate on for June, July, August, and September. Plus promotional ideas from Broadcast Marketing Company.

June

■ **Bridal Events:** It's the big time of the year for weddings. Contact florists for wedding package promotions, bridal registrations. Stationery stores. Tuxedo, limo rental stores.

■ **Cat and Kitten Month:** Try getting pet stores involved. Both for animal sales and cat/kitten supplies.

■ **Dairy Month:** Get your local contact at a supermarket or convenience store to give you a list of different food brokers for the dairy industry. For example, yogurt, eggs, butter, milk products. Get each of the brokers to give you \$500 to \$700. Pool their funds. Offer a large Dairy Month Program to a supermarket. Every time a customer comes in and buys (or writes the name of) a dairy product, the supermarket gives that person a key. Get an appliance store involved. Get two (or three) people who win refrigerators by having the keys that open them. Generate traffic for the supermarket (everybody has to come in at least twice); brokers benefit from on-air exposure and more product movement. Win, win all around.

■ **Graduation Events:** Luggage stores, travel agencies, car dealers, clothing stores, camera/stereo dealers.

Other products that are hot this month are air conditioners, bedding, luggage, men's wear, home improvement products, tires/batteries, tools/hardware, jewelry stores, garden supply stores, hot tubs and supply stores, camping supplies.

July

■ **"Christmas in July" Sales:** Try reviewing last July 1988's newspapers. Usually available from the newspaper company or at the library. Most retailers suffer from "lastyearitus" — a term for doing the same things each year. Call on

those prospects early. Before the newspaper eats up the budget. Ideal categories: car dealers, ski shops (to get rid of last year's inventory), domestics/linens.

■ **Summer Clearance Sales:** Some ideal prospects — appliance stores, camera stores, department stores, clothing stores (especially shoe stores). Also — bicycle stores will try to milk the season for all they can.

Other products that are hot this month: air conditioners (still), clothing clearances, fabrics, furniture, paint and wallpaper, movie theaters, building supply dealers, and hotels/motels (vacations).

August

■ **Back-to-School Month:** Automotive, clothing stores, movers, camera/stereo, computers. Also contact banks. Marketing programs would be perfect for those financial institutes putting in a push for the student business.

Other products that are hot this month: major appliances, accessories, baby needs, bedding, children's wear, domestics/linens, fall fashions, furniture, stationery, woolen fabrics.

September

■ **Labor Day:** Big sales for auto dealers that are about to introduce their new 1990 models. Also — bedding sales, appliances. Last effort for the home improvement industry before it gets too cold, and their customers decide to put it off until spring.

Other products that are hot this month: bedding, children's shoes, china and glassware, dishwashers, freezers, fabrics, fall fashions, floor coverings, home furnishings, home improvement products, radios and televisions, sporting goods, tires/batteries/accessories/parts, and tools/hardware.

Next Month: Sales Presentation Tools.

Charter Clients

These radio executives decided to give their salespeople the benefit of monthly or every other month in-station sales training:

Marshall M. Bandy Jr., President, WSGC-FM, Chattanooga, TN

Steve Berger, Local Sales Manager, WODS-FM, Boston, MA

Bruce Bjorkman, General Sales Manager, WMMZ-FM, Gainesville/Ocala, FL

Dick Booth, President, KMJX-FM, Little Rock, AR

Kim Colebrook, President, WADC-AM/WMGP-FM, Parkersburg, WV
WLEC-AM/WCPZ-FM, Sandusky, OH

Holly Cope, Sales Manager, WERE-AM, Cleveland, OH

Trevor Gowdy, Vice President/Sales, Curt Gowdy Broadcasting, Boston, MA

Reynold Hawk, General Manager, WMMZ-FM, Gainesville/Ocala, FL

Cheryl Healey, General Sales Manager, WCGY-FM/WCCM-AM, Boston, MA

Mason Ingalls, Sales Manager, WNCX-FM, Cleveland, OH

Andrew F. Mars, Director of Sales, WODS-FM, Boston, MA

Karen Quinn, General Sales Manager, WVVE-FM, New London, CT

Joe Rook, General Sales Manager, KMJX-FM, Little Rock, AR

Mitchell Scott, Executive Vice President, WCHR-FM/WTTM-AM, Trenton, NJ

Dave Urbach, General Manager, WERE/WNCX-FM, Cleveland, OH

Irwin Pollack's

IN-STATION SALES TRAINING™

The training you'd give, if you had the time to do it yourself.

Add Five Well-Trained Salespeople...

That's what 20 select radio stations will be able to do – 15 have already committed to America's first and finest approach to increasing billing.

It's Irwin Pollack's In-Station Sales Training. A regular, on-site action program which puts the hottest sales trainer in your station on a regular basis. And it's just for you. Competitors aren't invited. This is not a seminar. It's the help your salespeople need so you can ask more of them. Serious, on-going training.

Here's how it works. All it takes is two days a month or two days every other month. Your choice. You decide who attends. Irwin Pollack works along with the achievers and underachievers. They may be old pros looking for motivation or young hopefuls looking for direction.

In-Station Sales Training will never have more than 20 client stations. It's being limited because stations are coming to realize that even the best sales trainer can't be at his best for everyone who wants it.

And you'll get the kind of sales training

you'd do, if you had the time. Not theory. Not generalities. No slick talk. But proven bottom line results-oriented help.

Without Hiring Anyone.

And, In-Station Sales Training comes with this unconditional guarantee. If you don't get many times more than your original investment anytime within the first six months, simply cancel and pay for the training that was conducted. Now isn't that fair enough? A real no risk guarantee. You must profit from you staff's on-going training or you're not obligated for one second more.

Act now and choose your dates. There are only 5 openings left. See why the best way to add five new well-trained salespeople without hiring is to invest in the ones you already employ.

Now you can give your sales team the affordable, on-going training they need to improve their billing.

Here's how to learn more: Call Irwin Pollack one-on-one at 1-800-872-7355 or check off In-Station Sales Training on the reader service card in the back of Radio Only.

Irwin Pollack's

IN-STATION SALES TRAINING™

The training you'd give, if you had the time to do it yourself.

THE PRICE OF GETTING PERSONAL JUST WENT DOWN.

When it's time to choose a computer system that streamlines your station's operation, price and user friendliness are two prime factors.

Automated Business Concepts announces a substantial price reduction of the popular MAPS software, which now runs on your IBM-AT or AT Compatibles. This system provides complete integration of *all* your station's departments, without taking an entire department to house the hardware. Since the powerful MAPS software system didn't need to be rewritten to operate on your IBM-AT or AT Compatibles, you enjoy the same MAPS flexibility and efficiency that has been available to radio stations for over one decade. Management, Accounting, Programming & Sales- MAPS. A whole new direction for your IBM-AT or AT Compatibles, and a better course for your station. Check off the reader service card in the back of this issue and we'll send you a free Systems Survey Checklist. For immediate action, call Susan McKellips for more details and personal consultation, at (619) 566-8920 -Collect. Because the price of getting personal is often free.

ABC Automated Business Concepts
The Radio Computer Specialists
10650 Trenea St., #201, San Diego, CA 92131

NUMBER ONE IN TIME SPENT READING*



The one publication radio executives *really* read.

* 1988 Managers Study conducted by The Research Group. For a copy call Jerry Del Colliano at (609) 424-6800.

THOUGHT STARTERS

How to Combat Competitor Attacks

■ Use liners that top your rivals when they are attacking you. "The most music allowed by law" is topped by "more music than the law allows," or "nobody plays more music" is topped by "the most music." "A better mix of your favorite songs" is topped with "the best favorites and more of them."

■ Get an edge on your CHR competition by stealing ideas from MTV. The trendy video channel is used by youth much in the same fashion that Top-40 is used around the home. The memory of the video can only serve to enhance a listener's memory of your station.

■ A larger competitor purchases a heavy TV schedule. Take your smaller budget and block the TV buy. Buy every network affiliate in prime time on a Wednesday night to promote a specific reason to tune in Thursday morning.

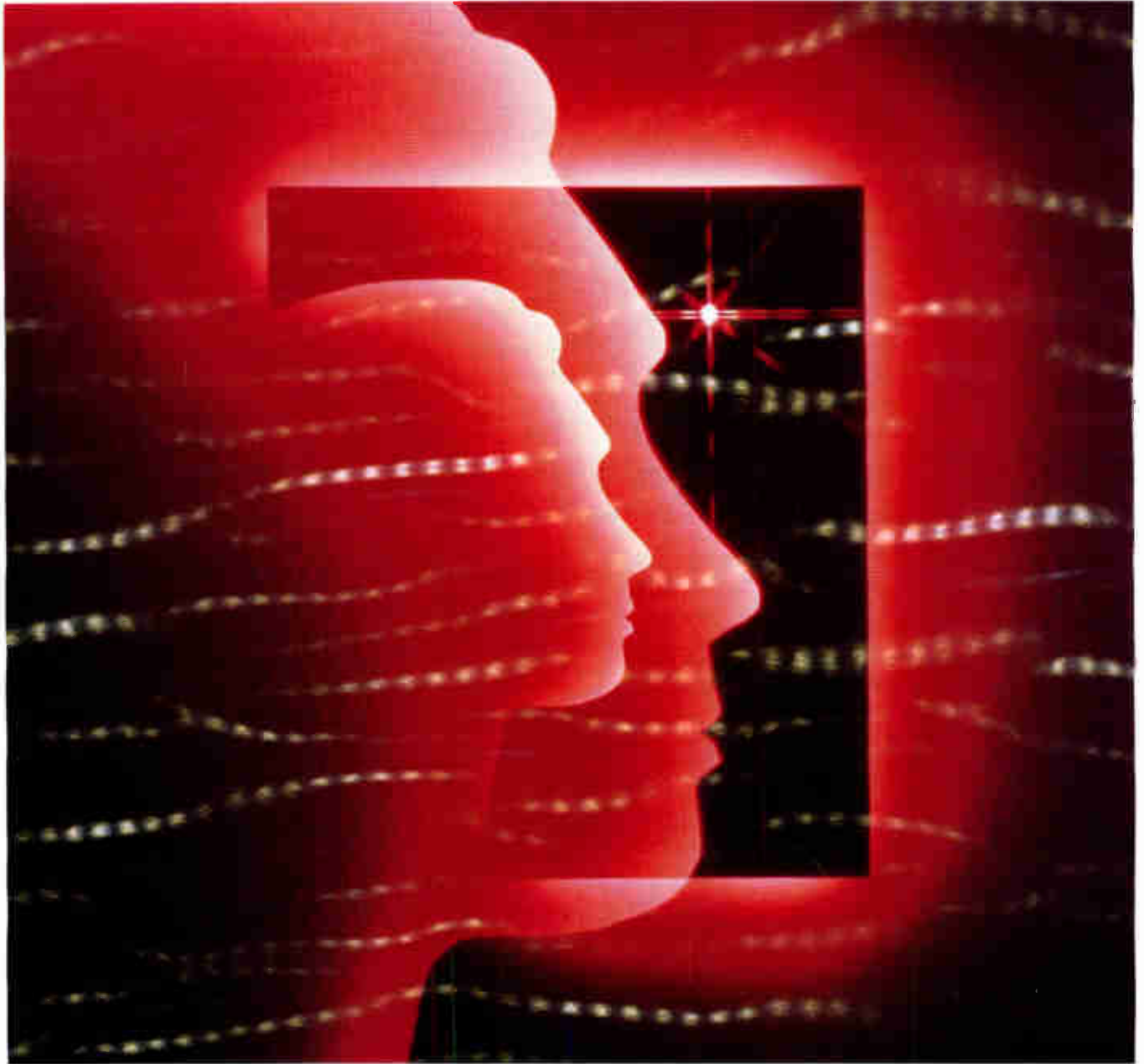
■ When a competitor dominates television and/or outdoor, go for direct mail to target homes. Save money by targeting your hot zips. Hot zip codes are those that have the most listening for your specific station, or those with the biggest rated zips for a primary competitor.

■ The car is a prime position of radio use. It is usually where people first find a new station; radio's "point of purchase." Create in-auto use by hanging signs on parking lot exit gates, having car washes put stickers on radios, using bumper/window stickers for contests, distributing scratch-and-win contest cards at fast-food restaurants.

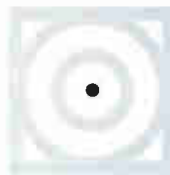
■ Thwart a rival's morning jock who continually does stunts, tricking an audience into listening. Present a David Letterman-like bit called "Stupid Radio Tricks." Watch the trades for stupid tricks that are sweeping the country and announce them on your air first so your competitor looks silly when it attempts the same tricks.

-By Mike McVay

**IF NOBLE WERE IN MEDICAL RESEARCH,
THERE MIGHT BE A CURE FOR THE COMMON COLD.**



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Pirate Radio

What's in Scott Shannon's new format for your station?

By Jerry Del Colliano

Long before the first meaningful ratings ever come out, KQLZ-FM, Los Angeles is already a hit with radio people.

So popular that the trade press has been consumed by the new startup station. Some 4,600 phone calls to a 900-listen line (at \$1 per minute) were received within the first two weeks of signing on. The station was netting an average of \$1,200 per day from the listen line going into its second full month of operation.

There has been publicity, gimmicks and folklore, but is "Pirate Radio" really new? Is it different? Will it work?

More importantly, is there anything in it for you?

Norm Pattiz paid \$56 million to buy KIOQ-FM, from Outlet. He swiftly hired Scott Shannon away from Malrite's WHTZ-FM, New York (Z100) for a \$15 million package deal including Mr. Leonard.

Then worked a co-sharing deal with Gary Edens so that programmer Randy Kabrich could leave the highly successful WRBQ-FM, Tampa to work on-scene at the new station. Call letters were changed to KQLZ-FM. The first days originated from an old warehouse and "Pirate Radio" was off and running.

Here's what the new format is all about:

POSITIONING

Pirate Radio was created more in the image of Radio Caroline and the off-shore British stations that bombarded the mainland with rock radio.

It is not Pirate Radio in the sense of pointed hats, peg legs and parrots. None of the on-air imagery is directed at this image.

Westwood One Programming VP and KQLZ-FM morning personality Scott Shannon says the station is a hybrid of several concepts. It is designed to be a clean, streamlined station avoiding hype

and overstating the facts.

It's trying to be proud. Some may confuse it for arrogance but that is up to personal interpretation. Kabrich says, "it means one thing to one person and something else to another."

When it signed on, here are the types of positioners that were introduced to create interest and shock:

"Pirate Radio is on the air at 100.3. Don't tell anybody."

"Pirate Radio is on the air at 100.3. Some people just won't get it."

"Roll down your window and piss off the neighbors."

"You've got to have big ones to listen to Pirate Radio."

And, the most requested positioner (Shannon even claims the station gets requests for it): "Don't be a dickhead."

The philosophy is to produce a "top down, drivin' around, California fun" sound.

The first week, station personnel talked with everyone who called in and filled out a form with information such as their age, where they were calling from, what stations they like and what they liked and didn't like about the new Pirate Radio.

Shannon and Kabrich say the callers mostly liked the less DJ talk, the variety of music and the "dickhead" positioner.

Among the dislikes: some listeners were offended by the "dickhead" imagery and others didn't understand how the station could play Tone Loc with heavier rock acts.

MUSIC

Pirate Radio is a definite mix of mainstream CHR and harder edged rock. The playlist can include Madonna, Bangles, Roy Orbison, Great White and Tone Loc.

Shannon, Kabrich and Shadow



Pirate Radio Operations Manager Randy Kabrich, General Manager Simon T. and Air Personality Shadow Steele at the KQLZ-FM studios in Los Angeles.

Steele (formerly Shadow P. Stevens) contribute to the musical variety. Shannon gets the urge to play "Do Wah Diddy Diddy" by Manfred Mann and on it goes. No research here.

Kabrich is the one who mixes it all together.

The rotation changes every 48 hours. Power rotation times vary from day to day. MusicScan is used to help program a floating linear clock that helps the station change so frequently.

Kabrich says the same clock has not been in effect for more than two hours in a row.

KQLZ-FM started off by playing Def Leopard, Bon Jovi, Van Halen and Guns and Roses. Then, spread by mixing with the top 40.

The flow of the station is more important than where the power cuts are played. The power records are played anywhere in the hour not just straight up, straight down or on the quarter hours.

There are two to four powers per hour depending on which hour.

Two to four reccurents. Two to four oldies.

The rest of the playlist consists of what's climbing the charts and what's going down.



Billboards attract attention to the new Pirate Radio with the positioner, "Welcome to the Jungle."

Pirate Radio is 70 percent current before 3 p.m. and 80 percent current after 3 p.m.

When Pirate Radio signed on only 125 tunes were being played over and over again. In about a month it was up to 325, still a very

low number. Of that 325, some 260 were oldies or reccurents.

JOCKS

On-air Shannon and his team wanted to avoid what they term "Radio Ga-Ga". Plain and simple — dumb jocks.

And away with the cliches like Madonna Mania, "the station with the most free money," "the station that plays ten in a row" and "a better mix of music."

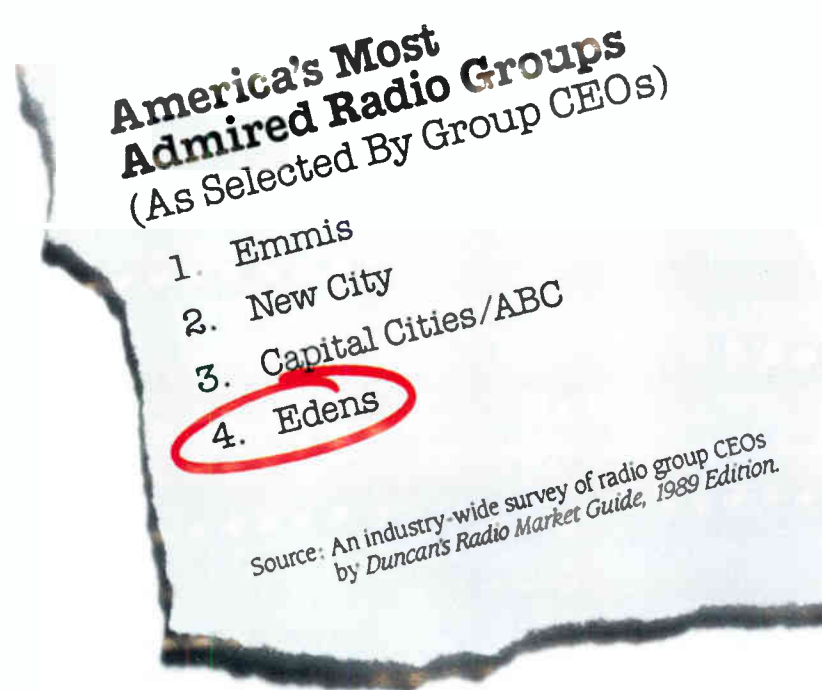
They wanted it to be more unpredictable.

