

Radio's Premier Management & Marketing MagazineSM

RADIO INK



THE YEAR
IN REVIEW

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