Shannon brags that from time to time if a listener wants a tune that is not on the playlist, they'll play it. Sometimes they won't, but they'll look into it. Like the guy who called and suggested a cut being played in Europe. Shannon



Pirate Radio was created in the image of the off-shore British stations that illegally broadcast rock and roll to the mainland. The men from this pirate radio ship off Long Island, NY were arrested in 1987.

Introducing The Four Tops.



At Edens Broadcasting, we've had our share of hits over the years. And now that we're one of the four top radio groups in America, we've really made a name for ourselves.

But the truth is, we didn't get here alone. Our peers are the ones who voted for us as one of the "Most Admired Radio Groups." And our employees have worked very hard since last year—to move

us up from number six to number four.

Our thanks to all of you. Without you, we couldn't have become one of the country's most popular groups.



Edens Broadcasting

WRBQ AM WRBQ FM WRVA AM WRVQ FM WWDE FM KOY AM KOY FM KKLQ AM KKLQ FM
St. Petersburg Tampa Richmond Richmond Norfolk Phoenix Phoenix San Diego San Diego

couldn't play it, but he ordered a copy and auditioned it.

Jocks don't do the time on air except during AM drive. Weather rarely.

There are four produced "sweepers" per hour.

Up to four music-to-music segues per hour with no talk.

The sound is extremely produced and very amateurish at the same time.

DJ rap is usually kept to less than 30 seconds. The station tries to respect the intros and outros as much as an album rock station does.

They try to play long versions as much as possible.

The legal ID runs at the :50 break nestled between commercials if they have any. One month after sign-on they only had one or two per hour.

Stop sets move to avoid predictability. Back and forth between :25 and :55.

Pirate Radio doesn't do "20 in a row" or "x" number of minutes of music per hour. They do a package of "Zero Talk" hours with no commercials.

MORNING SHOW

Shannon believes America's radio markets are "over-Zooed" meaning there are too many Morning Zoos and their imitators. He's still doing comedy bits, funny commercials, parodies and characters, but playing what would average to three more songs per hour if the morning show was sold out right now. Shannon says he's not doing as much talk as on WHTZ-FM in New York and that it sounds more like a good, entertaining afternoon drive show.

No news, no traffic on Pirate Radio for now. Maybe never. The programmers are unsure. If it sticks, that may be among the most radical approaches.

SALES

GM Simon T wanted to do something radical here, too. Rather than charge \$400 a spot on the startup station he decided to shoot for \$1,000 to \$1,200 per spot and run fewer spots.

First to buy was Avalon Productions (a concert promoter which advertised a Bon Jovi concert) and paid \$2,000 a spot to monopolize

the one commercial per hour.

Now the station runs up to two spots at about \$1,000 a pop.

They are vowing to keep this a limited inventory station with a high rate. Good ratings can only make the rates higher.

PROMOTION

On air it's just T-shirts and tickets for now. There will be contests at some point but Shannon and Kabrich claim they are not sure how to proceed yet.

They started running 500 GRPs per week in a TV campaign that features a ten second spot produced by Filmhouse. It's a spot that looks like kids cut into the TV show. There is snow, static and an unfocused logo of Pirate Radio. It's the feeling that someone is breaking in on the TV station. Shannon's message to managers around the country: don't go by the rules. Don't run spots in the same place, or play power records in the same position. Don't say the same things. Don't charge too little for commercials. Hold out, charge more.

When Shannon came to town, competitor KIIS-FM had already used some of his positions (from WHTZ-FM) against him.

There is no one right way to do things. Stop cloning radio formats. If Pirate Radio is copied without understanding its workings, managers will wind up with a lot of teens and nothing else.

Westwood One plans to offer a satellite version of Pirate Radio by mid-summer. It's likely to include live segments from KQLZ-FM and augmented segments from a separate studio. It may be offered at a very "affordable" price (according to Shannon).

Shannon is not sure what the ratings will bring. But for now, he's purging himself of any temptations to do things the same way. □



*Quality is not an act.
It is a habit...*

Aristotle

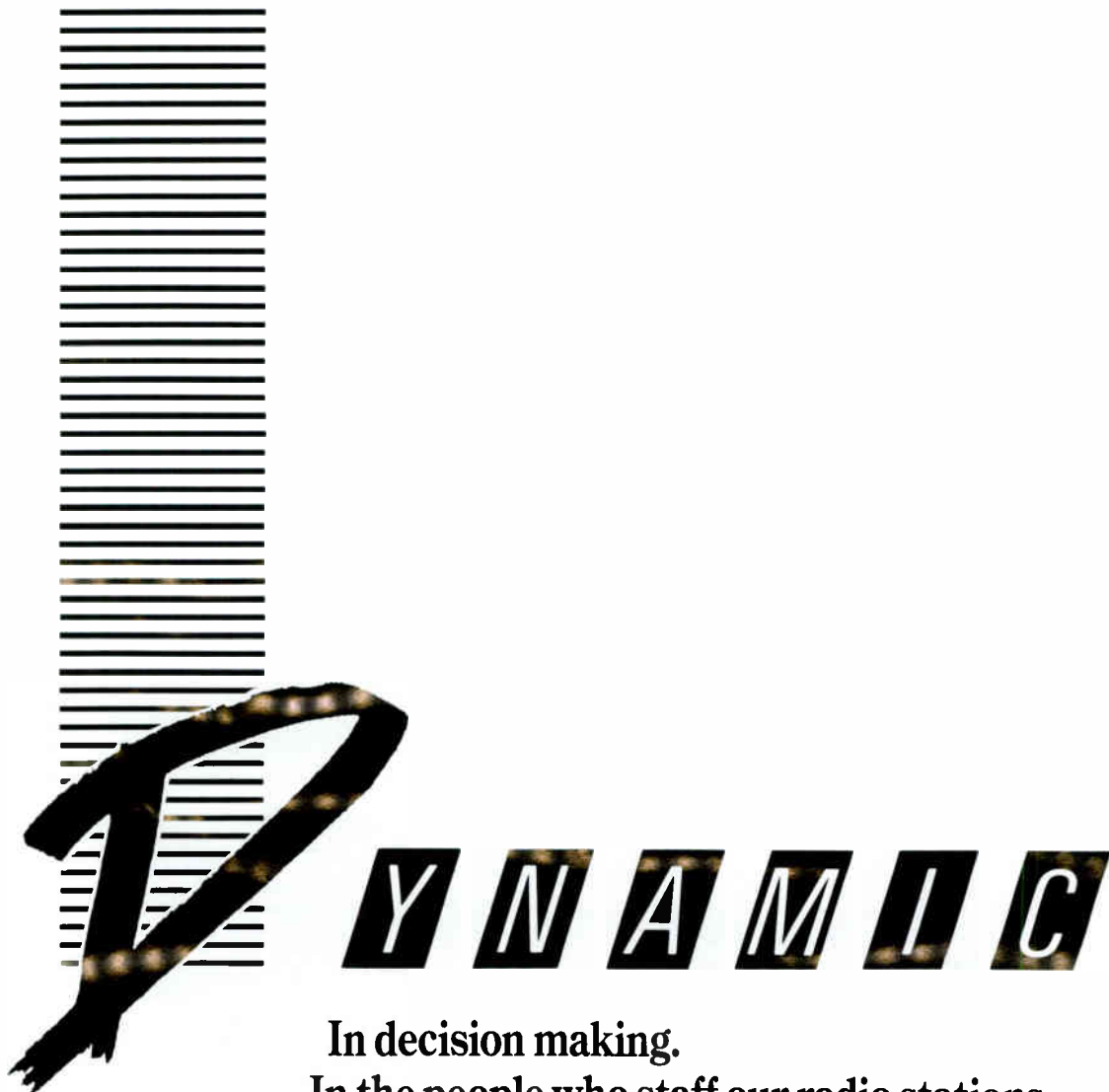


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How To Protect Your Station's Slogan

Beginning in November you can register slogans six months ahead of their first use on-air. Here's the latest on preventing someone from "pirating" your slogans.

Radio executives find themselves navigating through a legal thicket these days to protect their marketing slogans. More often than not, they find their trademarks are worth little more than the paper on which they're registered.

Just ask the man who owns what is probably radio's most ripped-off slogan — "The Morning Zoo."

Edens Broadcasting's Gary Edens openly admits he hasn't done a very good job of enforcing his trademark rights. An estimated 400 stations are using the "Zoo" phrase without Edens' permission.

"We've gotten discouraged," says Edens, who claims it's not worth being distracted from better ratings and sales to start hundreds of trademark court battles.

His company even shied away from forcing a San Diego "Morning Zoo" to give up the name when Edens moved into the market. Although he would have probably won the case, the competitor already had the "Zoo" image.

Broadcast signals don't heed state boundaries, so most broadcasters seek federal trademark registration. That doesn't protect a slogan beyond the station's market unless its originator plans to do business with it nationally.

Westwood One is using this argument to protect its "Pirate Radio" slogan on KQLZ-FM, Los Angeles. The station's programming was made available on a nationwide "900" number before launching a "Pirate Radio" satellite network.

Right now, stations can't protect theft of a slogan they haven't yet put on the air. You have to use it or lose it. But that's changing.

Beginning in November, slogans can be registered six months ahead of their on-air debut. Extensions

to that protective window will be available for up to three years.

Here's how to effectively protect a slogan, show title or logo:

- **Search to be sure nobody else is using it.** An expensive process, but save yourself the aggravation of a year's wait for federal registration only to discover somebody else has the same trademark.

Thompson and Thompson of Quincy, MA will do computer trademark searches for \$80/minute (617-479-1600).

- **Seek state registration of your trademark first.** Compared to the year wait for federal registration, most states can register trademarks within a month for protection in that geographic area. Stations heard

in more than one state should seek registrations in each. Secretaries of State handle trademark registration at the various state capitals.

- **Apply for federal trademark registration.** A panel of lawyers meets to approve it. They will not register slogans that are too generic or that simply describe a format like "all news." To begin the process call 703-557-4636.

- **Advertise the trademark if you plan to use it nationally.** A court usually rules that one ad in a national publication isn't enough. Ads over several weeks or months will establish its use until the federal registration comes through.

- **Charge license fees for the trademark's use, but insist on quality control.** Florida attorney David Pettis points out that a trademark's "market value" will drop if it becomes associated with poor programming. McDonalds won't let a franchise use its name unless quality is maintained.

- **Keep your ears open for unauthorized use.** Then go to court to seek an injunction. If possible, seek federal court jurisdiction because judges are more knowledgeable about trademark law. If you win the injunction, trial backlogs of over three years to hear the case usually force your opponent to settle.

- **Register any planned slogans for 1990 and beyond on November 19.** That's when a change in federal law will allow trademark registration for up to six months before their use. Extensions possible for three years. □



Stations who invent creative slogans soon see them copied in other markets unless they plan carefully to surround the slogan with trademark protection.

Should You Be Tracking Easy Listening's Turn to New Age?

Your competitors may not be jumping on the New Age format, but now easy listening stations are "jazzing" up their format, aiming at your younger demos.

New Age is radio's current curiosity piece. The music appeals to upscale listeners. It sells millions of records and CDs without much airplay. Yet there are only 40 radio stations in the country programming Jazz/New Age.

Since the ratings progress is slow, it's not the format of choice for most stations when a change is in mind.

Now there is a new twist to watch. Group W and Bonneville Broadcasting Systems are two major groups that have been mixing New Age songs with the more standard easy listening pieces, although they differ on the amount and the importance of the New Age element.

At Group W, New Age has become a major component. Bonneville on the other hand sees New Age as less of a salvation and more of a spice for its easy listening format.

Group W VP Bert Wahlan says the mix arose in response to negative feedback in core listener surveys about violin-heavy instrumental remakes distorted too much from the original arrangements — "elevator" music. Group W originally presented the less symphonic, more soft jazz and New Age mix on KJQY-FM, San Diego in November of last year and followed with KODA-FM, Houston and KMEO-FM, Phoenix.

Group W easy listening stations play 50 percent vocals during morning drive, and 60 percent instrumentals during the rest of the day. Of those instrumental pieces, one light jazzy or New Age tune is played for every one remake.

Bonneville Broadcasting Systems President Jim Opsitnick says that adding New Age pieces is not the result of listener surveys. Bonneville has been using appropriate New Age pieces for the last three

years, but uses far fewer New Age songs in its mix than Group W — about one each daypart.

Here's how the addition of New Age to easy listening could affect markets where it is attempted:

■ **A brighter easy listening format.** Group W thinks the newer "brighter" sound is picking up more men and hopefully more young people. It believes that after-work listening is increasing as a result. If true, this could have a significant effect on other stations, perhaps yours, that rely heavily on in-office listening.

Group W has tried to accommodate listeners by being more faithful to the original instruments and melodies in instrumental remakes and also by adding some light jazzy and New Age tunes. The New Age songs that do the best in an easy listening format are the less esoteric pieces with a strong melody line that people can easily follow.

■ **Mixing the music is risky.**

Easy listeners tend to be older (35-54) and may tune out a more modern sound. Non-offensive New Age tunes are considered those with familiar melodies. Besides producing some of these tunes itself, Bonneville has tried — so far without suc-

cess — to convince New Age record producers Windham Hill to develop more defineable, recognizable New Age arrangements. Among some of the New Age and jazz artists that have been added by Group W are David Benoit, George Benson, Larry Carlton, Earl Klugh, and Bob James.

Errors in on-air music mix will be tantamount to a competitor shooting itself in the foot.

Here are the stakes:

If easy listening continues to find ways to integrate New Age into its format, it could be a more potent competitor in some markets. More stations are likely to try it and the "lite" stations in such markets may be impacted. If it fails, New Age listeners will have to wait longer for a station featuring all New Age music.

But then again, easy listening stations may have to wait even longer for something that holds as much promise for their format's quest to attract younger demographics. □



Easy Listening tunes as well as some New Age songs are taped at a Bonneville Broadcasting Systems' recording session in London.

Z-ROCK'S HOT NUMBERS

SAN ANTONIO/KSJL

IN JUST 60 DAYS ON-THE-AIR

2.7 TO 21.4

MEN 18-24

MON, SUN, SA, AM, BIRTH MONTHS OCT/NOV/DEC/JAN '89

1.4 TO 12.1

MEN 18-34

DENVER/KRZR

IN JUST 30 DAYS ON-THE-AIR

.3 TO 2.0

MEN 18+

MON, SUN, SA, AM, BIRTH DEC./FEB. '89

.0 TO 3.5

MEN 18-34

AND...

The Z-Rock poster.

It looks like we sound ... **HOT!**

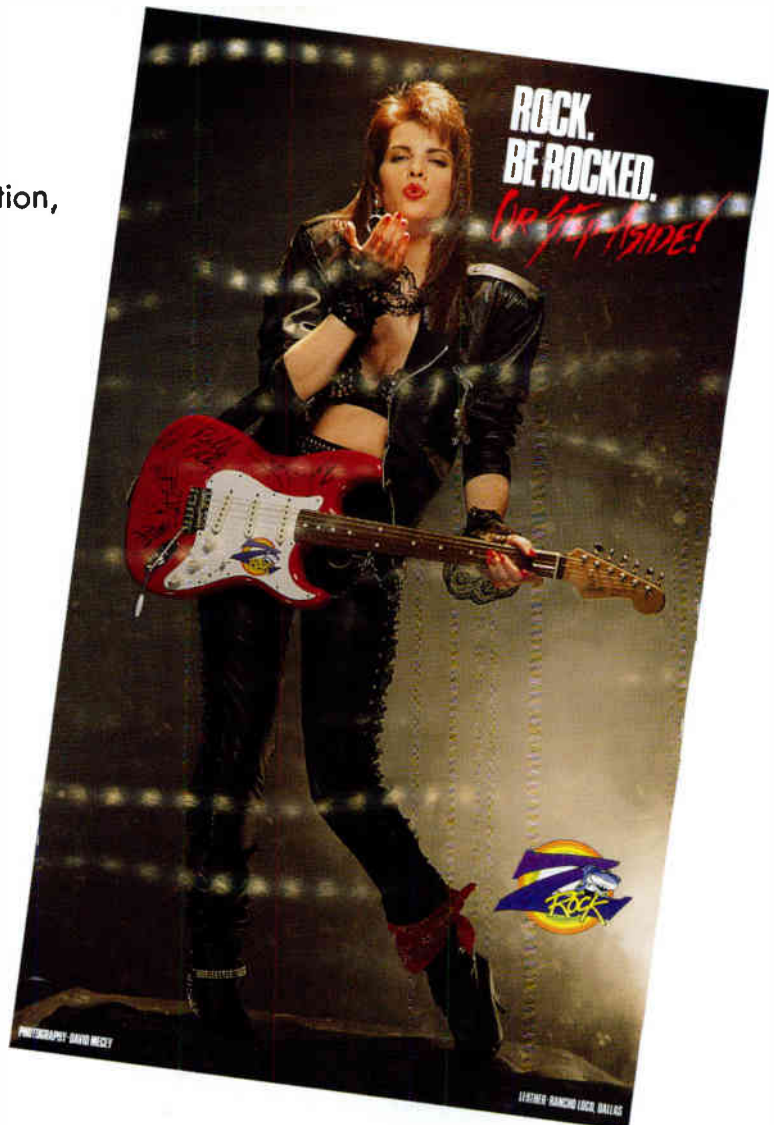
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**Want the Z-Rock Poster?
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SMN programmer Lee Abrams swears his futuristic production facility can rival TV and movies for excitement and variety.

The Next Generation of Creative Production

This is the type of studio that will soon be standard in America's radio stations and all for under \$10,000.

When Lee Abrams became involved in the Z-Rock hard rock format last year, he aspired to create an exciting program as well as a stimulating, quality sound.

Television and films are achieving the impossible with special effects and theater sound systems, but most radio stations are satisfied with the same old production sounds — music and voices.

Abrams considers present state of the art the black and white of radio. He set out to put together a more modern, revolutionary system that would be tantamount to technicolor.

Abrams says that too often stations give in to the limitations of a typical radio production room. Those limitations in turn generate boredom for production people and DJs. The product: typical and tired commercials, intros, IDs, etc.

The production studio of tomorrow is an exciting place for DJs to be and exciting for the manager as well because the cost of going state of the art is not as great as one

might think.

Here's what it takes:

■ **Korg Dss-1.** This sophisticated synthesizer produces samplers — sounds that you program into the machine. Words, a station ID for example, can be recorded into the Korg. The machine reproduces that word on each note of the synthesizer. By pressing three keys simultaneously, that word will ring out in those three different pitches — a word chord. Create a chord of breaking glass or downward- and upward-escalating pitches of glasses breaking. Record the Boston Pops or the William Tell Overture; ready at the push of a key, in any key.

The Korg also uses floppy discs to record sounds. Record just one note from a variety of musical instruments. The recording reproduces on any pitch so you can copy an orchestra, a dixieland band, whatever you want.

■ **Alessis Digital Sequencer.** This is a digital recorder used for songwriters who know nothing about writing songs. You can punch each

note slowly, programming it into the sequencer. When you've finished, you can adjust the speed of the notes into a professional-sounding song.

■ **Yamaha SPX 90-TT.** This special effects processor can imitate a range of acoustical conditions from Carnegie Hall to the hallway closet. Reverberation and echo can be added to announcers' voices or songs.

■ **Tascam Eight track reel-to-reel.** Most stations have reel-to-reels in two and four tracks, hence the standard commercials and promos with one voice and one music track. With the eight tracks, you can record four voices and two musical tracks and two tracks of sound effects, or any combination you want. Create layers upon layers of sound; a radio orchestra.

■ **MIDI.** Musical Instrument Digital Interface that syncs the other instruments together. This time-saver allows the other instruments to talk to each other. Bands use this to connect a keyboard on stage to other off-stage instruments enabling one keyboardist to produce the sound of six synthesizers.

These modern era production rooms are actually more like recording studios.

All of the newly-acquired instruments cost under \$10,000. There are even several guitars, amplifiers, and guitar effect boxes for celebrity musicians who drop in and feel like doing a live jam.

These instruments can be used to produce salutes to musicians by mixing various songs with sound effects, interviews, and announcers' voices. During live broadcasts, the sound of a shopping mall crowd can be intensified to sound like the multitudes at the superbowl.

One Z-Rock jock, bitter about the scanty number of hard rock Grammy winners, played a George Michael record and bombed it off-the-air with sound effects.

One warning. Stations that have this type of new equipment report it is hard to keep the DJs away from it. So, your PD or production person may wait a long time to get it all to him or herself. □

To Many Brokers The Most Familiar Part Of A Radio Station Is Its Lobby.

In fact, most people who broker radio stations these days have never had a meaningful job in one. They also don't have proper investment banking training.

The Sandwich Effect

While many brokers purport to offer you segmented marketing, the reality is that if they get a better deal, yours

gets pushed down to the less experienced people in the shop.

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What You Should Know About FMX

They're fighting over whether this new technology will make FM sound better. Here's what is known so far.

Right now radio station owners are mulling over what to do — spend the money for a promising new technology or wait to see just how promising it becomes.

Researchers at a small electronics laboratory in Connecticut claim they've invented a novel improvement in stereo FM, a system called "FMX" that promises a cleaner, better focused sound and a broader broadcast signal.

FMX is designed to be compatible with existing FM receivers but will deliver its promised benefits only to specially equipped car radio and home tuners — products not yet available.

But FMX stereo generators, which about 100 radio stations already have installed or will install, are under attack from a critic with a gift for grabbing headlines.

Stereo Equipment Entrepreneur and Professor at the Massachusetts Institute of Technology Amar Bose contends FMX actually erodes the broadcast signal and does nothing to extend a station's reach. Co-inventor of FMX technology Emil Torick from Broadcasting Technol-

ogy Partners in Greenwich, CT says Bose is flat wrong.

Bose and Torick do agree FMX could be a hit with consumers regardless of what engineers say.

Torick and his colleagues expect to sell up to two million FMX-equipped radios to consumers by 1990, largely through the efforts of Japanese electronics companies that have licensed the technology.

In the 1990s, Torick foresees selling as many as ten million FMX car and home receivers annually.

Sorting out who's on the right side of this highly technical debate is likely to be beyond the reach of anyone but audio engineers, acoustics mathematicians or audiophiles with access to test equipment. The options available to radio station owners are far more clear.

■ **Waiting won't hurt.** Unlike AM stereo which costs station owners \$20,000, \$30,000 or \$40,000 to install, FMX generators are relatively cheap: \$1,500 to \$1,800.

If a competitor installs FMX, the sound catches on and listeners start buying FMX receivers in droves, the station's lead will be

shortlived. With a \$1,500 investment and a day or two of fiddling by the engineering department, any station in town could duplicate the technology almost overnight.

That's why many stations that have FMX don't plan to promote the change on-air. The signal improvement is so subtle, it's almost subliminal, says Wayne Mulligan, vice president of engineering at WDRC-FM in Hartford, CT, which installed FMX in August 1987.

■ **No complaints about FMX now in operation.** Bose said his research found FMX increased "multipath," a fuzzy sound caused by signal interference by buildings, hilly terrain or other phenomenon.

Engineers at stations that have started using FMX stereo generators say they have used experimental FMX receivers and conventional receivers to test the signal and haven't noticed any degrading of the signal. Only one or two engineers boast the FMX signal is a major improvement.

Greater Media's engineering VP Milford Smith says he noticed less "picket fence" dropouts of signal in a moving car after WMGQ-FM in New Brunswick, NJ, and WMGK-FM in Philadelphia, installed FMX. Neither station has had any complaints from listeners.

"If we did, we'd pull the plug on FMX in 15 minutes," he says.

Bose says if listeners encounter temporary fade outs, they flip the dial rather than call the station.

■ **Claims and criticisms may be overstated.** If so, that's another reason for stations to wait and see.

FMX can double the stereo reception area of an FM station, Torick claims. He argues a third channel included in the FMX signal — the reason a special receiver is needed to hear FMX's alleged enhanced sound — extends to thousands of cars and homes that conventional signals wouldn't reach. More listeners, therefore, would translate into higher ratings and higher advertising revenues.

Bose, on the other hand contends FMX not only won't reach new listeners, it will turn off the existing audience by amplifying "multipath" noise. □



FMX inventor Emil Torick boasts a cleaner, stronger signal after FMX installation — a claim that's in hot dispute.



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"First, we saw the increase in audience in our primary demo...and now, sales are trending up! We're very optimistic."

Jim DeCaro, Exec. VP/GM
EAZY 101, Philadelphia

"Our local and regional business is up nearly 50% from a year ago. Advertiser response to this format has just been tremendous."

Jack Moran, GM
WUUU-FM, Utica/Rome

"Advertisers and agency reps are calling us to say how much they like the change from instrumental Easy Listening to Special Blend. People who weren't buying us before now feel the station is reaching a very desirable audience...the Money Demos."

Mike Elliott, GM
KEZG-FM, Lincoln

Find out about the soft vocal format that will increase your share...of 25-54 Adults and advertising dollars...Special Blend from Transtar.

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*5.9 AQH Share, Adults 25-54, Fall '88
Philadelphia Arbitron, Mon-Sun 6A-12Mid.



The sales staff at WBJW-FM, Orlando sparks creativity by writing captions for magazine cut-outs during its Friday morning creative meeting.

What Goes On At Your Sales Meetings?

What to do about sales meetings that don't generate motivated billers.

The whole of your staff has the potential to be greater than the sum of its parts. Gathering together for the weekly sales meeting may inspire brilliant strategies or replenish lost motivation. But not if it becomes a chore. Radio Only went in search of the secrets to making a sales meeting beneficial and efficient for everyone — every time.

■ **Motivate with a purpose in mind.** WRVA-AM, Richmond GSM Carl McNeill likes to put his sales staff in the mood to sell. The staff targets new businesses by playing poker. For each new business they pick up, they win a card. At the end of the contest, they gather to look at the cards. The person with the best hand wins \$500.

WRVA-AM also offered a weekend ski trip to the highest biller as an incentive. To remind the salespeople of the incentive, McNeill came to the meeting dressed in ski gear. To promote Christmas sales months before the season started, he came to the meeting dressed as Santa Claus. McNeill admits that

these stunts may be goofy, and they may not be for everyone. But his point is, it's no longer sufficient to just motivate at a sales meeting. He also claims no one comes in late to his meetings.

■ **Give updates on incentive programs.** Tracking an incentive contest for a few minutes in meetings will regenerate motivation. The sales staff at KKQB-AM, Houston plays New Business Bingo. Each salesperson makes a bingo square for each new business they want to target. Once a target business has been booked, that bingo square becomes valid. The first person to have Bingo with their valid squares wins a day off.

WRVA-AM holds an ongoing new business contest. Point totals are constantly tracked on a big board. A fixed number of points are awarded for reaching goals in New Business Development, Contract Renewals, Creative Sales, Reducing Collection Periods, and Professional Sales. The winners are recognized and awarded monthly, quarterly and yearly with a cash

prize of \$500.

■ **Limit the agenda of the meeting.** WBJW-FM has three sales meetings a week with three different purposes. Their number one rule: Limit the contents of the meeting to the purpose of the meeting. The Monday meetings are devoted to the business of sales. Wednesday meetings are reserved for training topics. Friday meetings concentrate on creative concerns.

■ **Make brainstorming part of the meeting.** In the creative meetings at WBJW-FM, the AEs sometimes write copy together for a client's campaign. GSM Pat Byrd gives out pictures from magazines. The AEs must write captions for their photos. The exercise stimulates creative thinking and some ideas have been used for a client's campaign. Byrd believes that creativity is what will help you rise above the huddled masses in the business. If copy is dull, it won't work and becomes an indictment against radio.

■ **Encourage role playing at meetings.** KBOS-FM, Fresno hands out numbers and randomly chooses two at a time. The AEs with those numbers play client and salesperson. The client throws out objections and the salesperson must overcome them. The staff then analyzes the role-playing and offers constructive criticism.

KXYQ-FM, Portland sales staffers take turns relating "The Worst Thing That Has Happened to Me in Radio." Afterwards, they discuss how the bad situation could have been turned into a positive experience.

Call on experts to talk to your staff. A GSM isn't expected to be an expert in every area. Call on staff from programming or production to speak at your meeting. Invite a fashion expert to give a show of dress-for-success fashion.

Most stations are in agreement that meetings are the most fruitful in the mornings when people are more receptive to new ideas. The earlier the meeting ends, the sooner your sales staff can head for the streets with ideas from the meeting still fresh in their heads. □

How to Find and Keep Better Billers

Here's how the "Superbillers" get their top producers and how they keep them.

Salespeople are hard to find. That's what sales managers are complaining about in increasing numbers. And excellent salespeople are hard to keep. Nothing new, but more relevant than ever.

Here's what some over-achieving stations are doing.

■ **Recruit 52 weeks a year.** Whether or not there's an opening. WOR-AM, New York GSM Vince Gardino believes a steady flow of interviewees will guarantee that, sooner rather than later, a future WOR top biller will be recruited.

KIIS-FM, Los Angeles — second in national billing revenue according to Duncan — GSM Peggy Schiavo goes to the marketplace to ask clients and retailers about salespeople who do a good job for them. She contacts these salespeople and lures them to join her with the high income potential at KIIS-FM.

■ **Search for sales candidates outside of radio.** Mike Hillstrom, GSM of WGN-AM, the top-billing station in the country, says the problem is not finding top billers. They find him. But if he does recruit, he usually goes to industries other than radio. He prefers non-media sellers for their broader knowledge base.

Great Empire Owner Mike Oatman also looks elsewhere for candidates. Great Empire relies on traits rather than experience to signal a salesperson with drive. Oatman singles out candidates with a history of overcoming hardships. Parents of retarded children, unattractive people and people who grew up on farms are examples of types that have an excellent work ethic and an inbred tenacity.

■ **Use other stations as training grounds.** GSM Mark Durkin of KWSS-FM, San Jose sometimes employs this system in recruiting salespeople. Durkin first recognizes potential in an unexperienced sales candidate. He refers that candidate

to another station where he or she becomes seasoned in radio sales. In time, Durkin contacts that person at the other station and convinces them to join his staff.

That assumes you trust another station to train your salespeople. Many managers prefer to train all salespeople specifically for their station whether they're experienced or not. A radio sales newcomer with potential is often preferable to a known radio biller.

■ **Offer the most important incentives: money and a sense of pride.** One GSM is budgeted with \$30,000 yearly to disperse in cash rewards, as he sees fit. Incentives should be chosen to benefit the company and the salesperson personally — car phones, training "vacations," Dale Carnegie classes, stock in the company, health clubs. Some companies reward big billers with time off when they need it.

Build a sense of pride during training. One of the first steps in the training process at WGN-AM, News/Talk is the Product Knowledge phase. Salespeople interact

with the producers of the various shows and sit through production. By being a part of the programming, they learn to respect the service that the station provides for the community. And they then can be more eloquent in pitching to an advertiser.

■ **Emphasize future opportunities for growth.** WINS-AM, New York (sixth largest biller nationally) GM Warren Maurer thinks that the best way to keep a hot biller is to provide opportunities for growth within the company. Promising stability and advancement for the future is often more valuable than a monetary reward which is quickly depleted.

■ **Wish them good luck and let them move on.** If your top billers want to move on, give them a party. Very few managers convince people to stay if they're not satisfied. An employee that's unhappy is of no use to your station. Some managers encourage their staff to interview and even pick up some information about their competitors this way — a subtle form of spying.

If you want them back, win them for their interest in the station and not for their interest in money. Talk to them about their role in the company and the credibility they built with clients. If this doesn't persuade them, wish them well. They may come back. □



WOR-AM GSM Vince Gardino believes rewarding "Superbiller" efforts gives a sense of pride. Lisa Lindeman is awarded WOR-AM Salesperson of the Quarter.

Remember those 1/3 page strip ads we ran just a few months ago? Well, in case you're wondering why we had to go to a full page...

WSUN/WYNF Tampa • WRXL/WRNL Richmond • KZLA/KLAC Los Angeles • WKCI/WAVZ New Haven • KXKL Denver • KFOG San Francisco • WRDU Raleigh • WHO/KLYF Des Moines • WBAL/WIYY Baltimore • WHDH/WBOS Boston • KIRO Seattle • KONO/KITY San Antonio • WSRW/WTAG Worcester • KZZP Phoenix • WRBQ Tampa • KXXR Kansas City • WLAC Nashville • WHYT Detroit • WQHK/WMEF Ft. Wayne • WHCN Hartford • WPEN/WMGK Philadelphia • KXXY Oklahoma City • KOOL Minneapolis • WRVA Richmond • WNDR Syracuse • KXTZ Las Vegas • WAKR Akron • KKOB Albuquerque • WAPW Atlanta • KZFX Houston • WFYR Chicago • KFDI Wichita • WBLI Long Island • WEAT W. Palm Beach • WEZF Burlington • KMGC Dallas • WMAZ Macon • WSNX Muskegon • KRBE Houston • WHTQ Orlando • WNCI Columbus • WHEN/WRHP Syracuse • WYEZ South Bend • WICC Bridgeport • WKKN/WKMQ Rockford • KCFX Kansas City • WCHV/WWWV Charlottesville • WLWI Montgomery • K101 San Francisco • WRMX Nashville • KSAL/KYEZ Salina • WCKZ Charlotte • KHYL/KAHI Sacramento • WXTU Philadelphia • WIL St. Louis • WWVA Wheeling • KSSN Little Rock • KDAY Los Angeles • KING Seattle • WWLI Providence • CKLC Kingston, Ontario • KXLK Wichita • KLTR Houston • WNAW/WMNB No. Adams • WALK Long Island • WUSY Chattanooga • WMXJ Ft. Lauderdale • WGH Norfolk • KLUC/KRSR Las Vegas • WBNF/WHWK Binghamton • KOEL Oelwein • WNBC NYC • KLUV Dallas • KXTP/WAKX Duluth • WNIC Detroit • KRPM Seattle • WSJS/WTQR Winston-Salem • WOGL Philadelphia • WZEZ Nashville • KHAT Lincoln • WSNE Providence • KLEO/KZSN Wichita • WOFX Cincinnati • WRXK Ft. Myers • WWMG Charlotte • WSBA/WARM York • WCUZ Grand Rapids • KCIX Boise • WGY Albany • WYAV Myrtle Beach • WQBA Miami • KWSS San Jose • WYRK Buffalo • KFKF Kansas City • KMJI/KRZN Denver • KHLA/KLCL Lake Charles • WGSN Long Island • WHEB Portsmouth • WEOK/WPDH Poughkeepsie • WMXP Pittsburgh • WHBY/WAPL Appleton • WMAJ/WNNS Springfield • RADIO 702 Johannesburg, SA • WGEE/WIXX Green Bay • WCKY/WWEZ Cincinnati • KELO Sioux Falls • WCVU Ft. Myers • WGIR Manchester • WCRJ Jacksonville • KNST/KRQQ Tucson • KSO/KGGO Des Moines • WSHE/WSRF Miami • KISW Seattle • WOWW Pensacola • WZZU Raleigh • WMFX Columbia • KQKS Denver • WKML Fayetteville • WRRM Cincinnati • WYSY Aurora • KSKS/KVLT Tulsa • WSWA/WQPO Harrisonburg • WMAG High Point • WTNT Tallahassee • WFTC/WRNS Kinston • WBBG Youngstown • KZVE San Antonio • WARM/WMGS Scranton • WTSO Madison • WFON/KFIZ Fond Du Lac • WSAR Fall River • WTRC Elkhart • WZFX Fayetteville • WWKX Tupelo • WPTF/WQDR Raleigh • WKZL Winston-Salem •

Finally, a video sales development program designed for everyone on your staff with so much flexibility that you can use it the way you want to use it, when you want to use it.

If you have heard or worked with Norm Goldsmith, you'll expect the best. If you haven't, the best is yet to come.

It's proven. It's producing. It's profitable.

We'd like to give you more information or a demo tape and put you in touch with broadcasters who are using the program today... let's talk!

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The Latest Hints on Selling Start-ups and Turn-arounds

How do stations get billing in the wake of a format switch? Here are some ideas you can take to the street.

No ratings. No clients.

The greatest challenge any sales team can face is the one it meets when trying to get billing on a brand new station or one that has undergone a major format change.

Never does the advice "accentuate the positive" ring truer. Particularly when the switch creates advertiser resentment as you abandon old target demographics.

The successful start-up sellers take advantage of the unique opportunities that don't present themselves often.

Here are some tips for signing on businesses.

■ **Remind prospects that a small inventory creates better visibility.** Either by design or from a lack of business, new formats carry few spots. Impress upon the prospect how well their spots will be showcased. Start-up station WSGC-FM,

Chatanooga reminds clients a spot will play as one of a maximum two in a stop-set — beginning or ending the break. Not lost in the middle.

■ **Ask retailers to switch their store radios to your station.** Again, stressing the unique opportunity presented by a low inventory. Start-ups and turnarounds are often popular in stores because they play few commercials.

■ **Actively sell the "hole" in the market.** Stations that performed audience research before choosing a new format should use this information. Prospects should be told about the lucrative "niche" in the market that your station wants to claim. Use examples of successful stations in other markets which program the same format.

■ **Put listener testimonials on cassette for your sales kits.** Include a few pages from your computerized playlist. Give them a demo tape of what your station will sound like. At the end of the tape, record responses from listeners who have heard the same demo tape and loved the new sound. You may also record a personal message from the sales manager or GM at the end.

■ **Set up a charter advertiser program.** Offer a limited number of "memberships" to clients who will spend a minimum amount on your

station at a favorable rate. Guarantee that rate as long as the advertiser buys a monthly schedule, but build in a 15 percent annual increase. Charter advertisers who drop out can only return at the higher rates that everybody pays.

■ **Do your own "ratings" survey.** Keep track of the age, sex and neighborhoods of listeners who are calling the station's contest and request lines. Some stations use interns for this. Phone companies in some areas will soon be offering "caller ID" equipment that gives you a read-out of the caller's phone number. Tracking phone exchanges can give you valuable information to take to advertisers when you don't have any ratings.

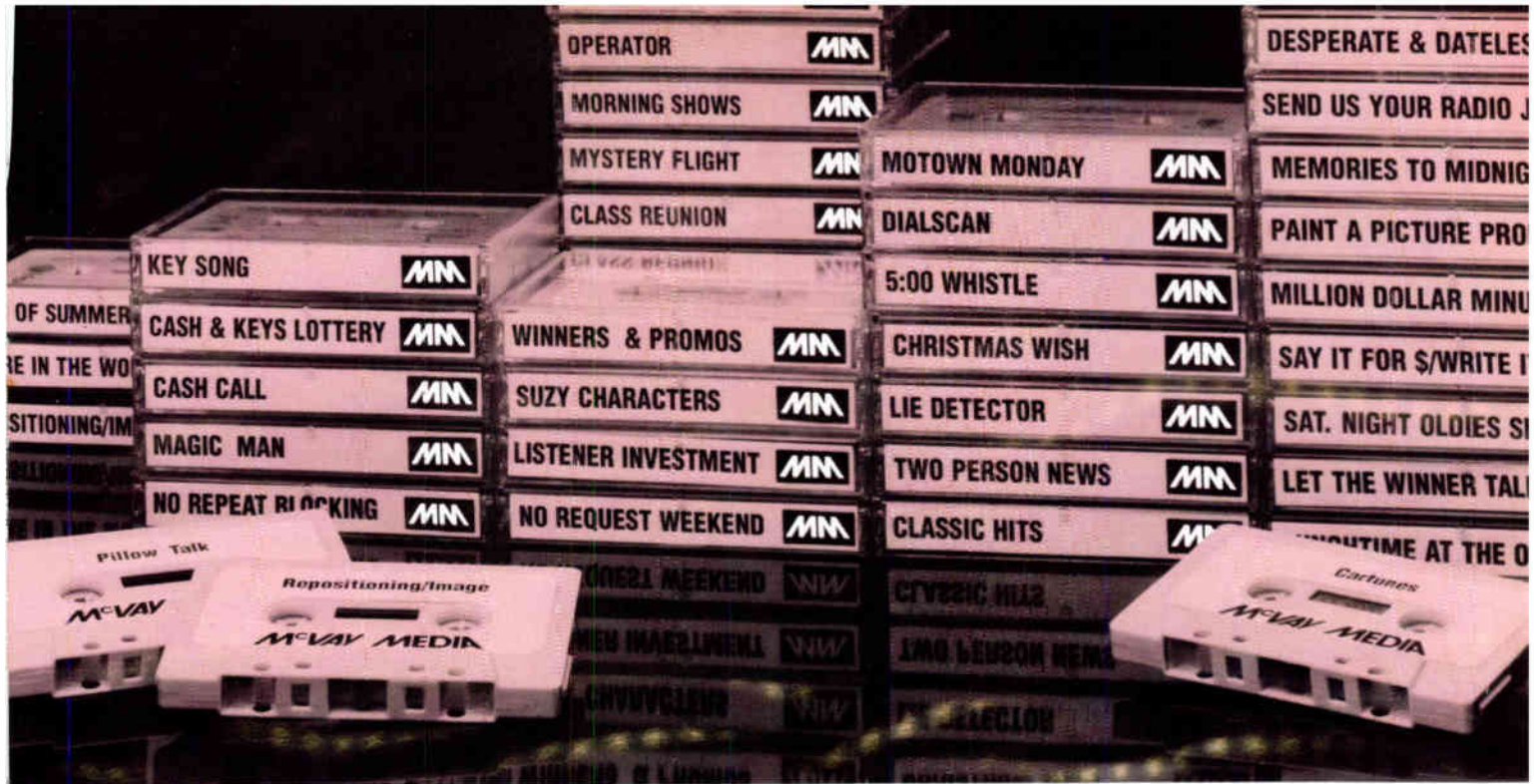
■ **Stay away from price-per-spot sales.** This allows clients to easily compare your prices with established stations. Stress that on a start-up station, spots throughout the dayparts are more effective. Fix a budget, set a price and create a package deal. You may start out with a price that's 40 percent of established stations. If you come in at less than 40 percent, you look cheap. Desperation is always a turn-off. You want enough of an investment to do a good job. Add a charter discount to a more expensive package rather than offering a cheaper package. Let an advertiser turn you down for \$1,000 instead of buying at \$300. You maintain your dignity. They may come back to you later.

■ **Provide evidence that you have listeners.** Even without ratings, you can prove you have fans by showing pictures of your promotions and stacks of listener mail. Once you have clients, rave about how happy they are that they took the risk. Ask the programming staff to motivate request-line callers to express how much they like the new sound. Tape the calls for potential advertisers.

Once you have ratings, stay away from exact numbers that compare your station to established stations. Instead give reasons why your ratings are high for a new format. Cite figures such as, "if one percent of our listeners come into your store, that's 100 people!" □



WEJZ-FM, Jacksonville attracts advertisers to its new lite AC format by presenting photos of contest responses.



WHAT SOME OF THE MOST SUCCESSFUL PROGRAMMERS LISTEN TO WHEN THEY'RE NOT LISTENING TO THEMSELVES.

To many top programmers, titles like "Blocking and Repositioning," "Contest Ideas," "Promos and Programs" are music to their ears.

They're all part of the McVay "How To" Library with over 45 key topics and programming examples.

Our library is an invaluable reference for responding quickly to problems or opportunities. Example: recently, one of our major market clients was trying to recycle an audience from in-office listening to car radios. The "How To" Library gave "sound examples" demonstrating the new approach. Everyone easily understood.



MIKE

Mike McVay is President and active consultant for McVay Media. His winning ratings track record for stations continues to lead the industry year after year.



CHARLIE

Charlie Cook shares consultancy responsibilities for McVay Media and specializes in Adult Contemporary, Country, Contemporary Hit Radio and Nostalgia.

Another one of our stations wanted to increase its nightly audience with soft love songs.

They listened to our recommendations and one of our tapes. The result: a fast, well-produced changeover. Higher ratings followed.

In combination with our Systems Manual, teleconferencing, seminars and other unique consulting methods, stations that rely on McVay Media can expect the best possible results, in the least time.

Who do you listen to when you want to make something happen on your station?

If you're not listening to us, maybe you're just talking to yourself.

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Executive Office: 24650 Center Ridge Road, Suite 148, Cleveland, OH 44145 (216) 892-1910 Nashville Office: Contact Charlie Cook, 1425 Robert E. Lee Lane, Brentwood, TN 37027 (615) 373-2518

How NewCity Is Trying to Build The Best Sales Team

It's "boot camp" for new recruits and regular refreshers for veterans. Here are some of their tactics.

Radio salespeople who rely on strong relationships with their clients often enjoy great success for themselves and their stations.

When the relationship is based on friendship and a hard sell of the benefits of the station, it might not survive ratings declines in two straight books. If it's based on good solutions to a client's problems, it probably will.

That's the foundation of the unique sales training efforts at NewCity Communications, where every new salesperson hired in the eight-market group is sent to a week's worth of training. The "boot camp" is run by NewCity Associates, the sales and management consulting subsidiary of the parent company that also has clients from outside NewCity in Chicago, Philadelphia, Cincinnati and Rochester.

NewCity Associates President Steve Marx uses a variety of tools

developed inside and outside his company to get the point across. During the week he hopes to break "the mindset" with which most experienced salespeople come to him — that selling the benefits of your station with ratings gets clients. By the time they return to their stations, they should be ready to work with clients on developing marketing solutions for particular needs.

Here's how NewCity builds its successful sales team:

■ **Asks trainees to develop a "learning objectives" contract.** Before they begin the training, NewCity salespeople write down three "wants" or objectives they have for the training, two fears or concerns and at least one contribution they want to make to the organization.

At the conclusion of the training they will make a contract with themselves on specific, measur-

able, "deadlined" and worthwhile actions they will take when they return to their stations.

■ **Teaches salespeople to answer questions with more questions.** Prospective clients who call NewCity stations to ask for rates don't get a simple answer. They get another question. The skill of questioning clients to discover their true needs takes a full day of the week-long orientation. The quality of responses from a prospect relies on the quality of the questions.

NewCity uses its own materials and other teaching aids to develop that skill. A favorite resource is sales trainer Don Beveridge whose video tapes and personal appearances for NewCity support the training effort.

■ **Schedules follow up sales training.** As Marx puts it, "the battle is usually won in the pursuit and not the attack." The continued training efforts of sales managers are essential at the station level. Managers attend their own training sessions and there is follow-up training for all salespeople in NewCity once or twice a year.

Courses include: Strategic Selling, In-Person Presentation Skills, Negotiating Skills and Dealing with Ad Agencies. The entire company sales force of 140 will meet this fall.

NewCity managers face a constant challenge of balancing the building of long-term client relationships against short-term selling goals to meet budgets. General Managers play an important role in that process.

Stressing the long view in sales also pays off by allowing NewCity to keep good people. Over half of the sales managers come from the company ranks. The training encourages career development and points salespeople in a direction they can take to other industries if they ever decide to leave radio.

NewCity is now looking at the possibility of removing a remaining "fly in our ointment" that stresses the short term — salaries based on commissions. The company might move to a system of salaries plus incentives. □



NewCity's KRMG-AM, Tulsa performs a "Client Needs Analysis" for all advertisers. Account Manager Charlie Steigerwald talks to Art Outlaw of Greenlight Auto Parts.

SUPERGRID. QUICK RELIEF FOR THOSE REACH AND FREQUENCY HEADACHES.



You're deep into creating a fairly complicated schedule, and short on time. The situation could be much worse. At least you have the template from a schedule you built months ago for a similar client. Now you only need to plug in a few details. Pop up your research window. Check out a ranker, a CPP table. OK. Back to the schedule grid with one keystroke. Pop up the campaign overview window. Looks good. How about a graph or two? Three keystrokes and the graphs are printing. Done!

Many of SuperGrid's features are exclusive to

TAPSCAN's leading-edge ratings research and analysis system. And as always, TAPSCAN is first with a scheduling system of this caliber.

To find out more about SuperGrid and the many other exciting new programs TAPSCAN has to offer, just give us a call.

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Late Afternoon Format

AT LAST! You can enjoy the benefits of a seminar personally conducted by Chris Lytle without having to spend your whole day.

Our test marketing confirms that managers want shorter seminars. *FAST TRACK's* new, late-afternoon format means less time off the street. A faster return on investment.

This seminar is a must. Create new, big-dollar budgets. Stop fighting other stations.



- TAKE-HOME PRESENTATION: *Why Radio is the Primary Medium*
- Easy four-step system for getting your call put through to the big-dollar decision makers
- Magic: Exactly how many times to ask for the order
- TAKE-HOME BONUS: Five-minute, quick-fix anti-newspaper, anti-TV, anti-Yellow Pages presentations
- Tape these QUICK COMEBACKS: Exactly what to say, *word for word*, when a prospect says:
 - "I want to think it over."
 - "I want to test your station."
 - "TV costs less than radio."
 - "We rely on word-of-mouth."
 - "Another salesperson (your competitor) is handling our advertising."
- The best ways to win back clients who've had "bad experiences" with radio
- One-sentence answer for the secretary who says, "May I tell him what this is in reference to?"
- Demonstrate that your rates are *not* too high
- One question to ask *before* you say *anything* else
- NEW LIST: The ten *most important* selling concepts *ever*.
- FAST FACTS: Twenty-one updated facts about radio, advertising, marketing and your competitors to help you *now*.
- BONUS: Take home Chris Lytle's TOOL KIT, a complete set of all his forms, checklists and systems to help you sell radio faster ... And MORE

Fast Track starts strong and never lets up!

FAST SCHEDULE TRACK

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Austin TX

Thurs., June 1
Oklahoma City

Mon., June 5
Jackson MS

Tues., June 6
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Wed., June 7
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Mon., June 12
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Tues., June 13
Columbus OH

Wed., June 14
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Thurs., June 15
Appleton WI

Mon., June 26
Spokane WA

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ACT NOW!

The *FAST TRACK*
RADIO SALES RALLY
will NOT BE REPEATED
in these cities in 1989.

"PROMISE:

The obstacles that sidetrack most radio sales careers will be your stepping stones to the *FAST TRACK.*"
— Chris Lytle



You'll gain 3X the information in 1/3 the time — at 1/2 the going rate. Bring a tape recorder.

FREE BONUS FOR MANAGERS ONLY

From 2:00 to 3:30 p.m. the same day. One manager may attend FREE if his/her entire sales team attends the *FastTrack* Rally. Additional managers pay just \$59 each.



Compare our Double (Double) Money Back GUARANTEE with the guarantee on any other seminar.

1) NON-CANCELATION GUARANTEE. We guarantee that Chris Lytle will be there. If the *Fast Track* Rally is canceled for any reason, we'll cut you a \$118 check for each person you prepaid and pre-registered seven days or more before the seminar.

2) 90-DAY GUARANTEE. You must be totally satisfied with the seminar or we'll refund your \$59 tuition any time within 90 days after you've attended.

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A 2-1/2 hour *Celebration!* of everything's that RIGHT with RADIO!

How to Target Promotions More Effectively

Programmers have discovered a new mechanical diary that helps them save money before kicking off station campaigns. Here's how to use it before your competitor.

It arrives on your desk as an inch-high stack of computer printouts.

Program directors say it's frightening, it's difficult, it's huge.

Its inventor prefers to call it "a complex tool for a complex problem."

"Fingerprint" analysis of Arbitron diaries gives programmers access to valuable information that until now has been the exclusive territory of consultants capable of performing detailed studies of diaries. Some programmers may still prefer to use Fingerprint with the help of a consultant to interpret the many pages of data.

Programmers and promotion managers are discovering how they can use it to target promotional and marketing activities more effectively.

It was invented by program consultant Gary Donahue. He says Fingerprint will allow you to see how heavy, medium and light users of your station and/or your format are grouped in four important categories: geography, age, sex and behavior.

The behavioral analysis ranks your listener groups: the "exclusives," who favor your station only; the "closed" listeners who might favor a particular format; and the "open" listeners who might tune to various formats.

The geographical analysis is the one that is used first and foremost by programmers because, as Donahue says, "it's a

no-brainer."

The tool's advantage over the Arbitron AID package is that you get more than your own station's "hot zips." You can get immediate readings on areas where your format is doing well, but you're not.

Here's how you can use that information.

■ **Target your direct mail.** With the knowledge of which neighborhoods are already pre-disposed to your format, thousands of dollars can be saved by targeting your direct mail efforts. Fingerprint pairs that information with an analysis of how the various stations in the particular format are doing in those neighborhoods.

■ **Place your billboards more carefully.** Fingerprint can make a difference when you're trying to place billboards in locations where they will convert listeners of your format away from the competition.

■ **Target retail promotions.**

Fingerprint can tell you where you should be setting up any type of sales promotion and with which age groups. Many stations that use Fingerprint check the printout before they agree to do any type of promotion with an advertiser.

■ **Buy TV more effectively.** WMAG-FM, Greensboro NC requests local TV stations to do an Arbitron AID run to locate "hot zips" for its shows. Program Manager John Jenkins then compares that data with Fingerprint to buy shows that will help the station in areas that need it most. A similar match of TV viewing and radio listening habits is available in 12 markets through Tapscan and Strata using Birch/Scarborough data. Thirty markets will have it by summer.

■ **Position live appearances.** If you're a CHR station, Fingerprint can identify the high schools where you should send your jocks — the ones where your competition might be doing better right now.

WQYK-FM GM Charlie Oaks says the other major benefit of Fingerprint is the better preparation it can give for a diary review at Arbitron. He claims 40 hours of work saved with Fingerprint in helping him locate the diaries he needs to

see when he arrives at Arbitron. He can now get ready for the visit in about two hours.

Fingerprint costs Arbitron subscribers \$1,500 per report, a little more than Oaks used to spend on a mechanical diary for his station and one other.

Since Fingerprint is customized for each client, Donahue cautions programmers against being too literal when grouping their market's stations into formats. Painting stations with a broad format brush makes the tool more useful when targeting market efforts to unseat your format's leader. □



WMAG-FM, Greensboro NC checked Fingerprint to decide on the most effective location for its sixth birthday party.

A New Ratings-Boosting Yellow Pages Promotion

How to cover your entire market with a combination of Yellow Page ads, television and radio spots with advertisers defraying costs.

KIKK-FM, Houston let its fingers do the walking all the way to number one in the market after its first year of the promotion. Of course the promotion is not the only reason for the improved ratings, but PD Jim Robertson most definitely thinks it was a contributing factor.

Filmhouse has packaged the promotion which is a contest that promotes the client station through the local yellow pages. The promotion is activated by a TV campaign and by radio spots.

Filmhouse Executive Vice President Tony Quinn claims this promotion succeeds in all the areas in which direct mail fails to perform.

Here's how it works:

■ **Yellow pages are used to insert the station promo piece.** The theory is that everyone reads the yellow pages. Why not insert the contest piece and achieve a place-

ment level far greater than direct mail? The piece covers almost the entire market. Distribution is handled by the local phone company. The contest piece is good for a whole year until the new phone directory is delivered. It's bound in to last 12 months.

But who really reads the yellow pages? Filmhouse gets around this by running TV spots that are aimed at getting people to pick up the yellow pages to play.

■ **Yellow page ads are numbered sequentially.** Each ad has a lucky seven-digit number featured prominently on the page. Thirty-second television commercials usually feature a radio station personality who promotes the station and tells viewers when to tune in to hear the lucky numbers announced. Viewers then have to tune in at the given time and look at the Yellow Page ad to see their individual number. The person with the winning number wins a cash prize.

■ **Filmhouse negotiates with the phone company.** They shoot for one full-page ad distributed to about a million households and offices and they make sure the yellow page tie-in is exclusive — that is, no other station in your market can put their contest piece in the same directory. In some mar-

kets the ad is listed on the tabs of the book in the coupon section or under "Radio Contest." The ad is printed on heavy stock paper in three colors so that people might stumble across it without having seen the TV spot.

■ **There's a way to recoup the initial costs.** The ad page can be leased to a retailer during a period when the station is not doing the promotion. A car dealer, for example, will pay to lease the ad page and run its own advertisements. Stations can recoup some of the money they initially spend on the promotion and guarantee that a competitor will not take their place in the book.

Filmhouse provides subscribing stations with extra yellow pages inserts separated from the directory. These can be used for giveaways or contests with sponsor retailers. Retailers can boost traffic by providing the ads to customers who will then have more chances to win.

■ **Less expensive per piece than some direct mail.** Costs vary depending on the market and spot schedule. In general the promotion will cost a station between 20 to 40 cents for each ad that's printed. That price includes TV spots, artwork, production of the pieces, distribution, a computer program that tracks contest winners, and a 66-page manual that explains step-by-step how to make the best of the promotion. Filmhouse works with each station to build an individual program.

Other subscriber stations are WHTT-FM, Buffalo which went from a 4.4 in December 1988 to a 5.1 in January in 12+ trend, and a 6.8 in December to 8.4 January for 25-54 after their first promotional phase. WMZQ-FM, Washington and WMMR-FM, Philadelphia are also in the early stages of the promotion.

They have decided to jump on the contest betting their foresight will pay off in higher numbers.

For more information, Radio Only readers can speak directly with Tony Quinn at (615) 255-4000. □

Short flights of television spots are used to activate the Yellow Pages advertisements that display serialized lucky numbers.



New from Birch/Scarborough Research

The most important sales tool in 20 years.

The Multi-Media Consumer Profile will change forever the way you market locally. Here's how it can give your station The Winning Edge.

A quiet revolution began in 1975, the year Scarborough Research introduced a bold new concept in media research:

- Measure all local media usage – reading, listening, viewing – of each survey participant so that true cross-media comparisons could be made
- Obtain extended individual and household demographics from these same people to further sharpen targeting accuracy
- Capture a detailed record of product purchase and retail shopping activity from each respondent – *specific to the brand and store level*
- Provide instant access to the respondent-level data, allowing users to retrieve exactly the reports they need, when they need them

The first Scarborough Multi-Media Reports raised eyebrows in the Top 10 markets.

Then they began opening eyes – and doors.

Retailers began asking about the demographic and geographic profiles of their shoppers, and their competitor's shoppers.

Newspapers began equipping their sales teams with average issue and cume readership information on the 400+ audience segments provided by Scarborough.

Radio and TV stations began using Scarborough Multi-Media data to help clients and prospects discover the demographics and lifestyles of *their customers and their competitors's customers.*

And everyone began marketing more smartly. For the first time, advertisers were able to determine which media, media mix and specific media vehicles would best reach their specific targets: Not just "Women 25-54"...but "Women 25-54 with Household Incomes over \$50,000 who've recently shopped Neiman-Marcus."

Local media sellers made out well, too. The Scarborough

Reports quickly became the only media research report used universally by all local media – radio, TV and newspaper.

Beginning Fall '88: Expansion to markets 11+

Now, the marriage of Birch and Scarborough makes possible the expansion of Multi-Media research to more markets and more users than ever before.

The new Multi-Media Consumer Profiles are similar to the top 10 Scarborough Reports, but are specifically designed for media sellers in markets 11+. The new Profiles database will be loaded with marketing data on more than 400+ localized retail shopping, product and service usage categories.

Comprehensive Scarborough Reports are available now in all Top 10 markets and Miami/Ft. Lauderdale. The Multi-Media Consumer Profiles start in markets 11-30 this Fall, and we'll be surveying continuously through May 1989. Our first Profile Reports will release in Summer 1989, with annual reports thereafter.

A Strategic marketing tool that gives you The Winning Edge

Gaining The Winning Edge means adding more value to each sale than your competitors.

The Multi-Media Consumer Profile arms your sales force with vital information your clients want to see, opening doors for appointments with top-level decision-makers:

1. For the first time, you'll be able to consult your clients on where to find audience targets with the biggest and fastest payoffs.

2. You'll know where your client's competition is most vulnerable. The demographics of prospective customers within

How to find out more

There's not enough room here to get into the hundreds of possible sales applications, or to

describe the enormous power of the Birch/Scarborough Direct Access Research Targeting System that lets you create customized analyses and presentations on your micro-computer.

We'd also like to tell you about the Charter Subscriber discount and how you can save *even more* by adding the Multi-Media Consumer Profile to your existing Birch Radio ratings subscription.

The Major-Market Success of Scarborough Multi-Media Research

Since 1975, Scarborough Research has sustained a renewal rate of over 90% with America's best-run and biggest-billing media sellers.



The Boston Globe
Los Angeles Times

WINS



Chicago Tribune



The New York Times

KABC

The Washington Post

The marriage of Birch and Scarborough brings this same research quality and integrity to markets 11+.

the trading radius of each store location. How target audiences are shared across media and individual media vehicles.

3. The Multi-Media Consumer Profile helps you help your clients spend their media dollars wisely. And their appreciation will be reflected in your share of their media budgets.

So clip and return the coupon, or call us at 1-800-62-BIRCH to be the first to secure The Winning Edge for your station.

Clip and mail today!

Birch/Scarborough Research
12350 N.W. 39 Street
Coral Springs, Florida 33065

Please send:

- () More information on the Multi-Media Consumer Profile
- () Information on the Top 10 Market Scarborough Reports
- () Information on Birch Radio Monthly, Quarterly and Qualitative Radio reports

Name _____

Title _____

Company _____

Address _____

City _____

State / Zip _____

Phone _____

**Birch
Scarborough**

Radio · Newspaper · Multi-Media Audience Measurement

A Newspaper Tool That Targets Listener Sampling

How your station can use the Sunday newspaper coupon section for an inexpensive promotion.

Every week 50 million households receive a Sunday paper with a Free Standing Insert (FSI) — otherwise known as the coupon insert. Until now the primary users of this promotion piece have been food manufacturers. Now, with the low cost of \$6.50 per thousand, radio stations are starting to get in on this marketing strategy.

Greater Media's WMGK-FM, Philadelphia bought advertisements for two consecutive weeks in the Philadelphia Inquirer in March. One was a back cover and the other a front cover. Each was to promote a contest giving away free groceries for a year or \$5,200.

The full page ad featured WMGK-FM's morning personality Harvey sitting in a shopping cart full of food. A clip-out coupon two-by-eight inches ran across the bottom of the page. WMGK-FM's target audience is women 25-54 — the primary users of coupons.

To enter, simply listen during one of the three designated dayparts. Write down any three songs on the contest coupon. Clip it out and mail it in. WMGK-FM had just changed its playlist and wanted to attract more listeners to the new sound.

In the first five days after the coupon appeared, the station had 7,000 responses. WMGK-FM received over 20,000 responses during the entire two-and-a-half week promotion.

But management is reserving the decision on whether to try the coupon blitz again. It depends on the ratings.

Here's what you need to know if this approach interests you:

There are three national companies that offer FSI's — Product Movers (Lynn Tenhoopen at 212 337-1000), Quad National (212 603-1114) and Valassis Inserts (212 838-8883). WMGK-FM used both Product Movers and Valassis.

Some useful hints based on

experience:

■ **Plan your campaign several months in advance.** The closing dates to run an FSI are usually two to three months before the actual publication date. But plan further ahead. Single-page ads inserted anywhere within the booklet insert are usually not a problem to schedule. Front and back covers can cause your station some headaches.

WMGK-FM started booking its promotion in the summer of 1988, hoping for a fall print date. The station's ads didn't appear until March 1989. The reason: The FSI companies won't sell local back or front covers unless they are not sold at a national level by 100 days before the print date. At this time an advertiser has the opportunity to upgrade from within the book to one of the covers. So they get a cover at a slightly cheaper cost than buying it straight out by upgrading. The drawback: Artwork must be ready in four days. WMGK-FM just had its artwork printed ahead of time without a date so it was ready when a cover became available.

■ **Consider upgrading with a fixed position coupon.** Price per thousand varies according to position. The base price per thousand full-page ads is \$6.50. If your station wants the coupon to be at the bottom of the page, or any other fixed position, the charge is an additional \$.50 to \$1.00 per thousand — a nominal extra charge to enhance the visibility. The cost is more because it places limitations on what can be placed on the reverse side.

Price per thousand is also more if a station wants to be in places of higher visibility like the back or front cover.

■ **Buy local circulation not national.** Your target demo will most likely only be reading the local paper. It does not make sense to buy all the other additional mar-

kets that the FSI's reach. Some companies charge an extra fee for local-only advertising.

■ **Add cost of preparing the art work.** You'll likely be responsible for supplying your own film. All film negatives should be one piece color, right reading emulsion down. All camera and scanner separations are recommended to be 150 line screen. A list of additional specifications is provided.

■ **Three sets of negatives are required for each ad.** If a station uses right and left-hand versions of each coupon, three sets are needed of each version.

For each different type of page set-up the three copies are needed to set up the color separation and additional production processes.

■ **Pages with extra flaps are available.** Called a "Power Page." This page consists of a full-page ad with a mailer card attached directly over the ad. The card can be removed without using scissors and the full-page ad still remains. This type of ad has pre-paid postage and is easy for readers to send back. The response rate for this type of insert is 300 percent greater than a regular FSI coupon.

■ **Avoid buying smaller ads.** Stations can purchase fractions of a page too, but it is not as effective. Stations that think that they don't need a full page can purchase three-fifths of a page, one-half page or two-fifths of a page.

On the other hand some stations think they get more exposure when they buy a two-page spread. The two-page bleed spread is right in the middle of the insert booklet and tends to get greater exposure.

■ **Create a campaign to appeal to coupon clippers.** Coupon clippers are made up of a variety of people. WMGK-FM was targeting women 25-54. But the promotion for free groceries was one that would appeal to all demos who clip coupons.

The most obvious strategy is to require listeners to do something that involves listening to your station and returning a portion of the ad. Grocery promotions or ones involving prizes for the home may work best. □

WIN FREE GROCERIES FOR A YEAR!!!



You can win \$100 a week— that's \$5,200.00 a year— toward your grocery bill, simply by clipping this Magic Coupon and listening to WMGK any day this week

Just set your radio to 103 FM for a free sample of the magic music on WMGK: The Great Songs of Yesterday and Today.

We've added new music to the magic playlist to bring you even more songs by more of your favorite artists. Give us a listen!

You might just win FREE groceries for an entire year!!

WMGK's
Harvey
in the
Morning

Here's how to win FREE groceries for an entire year from WMGK:

1. Listen to Magic 103 FM (102.9 digital) any day this week.
2. On the Magic Coupon below, write down the date that you listened and three songs that you heard on WMGK as your "Proof of Listening".
3. Clip the Magic Coupon and mail it to WMGK.

On Friday, March 31st, we'll select one Magic Coupon at random as our winner. The person named on that coupon will receive a check for \$5,200.00. That's \$100.00 toward your weekly grocery bill for an entire year. Or spend the money any way you choose!!



Great Songs of Yesterday and Today

*You must be at least 18 years of age to enter. All entries must be completed by hand. All applicable taxes are the sole responsibility of the winner. Employees and immediate family members of WMGK, The Philadelphia Inquirer, their agencies and representatives are not eligible.

\$5,200 OFF AT ANY SUPERMARKET

Clip this Magic Coupon and mail to WMGK, Bala Cynwyd, PA 19004
RETURN TO WMGK BEFORE MARCH 31, 1989
MAGIC COUPON

\$5,200 OFF AT ANY SUPERMARKET

Check the Magic product used in your free sample:

- Harvey in the Morning (5:30 to 9:00 a.m.)
- "51 Minutes of Magic Music" (every hour 9 a.m. to 6 p.m.)
- Lover's Magic (9 p.m. to 1 a.m.)

Here's when I listened:

(DAY & DATE) _____

Here are the three songs I heard:

1. _____
2. _____
3. _____

NAME: _____

ADDRESS: _____

CITY: _____ STATE: _____ ZIP: _____

PHONE: _____

Coupon inserts such as this one from WMGK-FM are aimed squarely at some stations' target audience — women 25-54.

Radio Across-The-USA™

Akron



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WNMS-FM B	11.2	10.4	8.4
WAKR-AM AC	8.6	7.4	7.7
WVUO-FM B	8.7	6.9	7.2
WVUJ-FM T	6.8	6.5	7.2
WVON-FM B	6.6	3.5	7.0
WZAN-FM B	7.5	8.3	4.9
WVHR-FM B	5.8	4.9	6.5
WVUJ-FM AC	4.8	4.2	5.3
WGAR-FM C	3.6	4.0	4.7
WDOH-FM AC	2.7	3.2	3.0

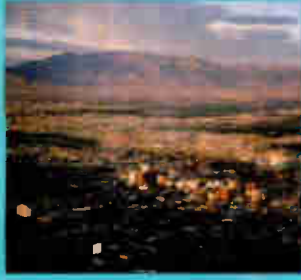
Albany



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WPYX-FM A	13.8	14.5	13.6
WFLY-FM R	10.8	10.8	10.8
WGY-AM AC	8.6	8.9	8.8
WGNA-FM C	8.0	8.1	8.4
WKLI-FM AC	6.3	6.5	7.2
WROW-FM EZ	5.4	5.0	7.0
WGY-FM R	4.9	6.9	6.5
WQBK-FM A	4.1	2.8	4.1
WQBK-AM N/T	3.3	3.8	3.7
WTRY-AM O	7.2	3.6	3.6

Albuquerque



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KKOB-FM AC	12.5	13.9	13.5
KRST-FM C	12.2	12.0	12.2
KKOB-AM AC	10.5	8.6	10.0
KKSS-FM R	10.6	9.6	8.6
KZRR-FM A	9.6	6.7	8.3
KFMG-FM A	7.5	6.7	6.0
KKJY-FM EZ	3.3	6.4	5.3
KNMQ-FM R	2.5	5.0	5.2
KIVA-FM AC	9	5	5.0
KHTM-FM CL	2.8	3.1	3.2

Allentown



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WAEB-FM R	14.3	15.5	16.1
WZZO-FM A	14.7	13.8	11.7
WLEV-FM AC	9.2	8.1	9.5
WFMZ-FM EZ	8.5	10.7	8.8
WQQO-FM R	6.1	7.2	8.4
WAEB-AM AC	4.3	4.1	3.8
WEST-AM AC	2.7	4.9	3.7
WXKW-AM C	3.3	1.8	3.3
WYSP-FM A	2.4	3.0	3.0
WABC-AM T	1.5	2.3	2.8

Atlanta



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WVEB-FM B	12.0	10.5	11.0
WSPB-FM B	7.3	10.0	10.7
WQIS-FM A	11.9	12.1	10.7
WSEB-FM AC	9.0	7.7	8.4
WQIX-FM C	7.4	8.4	7.4
WPCB-FM EZ	6.6	6.5	6.9
WVON-FM AC	4.3	3.0	3.6
WSEB-AM AC	4.2	4.9	5.9
WYAY-FM C	4.1	4.3	5.5
WQIS-FM R	0.7	7.3	5.3

Augusta



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WBBO-FM R	24.3	23.8	23.3
WFXA-FM B	16.6	16.3	18.3
WRXR-FM A	10.0	10.4	12.1
WZNY-FM AC	12.1	9.9	10.6
WKXC-FM C	7.1	7.9	4.8
WRDW-FM B	5.2	5	5.7
WGUS-FM C	4.9	4.6	3.7
WGAC-AM AC	1.1	1.2	2.3
WTHB-AM REL	0.5	0.7	1.9

Austin



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KASE-FM C	14.0	15.2	17.8
KBTS-FM R	10.7	11.9	13.3
KLBJ-FM A	14.6	12.0	9.8
KHFI-FM R	7.5	7.0	8.1
KKMJ-FM AC	10.3	8.4	6.5
KPEZ-FM A	3.7	4.8	5.2
KEYI-FM AC	6.4	5.9	4.8
KLBJ-AM N/T	4.4	4.9	4.3
KQFX-FM C	3.9	3.8	4.2
KUT-FM P	5.1	5.3	3.6

Baltimore



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WXVY-FM B	9.8	10.2	10.0
WPOC-FM C	5.2	5.3	7.8
WIYY-FM A	6.7	6.2	6.6
WLFI-FM EZ	6.6	7.2	6.6
WBSB-FM R	8.4	7.6	5.9
WWWX-FM AC	6.9	5.7	5.6
WBAL-AM N/T	6.7	5.9	5.1
WCBM-AM AC	2.0	3.6	4.1
WQSR-FM O	2.8	3.1	3.5
WGRX-FM A	3.4	2.3	3.2

Baton Rouge



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KQXL-FM B	15.5	16.5	13.1
WFMF-FM R	11.2	12.1	12.5
WYNK-FM C	11.0	10.3	11.4
WGGZ-FM R	10.3	9.7	9.4
WXOK-AM B	6.8	9.7	8.8
WTGE-FM AC	4.4	5.6	6.9
WKJN-FM C	8.4	8.0	6.8
WCKW-FM A	5.5	4.4	5.2
WJBO-AM N/T	2.9	1.2	4.2
WRKF-FM P	3.6	3.9	3.3

Beaumont



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KHYS-FM B	16.8	17.3	19.0
KAYD-FM C	8.9	10.5	11.2
KZZB-FM R	10.7	11.5	10.3
KIOC-FM R	7.3	8.1	9.3
KWIC-FM A	7.8	8.7	9.2
KYKR-FM C	9.1	7.2	7.7
KKMY-FM AC	5.4	4.2	5.2
KQXY-FM EZ	7.3	6.3	4.9
KLVI-AM C	3.4	4.3	3.8
KALO-AM B	2.4	2.8	3.4

Radio Across-The-USA™

Birmingham



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WZZK-FM C	14.3	15.2	16.5
WENN-FM B	12.7	12.3	12.2
WZRR-FM A	3.6	8.2	11.7
WKXX-FM R	13.8	14.9	11.5
WAPI-FM R	13.5	11.7	9.6
WMJJ-FM AC	10.4	7.8	7.7
WERC-AM N/T	3.9	4.4	5.4
WJLD-AM B	1.6	0.9	2.9
WAPI-AM BB	3.0	3.2	2.8
WDJC-FM AC	3.1	2.1	2.6

Boston



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WZLX-FM R	8.2	7.3	8.1
WAKS-FM B	8.5	9.1	8.0
WZLZ-AM AC	5.0	6.8	6.6
WBCN-FM A	8.7	6.7	8.2
WZLX-FM O	5.1	6.8	5.3
WZLX-FM R	8.2	7.3	8.1
WZLX-AM N/T	6.3	5.5	6.7
WZLX-FM O	5.7	5.8	4.6
WZLX-FM EZ	4.8	3.8	3.8

Buffalo



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WKSE-FM R	15.1	16.9	12.4
WGR-FM A	11.2	12.6	10.4
WBLK-FM B	7.5	5.7	9.4
WBEN-AM AC	6.0	7.6	8.6
WYRK-FM C	5.6	5.1	8.3
WJYE-FM EZ	6.0	8.1	6.6
WBUF-FM AC	8.7	7.7	6.5
WHTT-FM O	7.8	6.1	6.4
WECK-FM BB	4.6	3.2	5.1

Charleston



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WVAZ-FM B	11.0	11.9	13.1
WVGE-FM R	10.5	12.7	12.1
WVLC-FM C	9.6	8.2	9.7
WVLE-FM B	5.8	5.1	7.5
WVAH-FM A	9.6	7.6	6.9
WVSS-FM B	6.1	6.2	6.7
WVPA-AM B	6.0	3.8	6.2
WVTC-FM AC	6.8	5.5	5.3
WVYD-FM AC	1.9	3.7	3.8
WVDM-FM B	2.7	3.5	3.7

Charlotte, NC



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WCKZ-FM R	13.5	14.6	14.8
WSOC-FM C	13.7	15.2	13.9
WPEG-FM B	10.9	11.6	12.2
WRFX-FM A	8.7	9.5	8.4
WROQ-FM R	6.6	6.3	6.1
WLVK-FM C	7.0	5.7	6.0
WBT-AM AC	3.7	4.2	5.2
WEZC-FM AC	5.0	4.9	5.1
WBCY-FM R	5.0	4.3	4.5
WWMG-FM O	3.2	2.8	3.7

Chattanooga



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WSPZ-FM A	25.7	27.7	23.9
WJLT-FM B	11.4	12.8	12.6
WUSY-FM C	9.9	10.2	11.7
WDEF-FM EZ	8.8	9.2	8.5
WDDO-FM C	9.2	10.2	8.1
WLMX-FM AC	10.3	7.4	8.1
WNOO-AM B	2.0	3.4	3.7
WMBW-FM P	4.6	3.5	3.5
WDEF-AM AC	2.9	2.6	3.1
WVYV-FM AC	2.0	1.7	2.3

Chicago



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WGCI-FM R	11.1	11.5	11.9
WGN-AM N/T	8.0	7.6	8.1
WVAZ-FM AC	6.6	6.5	6.6
WLUP-FM A	5.0	5.1	5.3
WYTZ-FM R	4.7	5.5	5.0
WBBM-AM N	4.4	4.4	4.9
WUSN-FM C	3.5	4.4	4.9
WBBM-FM R	4.9	4.4	4.7
WCKG-FM A	5.9	4.7	4.6

Cincinnati



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WEBN-FM R	14.2	14.9	16.5
WKRC-FM R	9.9	9.6	12.0
WBLZ-FM B	6.5	7.3	7.8
WWEZ-FM EZ	9.1	8.5	6.8
WUBE-FM C	4.4	4.9	6.7
WLW-AM AC	8.7	8.1	6.3
WWNK-FM AC	3.8	5.0	6.3
WKRC-AM AC	6.0	5.6	5.9
WCKY-AM N/T	3.7	4.4	5.2
WIZF-FM B	3.9	3.5	4.3

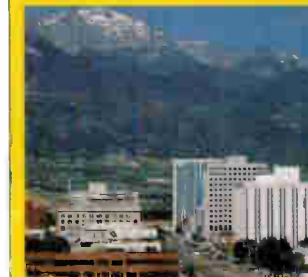
Cleveland



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WMMS-FM R	11.4	13.1	14.6
WZAK-FM B	9.2	8.8	12.3
WLTF-FM AC	10.7	9.8	8.1
WMJI-FM AC	6.4	8.1	6.2
WPHR-FM R	4.1	4.5	5.6
WQAL-FM EZ	3.9	6.4	5.6
WDOK-FM AC	7.5	5.4	4.8
WWWE-AM N/T	4.4	3.7	4.6
WNCX-FM O	5.9	4.9	4.1
WRMR-AM AC	2.2	3.2	3.4

Colorado Springs



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KILO-FM A	9.3	12.9	11.9
KKMG-FM R	9.9	10.2	10.7
KIKX-FM R	8.2	7.9	10.4
KKCS-FM C	10.2	12.2	9.4
KKFM-FM A	8.6	6.9	6.8
KATM-FM R	8.8	7.5	6.0
KRDO-FM EZ	5.5	5.4	5.9
KVUU-FM AC	8.0	6.4	5.5
KSSS-AM C	5.4	5.6	4.5

Radio Across-The-USA™

Columbia



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WVDM-FM B	18.8	20.4	21.1
WCOS-FM C	15.1	13.2	12.3
WNOK-FM R	10.6	11.1	10.8
WTCB-FM AC	5.7	6.9	7.7
WMFX-FM A	10.0	8.4	7.0
WKWQ-FM A	3.4	4.2	4.4
WVOC-AM P	3.5	3.8	4.4
WCEZ-FM EZ	3.5	3.4	4.2
WSCQ-FM AC	4.3	4.4	4.0
WYYS-FM R	4.3	3.2	3.9

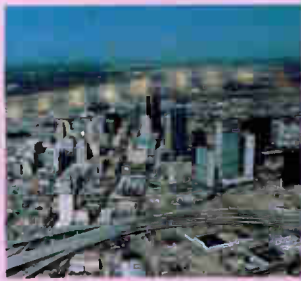
Columbus



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WNCB-FM AC	14.3	12.2	13.4
WSTY-FM AC	11.5	10.7	8.7
WLQD-FM A	10.7	7.0	8.4
WXGT-FM R	11.2	10.0	7.4
WVBC-FM D	4.6	5.9	7.1
WBNS-FM AC	4.9	6.2	7.0
WTVN-AM AC	7.5	7.1	6.3
WYAO-AM B	4.5	4.4	5.8
WVOK-FM C	5.4	7.5	5.3
WBRV-FM J	2.3	4.2	4.0

Dallas



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KKDA-FM R	10.7	12.0	10.3
KVIL-FM AC	6.9	6.4	7.6
KPLX-FM C	7.6	7.2	6.9
KHYI-FM R	7.4	6.5	6.8
KSCS-FM C	6.8	6.8	6.4
KEGL-FM R	7.8	7.1	6.1
WBAP-AM C	3.8	3.2	5.4
KTXQ-FM A	5.4	5.2	4.8
KJMZ-FM B	3.6	2.1	4.6
KRLD-AM N	4.4	4.5	4.0

Davenport



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WXLP-FM A	17.4	18.2	22.0
WPXR-FM R	18.7	19.0	17.2
WLLR-FM C	14.5	13.6	15.2
KIHK-FM AC	7.7	9.6	9.6
WOC-AM N/T	8.6	8.1	6.8
KRVR-FM EZ	6.4	6.2	6.1
KLIO-FM AC	6.1	5.3	4.1
WKBF-AM C	3.3	3.1	2.5
WDLM-FM REL	1.6	1.9	2.4
WMRZ-AM O	3.3	2.7	2.4

Dayton



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WTUE-FM A	20.0	18.6	16.6
WGTZ-FM R	10.2	9.8	12.1
WHIO-FM EZ	9.4	9.6	10.9
WBLZ-FM B	7.4	8.7	7.0
WHIO-AM AC	7.7	5.6	5.7
WYMJ-FM AC	5.0	5.3	5.4
WWSN-FM AC	4.5	4.8	5.2
WBVE-FM C	4.5	3.9	4.8
WLW-AM AC	1.8	3.4	3.9
WONE-AM C	3.9	3.5	3.8

Denver



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KRXY-FM R	9.2	10.9	9.3
KBCO-FM A	6.2	7.3	7.9
KBPI-FM A	5.5	5.8	6.8
KUKS-FM R	6.5	6.4	6.7
KAZY-FM A	5.7	4.5	6.1
KMJI-FM AC	2.8	3.2	5.9
KXKL-FM O	7.2	6.3	5.8
KYGO-FM C	3.5	4.4	5.7
KOA-AM N/T	6.8	5.6	4.5
KOSI-FM EZ	5.6	4.6	4.3

Des Moines



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KGGQ-FM A	17.1	20.0	21.0
KRNQ-FM R	14.1	13.2	13.8
KJJY-FM C	9.1	11.9	11.4
WHO-AM AC	10.6	11.8	11.0
KLYF-FM AC	8.3	7.9	8.3
KDWZ-FM R	8.2	6.6	7.7
KDMG-FM AC	4.6	4.2	4.6
KEZT-FM EZ	2.2	2.6	3.6
KRNT-AM AC	4.3	4.7	3.6
KIOA-AM O	6.0	4.8	3.5

Detroit



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WJLB-FM R	10.4	11.2	11.2
WRM-AM AC	3.9	5.2	6.9
WDFX-FM R	8.1	6.5	6.2
WWWW-FM C	3.6	4.5	5.9
WVNO-FM AC	4.5	6.7	5.6
WHYI-FM S	6.5	6.0	5.3
WLLZ-FM A	5.3	6.0	5.1
WWJ-AM N	2.8	3.5	4.4
WRIF-FM A	4.6	3.6	4.1

El Paso



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KPRR-FM R	18.4	17.2	19.1
KLAQ-FM A	14.8	12.5	14.8
KHEY-FM C	12.5	13.2	13.5
KEZB-FM R	6.2	6.3	6.3
KTSM-FM N/T	5.2	6.3	6.0
KAMZ-FM AC	6.1	6.1	5.7
KAMA-AM SP	2.6	4.8	4.9
KLTO-FM AC	4.5	3.6	3.8
KOFX-FM AC	3.0	4.2	3.8

Flint



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WIOG-FM R	23.1	20.8	20.4
WDZZ-FM B	16.3	16.0	15.6
WWCK-FM A	7.0	7.9	11.4
WCRZ-FM AC	10.2	11.3	11.3
WJR-AM AC	4.5	6.3	5.5
WKMF-AM C	5.0	5.5	5.4
WFDF-AM BB	6.0	5.8	5.2
WTRX-AM AC	2.3	2.0	2.7
WFLT-AM REL	2.4	2.0	2.3
WKCC-FM C	2.2	2.9	2.1

Radio Across-The-USA™

Fresno



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KBOS-FM R	11.6	10.4	10.1
KMJ-AM N/T	9.3	10.1	10.1
KKDJ-FM A	11.2	7.7	9.8
KMGX-FM R	9.6	8.0	8.0
KNAX-FM C	6.0	8.5	7.9
KFSO-FM O	5.4	6.5	7.1
KYNO-FM R	4.8	5.0	6.7
KFIG-FM AC	3.8	4.6	4.5
KOJY-FM EZ	3.9	2.9	4.3
KKAM-AM B	1.7	3.4	3.9

Ft. Myers



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WINK-FM R	14.8	15.4	14.6
WRXK-FM A	10.6	9.9	14.1
WCVU-FM EZ	10.4	11.4	11.3
WHEW-FM C	8.8	8.6	8.8
WIXI-FM BB	6.1	4.4	3.9
WRGI-FM R	3.5	3.6	3.7
WOOJ-FM A	7.2	4.0	3.5
WAVV-FM AC	4.7	3.2	3.2
WSFP-FM P	1.8	2.2	3.0

Grand Rapids



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WLAY-FM A	6.8	10.9	11.5
WGRD-FM R	10.0	9.1	10.6
WKLO-FM R	8.6	8.8	9.7
WCUZ-FM C	8.7	9.4	7.9
WOOD-FM EZ	8.7	8.9	7.8
WLIT-FM AC	5.7	5.2	6.7
WSNX-FM R	5.3	6.1	6.4
WOOD-AM AC	7.5	6.6	6.1
WJFM-FM O	6.0	4.4	4.5
WKWM-AM B	3.4	4.3	4.1

Greensboro



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WIDR-FM C	10.1	10.1	10.1
WJMT-FM F	5.5	5.2	7.5
WKRR-FM A	11.3	11.4	11.5
WJZ-FM F	7.5	7.3	6.3
WJMG-FM AC	7.3	5.5	6.0
WJMS-FM A	5.2	5.4	5.2
WJZA-AM AC	3.7	3.4	3.3
WJSP-FM A	4.7	5.1	5.2
WJMX-FM O	4.0	2.5	2.8
WJGG-FM REL	3.3	1.3	1.7

Greenville



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WANC-FM R	13.5	15.2	13.6
WSSL-FM C	9.8	10.4	10.6
WESC-FM C	9.4	9.7	9.8
WCKZ-FM R	6.0	7.9	8.6
WCKN-FM R	7.0	8.1	7.9
WLWZ-FM B	10.0	6.5	7.2
WFBC-FM C	8.4	5.0	5.7
WMYI-FM AC	5.0	4.4	5.0
WSPA-FM EZ	6.3	7.0	4.5
WLFJ-FM REL	3.2	2.5	3.7

Harrisburg



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WMMY-FM T	4.9	3.8	3.6
WTPA-FM A	9.7	7.9	10.3
WTFE-FM P	3.6	7.0	7.5
WIMX-FM AC	8.2	6.1	6.0
WHP-AM AC	5.7	4.7	5.7
WRKZ-FM C	8.2	5.7	4.9
WQXA-FM R	4.2	3.8	3.4
WHP-FM EZ	3.8	3.7	2.2
WHYL-FM C	4.1	3.2	3.3
WNCE-FM EZ	3.7	3.8	2.6

Hartford



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WTIC-FM	16.2	14.4	15.4
WRCH-FM EZ	5.5	10.4	11.1
WTIC-AM AC	13.7	11.1	10.6
WHCN-FM A	7.2	7.8	7.5
WCCC-FM A	7.1	7.4	7.3
WDRC-FM O	7.7	8.7	6.6
WWYZ-FM AC	4.8	4.5	5.2
WKSS-FM R	5.8	4.5	5.1
WIOF-FM AC	4.5	5.1	4.8
WPOP-AM N/T	3.6	2.8	2.4

Houston



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KMJQ-FM B	10.4	9.9	10.9
KKBQ-FM R	10.5	11.2	9.5
KIKK-FM C	9.2	9.0	8.7
KLOL-FM A	6.5	7.0	7.5
KRBF-FM R	8.9	8.0	7.1
KILT-FM C	9.4	7.2	6.1
KODA-FM EZ	3.6	4.4	3.7
KPRC-AM N/T	2.0	3.0	3.6
KZFX-FM A	3.4	3.4	3.6
KFMK-FM O	3.3	3.6	2.4

Indianapolis



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WFBQ-FM A	16.2	19.1	22.6
WZPL-FM R	12.0	10.4	12.4
WFMS-FM C	11.9	12.0	9.9
WIBC-AM AC	10.6	9.1	9.6
WTLC-FM B	11.8	8.6	8.8
WKLR-FM O	5.2	7.2	5.9
WXTZ-FM EZ	6.6	6.3	5.8
WENS-FM AC	6.3	5.1	5.3
WPZZ-FM B	2.8	3.0	2.3
WTUX-AM BB	2.4	3.1	2.0

Jacksonville



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WAPE-FM R	21.2	17.9	17.1
WQIK-FM C	13.3	12.2	10.1
WFYV-FM A	12.8	12.0	10.0
WIVY-FM AC	8.0	6.8	8.0
WPDQ-FM B	7.6	7.8	7.6
WCRJ-FM C	4.6	5.2	6.2
WKTZ-FM P	4.2	3.8	4.0
WEJZ-FM EZ	2.7	2.7	3.6
WZAZ-AM B	2.1	1.6	3.5
WAIV-FM AC	6.5	5.6	3.4

Radio Across-The-USA™

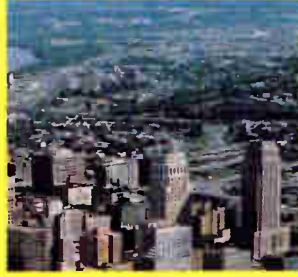
Johnson City



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WOUT-FM R	27.8	31.2	29.0
WBBQ-FM C	18.4	16.9	14.7
WYMA-FM AC	15.2	13.5	13.0
WZKY-FM P	4.7	4.2	5.5
WETS-FM P	1.4	2.5	4.1
WVCN-AM C	3.9	3.3	3.9
WUSL-FM C	4.6	4.3	3.2
WKPT-AM EZ	2.5	3.0	3.1
WYK-FM C	3.0	2.2	2.2
WMMZ-FM A	1.1	0.5	2.0

Kansas City



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WDAF-AM C	9.1	10.9	13.6
KBEQ-FM R	8.2	7.7	9.7
KXXR-FM R	9.8	9.0	9.1
KYYS-FM A	8.5	9.7	8.6
KPRS-FM B	7.3	7.9	8.5
KFKF-FM C	7.2	8.2	7.1
KCMO-AM N/T	8.0	7.4	6.8
KCFX-FM A	6.6	5.8	5.4
KLSI-FM AC	3.9	4.6	3.8
KUDL-FM AC	3.4	3.8	3.7

Knoxville



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WIVK-FM C	31.5	28.9	29.3
WIMZ-FM A	16.8	20.5	16.6
WOKI-FM R	13.5	13.3	12.6
WEZK-FM EZ	5.1	6.7	11.4
WMYU-FM AC	14.3	12.1	11.3
WUOT-FM P	2.1	3.4	2.8
WIVK-AM C	4.0	3.0	2.4
WUTK-FM P	0.7	0.4	1.3
WSEV-AM C	0.6	0.7	1.2

Lansing



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WVIC-FM R	21.4	20.3	22.1
WITL-FM C	16.5	17.5	15.8
WLNZ-FM R	6.8	6.0	6.7
WFMK-FM AC	5.9	7.0	6.0
WJXQ-FM A	4.9	4.5	6.0
WMMQ-FM A	6.0	4.9	5.2
WJIM-FM EZ	6.0	6.6	4.9
WIBM-FM C	4.6	3.8	4.0
WJR-AM AC	3.8	4.3	4.0
WKAR-FM CL	4.0	5.0	4.0

Las Vegas



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KLUC-FM R	11.0	13.8	14.2
KFMS-FM C	14.5	10.8	10.7
KYRK-FM R	7.7	7.3	9.9
KOMP-FM A	7.2	7.0	7.4
KCEP-FM P	9.0	8.1	7.2
KKLZ-FM A	6.2	7.1	7.0
KXTZ-FM EZ	6.5	6.3	5.3
KRLV-FM AC	3.2	4.7	5.2
KUDA-FM O	1.7	4.2	4.6
KMZQ-FM AC	3.2	2.3	3.2

Lexington



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WKQQ-FM A	16.7	17.9	19.9
WCKU-FM B	15.4	15.4	16.6
WVLK-FM C	17.8	17.2	13.4
WLAP-FM R	11.7	0	12.4
WFML-FM R	8.4	7.9	9.0
WVLK-AM AC	6.3	6.0	6.0
WMGB-FM AC	0.8	1.4	4.1
WCOZ-FM AC	3.4	3.5	2.4
WJMM-FM REL	2.0	2.5	2.2
WLAP-AM AC	2.6	2.7	1.9

Little Rock



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KSSQ-FM C	19.6	2.0	18.4
KITR-FM R	12.6	11.4	14.3
KSLD-FM A	9.1	9.0	10.6
KZOU-FM R	7.4	8.1	9.2
KYYT-FM R	10.3	8.5	9.1
KHRT-FM AC	6.2	7.1	8.7
KARZ-AM N/T	4.8	4.7	3.7
KEZQ-FM EZ	7.0	8.4	5.0
KITR-FM A	3.1	3.5	3.0
KABF-FM P	1.3	3.0	3.6

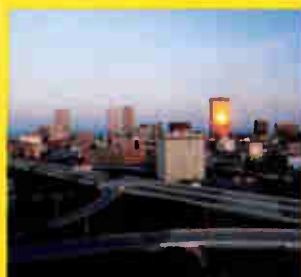
Los Angeles



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KPWR-FM	8.3	9.3	8.9
KIIS-FM R	7.4	7.4	8.3
KLOS-FM A	5.8	6.1	6.0
KABC-AM N/T	4.5	5.2	5.0
KROQ-FM A	3.7	4.1	5.0
KOST-FM AC	6.4	5.3	4.8
KTWV-FM NA	2.6	3.3	3.7
KJOL-FM EZ	3.8	3.6	3.6
KJLH-FM B	2.8	3.4	3.3
KBIG-FM AC	2.2	2.3	2.9

Louisville



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WAMZ-FM C	12.2	15.4	14.9
WOMF-FM A	13.6	11.8	14.3
WDJX-FM R	10.9	11.4	13.0
WHAS-AM AC	11.1	11.2	12.9
WVEZ-FM AC	6.6	6.3	6.1
WLRS-FM A	9.6	7.8	5.8
WLOU-AM B	3.6	4.3	4.8
WRKA-FM AC	4.2	5.2	4.8
WAVG-AM AC	3.9	4.6	3.3

Madison



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WZEE-FM R	21.2	20.7	19.7
WIBA-FM A	12.4	14.3	17.0
WMGN-FM AC	9.4	7.3	7.9
WTSS-AM C	6.6	7.1	7.8
WWQM-FM C	4.5	6.8	6.5
WIBA-AM AC	4.7	5.8	6.0
WERN-FM P	5.7	5.5	4.7
WMAD-FM A	3.9	4.6	4.6
WMLI-FM AC	3.8	3.7	3.6
WTDY-AM AC	4.6	4.1	2.7

Radio Across-The-USA™

Memphis



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WHRK-FM B	20.9	21.6	22.3
WEGR-FM A	8.3	10.0	10.8
WGKX-FM C	8.8	7.0	10.4
WMC-FM R	9.8	8.7	7.8
WDIA-AM B	7.0	6.4	7.3
WRVR-FM AC	7.0	5.8	5.6
KMPZ-FM R	4.9	5.7	5.3
KRNB-FM B	9.2	7.2	5.1
WREC-AM AC	2.8	3.9	4.1
WMC-AM C	2.4	4.2	3.8

Miami



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WHOT-FM R	9.1	10.9	11.8
WPOW-FM R	7.0	7.2	7.1
WGTR-FM A	5.3	5.7	5.0
WHYI-FM R	5.1	4.9	4.9
WLYF-FM EZ	5.5	4.5	4.8
WIOD-AM N/T	5.1	4.7	4.4
WMXJ-FM O	4.4	4.4	4.3
WAXY-FM AC	3.9	4.3	4.2
WSHE-FM A	2.4	3.3	3.7
WCMQ-FM SP	4.5	3.7	3.6

Milwaukee



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WTMJ-AM AC	8.2	11.7	11.2
WKTI-FM R	11.8	10.7	10.2
WLZR-FM A	8.9	10.4	9.7
WLUM-FM R	10.3	9.4	8.6
WKLH-FM O	8.8	5.5	6.4
WOKY-AM AC	9.0	8.5	5.9
WMIL-FM C	6.7	6.7	5.8
WEZW-FM EZ	4.3	4.4	5.0
WQFM-FM A	3.8	4.4	4.7

Minneapolis



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WCCO-AM	15.4	15.8	13.8
KDWB-FM R	7.7	9.2	9.8
KQRS-FM A	11.5	9.5	9.0
KSTP-FM AC	8.9	9.6	7.5
WLOL-FM R	5.1	6.0	6.5
KTCZ-FM A	3.6	5.0	5.1
WLTE-FM AC	4.0	4.1	4.3
KEYY-FM C	6.2	5.9	4.1
KJJO-FM A	5.7	5.2	3.8
KSTP-AM N/T	4.4	3.0	3.0

Mobile



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WBLX-FM B	21.6	19.2	19.9
WABB-FM R	15.4	15.8	18.3
WKSJ-FM C	13.6	12.2	10.9
WGCX-FM A	6.0	7.2	7.9
WGOK-AM B	3.5	5.1	4.6
WKRG-FM AC	5.8	5.1	4.5
WKRG-AM N/T	3.5	3.9	4.0
WAVH-FM O	4.4	4.2	3.7
WZEW-FM A	2.9	4.0	2.9
WMML-AM B	3.0	2.8	2.3

Modesto



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KDJK-FM A	14.4	11.9	13.6
KHOP-FM R	10.0	12.3	12.7
KMIX-FM C	8.7	9.6	11.4
KBEE-FM EZ	5.9	6.5	8.3
KOSO-FM AC	7.2	6.7	7.4
KFIV-FM R	8.6	6.2	4.7
KSJQ-FM R	9.4	7.7	4.3
KCBS-AM N/T	1.7	3.2	3.9
KTRB-AM C	3.3	3.3	3.2
KNBR-AM AC	2.1	2.9	3.1

Monterey



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KDON-FM R	9.4	11.2	13.6
KWSS-FM R	10.6	9.8	9.5
KGO-AM N/T	6.6	7.9	8.5
KMBY-FM A	10.1	8.6	5.5
KTOM-FM C	5.6	5.2	5.9
KWAV-FM AC	4.7	4.6	4.4
KBAY-FM EZ	2.9	4.0	4.3
KCBS-AM N/T	1.1	1.5	3.0
KCTY-AM SP	2.0	2.8	3.2
KCON-FM AC	4.5	4.2	2.5

Montgomery



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WWEI-FM C	15.8	16.6	19.0
WZLH-FM B	17.1	17.2	24.9
WBYN-FM B	11.3	11.0	13.8
WYSA-FM AC	12.7	11.9	10.7
WYAN-FM B	11.8	11.9	10.5
WYMI-FM B	9.2	8.8	8.3
WYSL-FM B	3.1	4.0	3.3
WYTN-AM B	2.7	4.9	3.5
WYBF-FM B	1.5	1.7	2.0
WYDQ-FM F	2.8	2.6	2.4

Nashville



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WYHY-FM R	14.7	15.0	15.7
WQOK-FM B	8.3	11.1	11.8
WKDF-FM A	8.5	10.2	10.8
WLAC-FM AC	9.7	10.1	10.2
WSIX-FM C	9.0	9.7	10.1
WSM-FM C	10.8	9.9	6.9
WGFX-FM O	7.0	5.0	5.9
WZEZ-FM EZ	7.8	6.5	5.7
WSM-AM C	5.0	5.1	4.2
WRMX-FM AC	3.6	3.3	3.4

Nassau



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WNTZ-FM B	11.3	7.4	8.1
WYAR-FM A	6.8	5.8	6.7
WBLI-FM B	11.2	6.0	5.3
WYAK-FM AC	5.5	5.8	5.2
WQHT-FM B	4.8	4.5	4.7
WYUJ-FM R	4.5	2.9	4.5
WOB-AM T	2.5	2.7	3.6
WYCS-AM N	3.4	3.0	3.7
WYEW-FM A	4.1	3.8	3.6
WYCS-FM O	4.7	4.4	3.4

Radio Across-The-USA™

New Haven



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WKCI-FM R	13.0	11.5	11.8
WPLR-FM A	13.0	13.2	11.2
WELI-AM AC	5.9	5.2	6.7
WKSS-FM R	5.0	5.6	6.5
WHCN-FM A	5.6	6.6	6.0
WWYZ-FM AC	6.8	5.1	4.8
WDRG-FM O	4.3	5.1	4.2
WPKT-FM P	2.0	2.4	4.2
WEZN-FM EZ	4.9	4.5	3.8
WNHC-AM B	2.3	3.0	2.8

New Orleans



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WEZB-FM AC	11.5	12.6	13.8
WYLD-FM B	8.9	9.6	13.7
WQUE-FM R	20.6	17.3	12.6
WCKW-FM A	4.5	6.0	6.6
WWL-AM N/T	5.4	5.5	6.4
WBOK-AM B	2.3	3.0	4.5
WLTS-FM AC	6.0	6.3	4.4
WRNO-FM A	5.1	5.2	4.2
WBYU-AM BB	2.3	3.2	3.5
WLMG-FM AC	4.0	2.5	3.1

New York



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WRKS-FM R	4.8	4.9	6.6
WHTZ-FM R	6.1	6.1	5.5
WBLS-FM B	4.9	4.4	4.4
WQHT-FM R	4.9	4.7	4.4
WNEW-FM A	3.6	4.1	4.3
WINS-AM N	4.0	4.1	4.2
WPLJ-FM R	3.9	3.9	4.1
WOR-AM T	3.4	3.4	3.4

Norfolk



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WNOR-FM	14.2	14.8	16.1
WOWI-FM B	9.2	9.5	9.8
WCMS-FM C	7.1	7.9	9.7
WFOG-FM EZ	7.2	9.0	9.4
WNVZ-FM R	7.6	9.0	8.1
WMYK-FM B	5.8	5.2	5.5
WGH-FM R	7.7	5.4	4.9
WWDE-FM AC	4.4	2.6	4.6
WRAP-AM B	2.7	3.1	4.5
WLTY-FM AC	5.7	6.5	3.9

Oklahoma City



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KATT-FM A	12.4	15.0	14.3
KJYO-FM R	12.4	15.0	12.3
KXYI-FM C	12.9	11.3	11.0
KOMA-AM O	8.5	8.2	7.0
KPRV-FM	7.5	8.4	8.4
KRNO-FM A	5.0	4.8	6.8
KZBC-FM AC	6.3	4.5	5.4
KZOK-AM N/T	4.8	3.9	5.3
KLTE-FM AC	3.1	3.9	4.8
KKNG-FM EZ	7.5	5.0	4.1

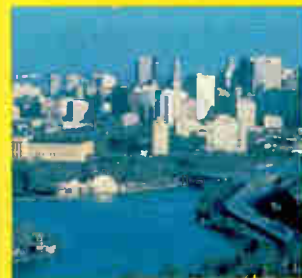
Orlando



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WJHM-FM B	13.3	12.0	13.7
WBJW-FM R	7.1	8.7	9.7
WOCL-FM AC	4.8	5.3	9.0
WWKA-FM C	10.1	8.4	8.4
WSTF-FM AC	7.4	9.0	7.9
WDIZ-FM A	9.5	8.8	7.6
WHTQ-FM A	5.5	6.9	6.9
WHLY-FM R	6.3	4.5	5.5
WSSP-FM EZ	5.9	5.8	5.3
WDBO-AM AC	5.1	5.0	4.1

Philadelphia



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WEGX-FM R	9.9	10.0	10.6
WUSL-FM B	9.6	11.1	10.5
WMMR-FM A	9.9	10.7	9.8
WYSP-FM A	6.2	5.7	6.3
WPEN-AM BB	4.7	5.3	6.2
WDAS-FM B	5.4	4.9	6.1
KYW-AM N	4.9	5.9	5.3
WXTU-FM C	4.0	4.4	4.3
WMGK-FM AC	3.3	3.8	3.8

Phoenix



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KZZP-FM	14.2	14.4	14.0
KNIX-FM C	12.8	14.5	12.1
KUPD-FM A	9.3	8.1	8.4
KKLT-FM AC	2.7	5.0	6.5
KSLX-FM O	5.2	4.7	6.1
KTAR-AM N/T	7.4	7.3	6.1
KMEO-FM EZ	5.8	5.0	4.8
KKFR-FM R	3.8	3.3	4.4
KFYI-AM T	2.8	3.1	3.5
KOY-FM R	3.7	3.6	3.4

Pittsburgh



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KDMA-AM AC	13.5	13.3	14.5
WZZP-FM R	12.0	12.4	12.5
WAMD-FM D	8.1	8.1	8.1
WDRB-FM A	10.2	9.2	8.8
WNSW-FM O	4.0	6.7	7.8
WSPH-FM T2	8.0	7.8	7.5
WTAZ-AM N/T	3.9	3.5	4.4
WMDG-FM A	7.6	6.6	3.9
WLSJ-FM AC	2.3	3.6	3.4
WDSY-FM C	4.8	2.9	3.2

Portland, OR



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KKRZ-FM R	9.2	9.8	10.9
KGON-FM A	8.7	9.4	10.5
KXYQ-FM R	10.9	12.9	9.5
KKCW-FM AC	6.3	8.5	8.2
KINK-FM A	6.6	7.4	7.6
KEX-AM C	5.6	6.1	7.4
KXL-AM N/T	5.1	4.5	6.1
KMJK-FM A	4.4	3.5	4.7
KUPL-FM C	3.3	3.4	3.8
KKSN-FM O	3.7	2.8	3.1

Radio Across-The-USA™

Providence



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WPRO-FM R	15.1	20.9	18.0
WHJY-FM A	9.4	10.8	9.0
WLKW-FM EZ	8.0	8.4	8.7
WHJY-AM N/T	4.5	6.4	6.8
WSNF-FM AC	7.8	5.1	5.0
WWRX-FM A	1.5	1.9	4.0
WWKX-FM R	5.0	4.1	3.6
WBRU-FM A	3.2	3.4	2.9
WHIM-AM C	1.9	1.2	2.9
WWLI-FM AC	6.6	6.2	2.9

Raleigh



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WOK-F B	10.7	9.8	11.7
WRDU-FM A	11.5	10.3	11.3
WFYB-FM B	9.4	10.3	11.2
WDCG-FM R	10.0	8.0	8.5
WTFE-AM N/T	6.1	7.5	8.5
WTCR-FM C	5.1	7.0	7.6
WRAL-FM AC	5.1	3.2	5.1
WUNC-FM P	5.5	4.4	3.2
WZZJ-FM B	4.1	3.5	3.1
WTRG-FM AC	1.8	2.8	2.6

Reno



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KWNZ-FM AC	12.8	14.1	17.0
KOZZ-FM A	9.3	8.5	9.3
KRZQ-FM A	7.9	7.8	7.9
KODS-FM O	10.1	8.4	7.1
KNEV-FM EZ	8.2	8.3	6.7
KSXY-FM AC	3.7	4.8	6.2
KRNO-FM AC	4.9	5.1	6.0
KOH-AM N/T	6.3	5.6	5.9
KIIQ-FM C	5.8	6.1	5.7
KBUL-FM C	5.1	4.4	5.1

Richmond



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WRVA-AM AC	12.1	13.2	14.6
WCDX-FM B	11.4	15.3	14.4
WRXL-FM A	17.7	13.7	12.2
WRVQ-FM R	13.8	13.1	11.0
WPLZ-FM REL	9.5	10.7	9.6
WMXB-FM AC	5.8	6.5	6.7
WTVR-FM C	4.7	5.8	5.4
WKHK-FM C	6.4	3.8	5.2
WVMX-FM R	1.7	1.6	2.3
WANT-AM N/T	1.4	1.3	2.1

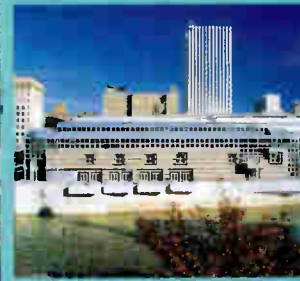
Riverside



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KGGI-FM R	12.4	13.2	14.3
KLOS-FM A	5.4	8.0	8.3
KCAL-FM A	8.7	6.4	5.6
KFI-AM AC	3.9	4.5	5.6
KDJQ-FM EZ	4.4	4.7	5.5
KIIS-FM R	7.0	6.3	5.0
KRTH-FM O	3.4	3.9	4.3
KOLA-FM R	3.0	3.8	4.1
KCKC-AM C	1.7	2.9	4.0
KROQ-FM A	3.5	3.0	3.7

Rochester



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WCMF-FM A	19.5	22.9	22.0
WPXY-FM R	13.5	10.8	14.9
WBEE-FM C	7.5	8.5	8.4
WVOR-FM AC	8.0	8.2	8.3
WHAM-AM AC	9.4	9.9	8.2
WDKX-FM B	9.2	8.6	7.5
WRMM-FM AC	5.0	7.2	6.2
WKIX-FM O	3.8	4.1	5.5
WZSH-FM EZ	6.7	3.7	2.8
WXXI-FM P	2.5	2.7	1.8

Sacramento



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KFBK-AM N/T	7.7	9.9	11.0
KROY-FM R	4.5	7.6	8.6
KSFM-FM R	6.8	6.9	8.4
KRXQ-FM A	11.1	7.9	7.8
KRAK-FM C	7.7	6.3	7.0
KXOA-FM AC	4.9	6.1	6.3
KZAP-FM A	6.1	4.6	5.7
KOPT-FM NA	4.5	4.3	5.3
KHYL-FM O	7.0	6.3	4.9
KWOD-FM R	5.1	6.5	4.8

Saginaw



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WJOL-FM B	30.8	27.2	25.8
WJOL-FM A	7.0	0.3	13.0
WJOL-FM C	9.4	11.5	17.4
WJOL-FM AC	8.4	6.8	8.6
WJOL-FM EZ	5.5	7.9	8.3
WJOL-FM B	5.7	7.9	8.2
WJOL-AM AC	5.6	6.4	8.7
WJOL-FM REL	3.6	1.8	2.1
WJOL-AM AC	2.9	3.0	2.1
WJOL-AM O	2.1	2.3	2.0

St. Louis



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KMOX-AM N/T	15.6	14.8	16.9
KMJM-FM B	11.3	11.2	12.4
KSHE-FM A	12.6	11.8	12.1
WKBO-FM R	7.6	7.6	6.9
KEZK-FM EZ	4.3	5.6	6.1
KLOU-FM O	5.4	6.3	6.0
KSD-FM A	7.4	6.6	6.0
WIL-FM C	6.7	5.4	5.4
KYKY-FM AC	3.7	4.0	3.9
WKKX-FM C	2.0	3.0	2.6

Salt Lake City



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KRSP-FM A	6.3	7.6	10.0
KCPX-FM R	11.8	10.5	9.2
KKAT-FM C	11.5	11.0	8.6
KSL-AM N	8.8	9.0	7.8
KSOP-FM C	6.7	6.5	7.0
KBER-FM A	6.4	6.9	6.8
KISN-FM AC	7.0	5.4	6.5
KJQN-FM R	3.4	4.8	4.3
KLZX-FM A	3.4	2.3	3.8
KSFI-FM EZ	6.5	6.1	3.8

Radio Across-The-USA™

San Antonio



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KITY-FM P	12.3	11.4	11.3
KCYX-FM C	8.1	6.7	10.7
KTFM-FM R	9.7	5.6	7.3
KAJA-FM C	7.0	5.5	6.3
KZMG-FM AC	5.2	5.3	5.7
WQOL-AM N/T	5.5	5.8	5.5
KRSS-FM A	5.9	5.0	4.8
KCOR-AM SH	3.2	4.9	4.7
KZEP-FM A	5.2	4.5	4.3
KMMX-FM AC	2.9	3.3	3.3

San Diego



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KKLQ-FM R	10.7	9.7	10.1
XTRA-FM A	6.8	8.0	9.6
KGB-FM A	12.3	9.6	8.4
KFMB-FM AC	6.1	7.8	6.9
KJQY-FM EZ	4.3	7.1	6.4
KSDO-AM N/T	8.3	6.7	5.9
KFMB-AM AC	3.6	4.5	4.8
KSON-FM C	4.9	4.7	4.6
KCBQ-FM O	4.5	4.0	4.4
XHRM-FM B	5.2	5.1	4.1

San Francisco



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KGO-AM N/T	10.1	8.5	8.9
KMEL-FM R	7.7	7.9	8.4
KSOL-FM B	4.7	4.2	4.4
KCBS-AM N/T	3.7	4.2	4.2
KRQR-FM A	3.4	4.2	3.8
KSAN-FM C	3.0	2.9	3.6
KIOI-FM AC	4.1	3.5	3.3
KABL-FM EZ	2.8	3.3	2.8
KOIT-FM AC	2.2	2.9	2.8
KXXX-FM R	1.9	2.4	2.8

San Jose



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KHOT-FM	9.1	9.5	9.0
KGO-AM N/T	8.0	8.4	7.5
KSJO-FM A	8.1	6.1	5.7
KOME-FM A	4.5	5.0	5.4
KWSS-FM R	3.7	4.2	4.9
KMEL-FM R	3.7	3.4	4.6
KBAY-FM EZ	4.5	3.8	4.3
KARA-FM AC	3.3	3.6	4.2
KSAN-FM C	4.8	4.3	3.9
KCBS-AM N/T	3.5	3.4	3.4

Seattle



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KIRO-AM N	7.8	9.2	10.5
KUBL-FM R	11.0	11.3	10.1
KPLA-FM R	7.5	9.4	9.5
KSNW-FM A	6.4	7.0	8.0
KRYX-FM A	5.5	5.8	5.5
KMPS-FM C	4.3	4.1	4.6
KOMO-AM AC	4.4	4.1	4.1
KLEI-FM AC	2.5	3.1	3.5
KING-FM SH	3.5	3.8	3.2
KBRQ-FM EZ	1.1	3.2	2.9

Shreveport



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KRMD-FM C	12.4	14.7	16.1
KDKS-FM B	13.3	12.4	15.2
KMJJ-FM B	14.8	17.2	14.4
KTAL-FM A	9.2	10.5	10.0
KTUX-FM R	10.0	9.5	9.7
KITT-FM AC	6.7	7.2	6.9
KVKI-FM AC	5.0	5.3	5.6
KWKH-FM C	3.8	5.0	4.4
KWKH-FM C	4.4	3.3	3.1
KDAQ-FM P	3.0	2.8	2.7

Springfield



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WAQY-FM A	11.3	11.0	10.8
WTIC-FM R	9.7	11.5	10.5
WHYN-FM AC	8.5	8.7	9.4
WHYN-AM AC	5.1	6.1	6.8
WRCH-FM EZ	5.4	5.6	6.1
WMAS-FM AC	7.4	4.9	5.6
WFCR-FM P	5.7	5.7	5.2
WHMP-FM R	1.4	2.1	4.0
WNNZ-AM O	1.8	2.8	3.3

Stockton



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KHOP-FM R	9.5	9.5	9.5
KFMR-FM C	5.6	8.2	7.7
KMEL-FM R	3.0	5.0	6.5
KRAK-AM C	6.3	6.1	6.1
KWG-AM O	3.4	4.1	5.5
KWIN-FM R	5.8	6.3	5.1
KCBS-AM N/T	5.1	4.3	4.3
KSJQ-FM R	4.7	3.5	4.1
KDJK-FM A	6.3	3.6	4.0

Syracuse



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WYYY-FM AC	14.5	14.1	15.3
WNTQ-FM R	12.6	11.9	13.0
WSYR-AM AC	8.6	10.4	11.5
WKFM-FM A	7.5	8.3	8.8
WAQX-FM A	8.9	7.6	8.2
WRHP-FM EZ	6.4	7.7	5.1
WHEN-AM AC	2.1	5.0	4.5
WPCX-FM C	2.8	1.7	3.3
WJPZ-FM P	2.8	3.6	3.2
WSEN-FM O	7.3	4.7	3.0

Tampa



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WRBQ-FM R	20.1	19.7	18.5
WYNF-FM A	10.7	8.9	8.6
WWRM-FM AC	4.9	7.5	7.1
WOYK-FM C	7.9	5.7	6.5
WFLA-AM N/T	5.0	6.2	6.0
WNLT-FM AC	5.3	3.6	6.0
WTMP-AM B	1.3	2.7	3.9
WFLZ-FM AC	2.5	4.0	3.8
WDUV-FM EZ	4.1	3.4	3.7
WUSA-FM AC	2.7	2.6	3.7

Radio Across-The-USA™

Toledo



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WRQN-FM R	11.1	12.3	15.8
WIOT-FM A	17.3	17.0	15.2
WMHE-FM AC	12.0	12.0	9.8
WKKO-FM C	8.3	8.1	8.0
WLQR-FM EZ	7.6	7.1	7.8
WWWM-FM AC	7.4	6.3	7.1
WSPD-AM N/T	5.6	6.1	5.8
WJR-AM AC	3.8	3.7	3.9
CKLW-AM BB	2.3	2.7	3.6
WVOI-AM B	2.7	2.3	2.9

Toronto



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
CFRB-AM N/T	12.3	14.2	14.6
CHUM-FM R	8.7	8.0	8.4
CHFI-FM AC	7.0	7.1	8.1
CILQ-FM A	9.0	7.9	7.0
CFNY-FM A	7.3	6.8	6.6
CJLR-AM R	7.1	6.3	6.5
CBL-AM N/T	5.3	6.4	6.3
CFGM-AM C	3.1	2.8	4.5
CJCL-AM BB	4.9	4.7	4.5
CKFM-FM AC	4.4	4.0	4.1

Tucson



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KRQQ-FM R	26.0	29.8	30.8
KIIM-FM C	9.0	10.5	9.9
KLPX-FM A	11.6	10.2	9.4
KWFM-FM AC	7.2	6.4	7.5
KJYK-FM EZ	4.2	4.3	5.1
KNST-AM N/T	3.8	4.4	4.5
KCUB-AM C	3.0	3.6	3.0
KUAT-FM P	3.7	3.3	2.9
KMRR-AM BB	2.3	1.8	2.5
KAWV-FM NA	2.2	2.0	2.4

Tulsa



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KMOD-FM A	17.6	18.7	14.8
KWLS-FM C	15.5	11.6	12.7
KAY-FM B	13.7	11.1	11.3
KRAB-AM AC	9.8	8.1	7.1
KVOD-FM C	4.2	5.0	6.3
KVOD-FM C	4.2	3.7	6.1
KMYZ-FM B	4.0	5.0	4.3
KRZL-FM B	3.1	4.1	4.1
KHAW-FM AC	2.8	2.8	4.3
KTL-FM AC	2.7	4.7	3.9

Utica



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WOUR-FM A	14.4	16.8	18.7
WRCK-FM R	15.7	15.1	12.7
WFRG-FM C	10.9	11.9	11.8
WIBX-AM N/T	5.7	6.7	6.9
WUUU-FM AC	7.5	7.0	6.6
WNYZ-FM R	6.5	6.2	6.2
WKGW-FM AC	7.6	7.8	4.6
WYUT-FM BB	2.4	1.6	2.7
WLFH-AM C	2.9	2.8	2.5
WUTQ-AM BB	1.5	1.6	2.2

Washington, DC



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WPGC-FM B	7.5	8.6	9.0
WKYS-FM B	9.0	9.4	8.0
WMZQ-FM C	7.0	6.6	6.4
WWDC-FM A	7.2	6.8	6.0
WAVA-FM R	5.3	5.3	5.8
WCXR-FM A	5.2	4.7	5.8
WHUR-FM B	4.3	4.7	5.1
WRQX-FM R	5.3	5.8	4.8
WGAY-FM EZ	5.0	4.1	4.7
WMAL-AM AC	4.7	5.0	4.6

West Palm Beach



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WEAT-FM EZ	10.6	9.2	11.3
WRMF-FM AC	8.8	7.4	8.8
WHQT-FM R	6.9	8.9	6.1
WHYI-FM R	4.3	4.5	5.7
WJNO-AM N/T	3.6	4.4	5.4
WIRK-FM C	6.0	6.7	5.0
WSHE-FM A	3.6	3.4	4.9
WQVV-FM R	4.5	4.4	4.8
WPOW-FM R	2.4	3.7	3.2

Wichita



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
KKRD-FM R	16.7	16.9	17.7
KICT-FM A	12.6	12.6	12.2
KZSN-FM C	8.3	9.8	11.2
KEYN-FM R	6.6	7.9	8.1
KFDI-FM C	11.1	8.4	8.1
KFDI-AM C	8.7	8.1	6.6
KXLK-FM AC	5.7	6.3	6.0
KBUZ-FM B	2.1	3.2	3.5
KWKL-FM AC	2.3	2.8	2.9
KLZS-FM AC	2.9	2.3	2.7

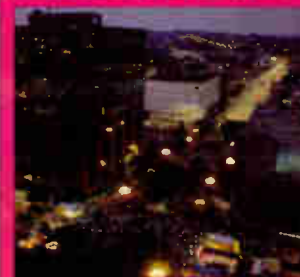
Wilkes-Barre



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WEZK-FM A	9.7	10.5	13.3
WPRZ-FM R	15.6	14.6	12.6
WARM-AM AC	7.4	5.9	6.6
WTLQ-FM R	5.2	3.9	5.5
WNGS-FM AC	4.0	3.6	4.5
WHLM-FM AC	2.3	2.4	3.7
WSBG-FM R	4.4	3.9	3.7
WGGU-FM C	3.2	4.4	3.7
WEIT-AM A	2.4	2.7	3.4
WPAK-AM EZ	3.8	3.1	3.4

Youngstown



BIRCH MONTHLIES

FORMAT	N/D	D/J	J/F
WHOT-FM B	14.8	13.8	14.5
WYON-FM EZ	8.4	8.6	10.3
WYON-AM N/T	8.3	8.7	8.1
WYCD-FM A	11.1	11.6	8.2
WYFM-FM AC	4.5	5.2	5.3
WYBG-FM AC	10.3	7.7	6.1
WYOS-FM C	5.8	5.8	5.0
WYMA-AM AC	4.8	4.2	4.1
WYGG-FM B	4.0	3.8	4.5
WYRU-FM A	3.1	3.1	3.8

MARKETING

Coming... Your Ad in a Phone Booth

"Tele-Boards" are now being test marketed in several cities. Stations will be able to advertise on video displays positioned at eye level on a telephone kiosk. The 13-inch screen displays your message for 26 seconds and repeats it no longer than two minutes later. The message rotates 24 hours a day. There is a freeze-frame button so a viewer can jot-down information. Advertisers can run direct response promotions with toll-free numbers that can be dialed from the phone. Location targeting available like billboards. Charter advertisers will pay \$600 per kiosk for a five-year contract.

PROGRAMMING

Hard-edged CHR Will Be Next

Stations like KXXR-FM, Kansas City and WDFX-FM, Detroit as well as the much publicized KQLZ-FM, Los Angeles (Pirate Radio) are fielding a playlist that includes mainstream CHR hits as well as harder acts like Def Leopard, Metallica, Bon Jovi. This is the first real move to incorporate harder rock and in some cases heavy metal into mainstream CHR. Initial results look encouraging. Some radio executives will be watching this closely because they are resisting building a station around hard

rock. It's likely that by year's end there will be three viable CHR formats — mainstream (right down the top 40 charts), urban-leaning (CHR plus dance) and hard-edged.

OPERATIONS

Groups To Communicate Via Voice Mail

The ground work is being laid right now among several radio groups. Soon heads of different station groups will be communicating daily on the same voice-mail system. Any group head will be able to broadcast a message to all of his counterparts by simply punching the correct code into a touch-tone phone. NewCity and Shamrock have already linked the stations in their groups. The president of a group can broadcast a message to all of the employee "mailboxes" in the company. NewCity says voice mail will cut down on big phone bills by putting an end to "telephone tag."

PROGRAMMING

Possible New Rotation of Power Songs

KQLZ-FM, Los Angeles Programming VP Scott Shannon is experimenting with not running his playlist's biggest hits (power songs) at the top and bottom of the hour and at the quarter hours. Music is scheduled for flow instead of its relationship to the clock. Shannon doubts that there is any evidence

anywhere that shows scheduling power tunes at the quarter hours increases listening. Most PDs will cling to more traditional means of scheduling power rotations, but Shannon's experiment is worth keeping a close eye on.

MANAGING PEOPLE

Reluctance Ahead For Key Executives to Move

That's why an unprecedented number of major groups are directing image advertising and public relations savvy toward potential new hires. Most important position that is suffering is station sales manager. Look for a new awareness about the reluctance of executives to move their spouses and children just for an excellent opportunity. They appear to want more security and the feeling that they are uprooting everyone to join a quality group. Expected is an emphasis in quality in group level PR, advertising.

SALES

Trend Toward Teamwork selling

Most significant new change in selling attitudes may now be developing. It focuses on putting more training and motivational effort into the net results of the entire staff rather than the individual. Individuals will be recognized for their excellence, but only as part of a group

effort. Stations will also be using some unorthodox training methods like the use of fun and humor in sales meetings (Radio Only will bring you more on this within the coming months). Teamwork emphasis helps eliminate the slumps of invidual salespeople and removes stress. It's like recognizing that Gretzky alone cannot win hockey games, but a strong individual with a team effort means more money and consistency to a radio station.

PROGRAMMING

Easier Playlist Polling Is Ahead

New computerized voting may soon play a larger part in choosing your playlists or conducting listener polls. Already being used by WAVA-FM, Washington DC and WZZP-FM, Phoenix. Equipment is available from St. Louis-based Miwltronics Interfaces for up to \$315 per phone line. The system allows listeners to call in a yes or no vote as a song is playing. Your DJ answers the listeners on a pre-recorded cart and a counter records the votes. Results are available immediately and are displayed on a panel in the studio. Emmis is testing it at several of its CHR stations. WAVA-FM uses it to find songs that are losers with the listeners and "blows them up" on its morning show. They also used it to conduct a pre-Oscars listener poll. Voting line is promoted as Yes-No Radio.

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more than one partner
is a crime.***



In matrimony, it's called bigamy. In commerce, it's called conflict-of-interest. In research, it's called "business as usual".

Most research companies are promiscuous. They'll have a fling with a station in every format. Which can create problems. What do they do when their research suggests one of their stations should change to the format of another client?

Emmis Research makes a commitment to only one radio station per market. Because we believe in *forming partnerships*. Lasting partnerships. Exclusive partnerships.

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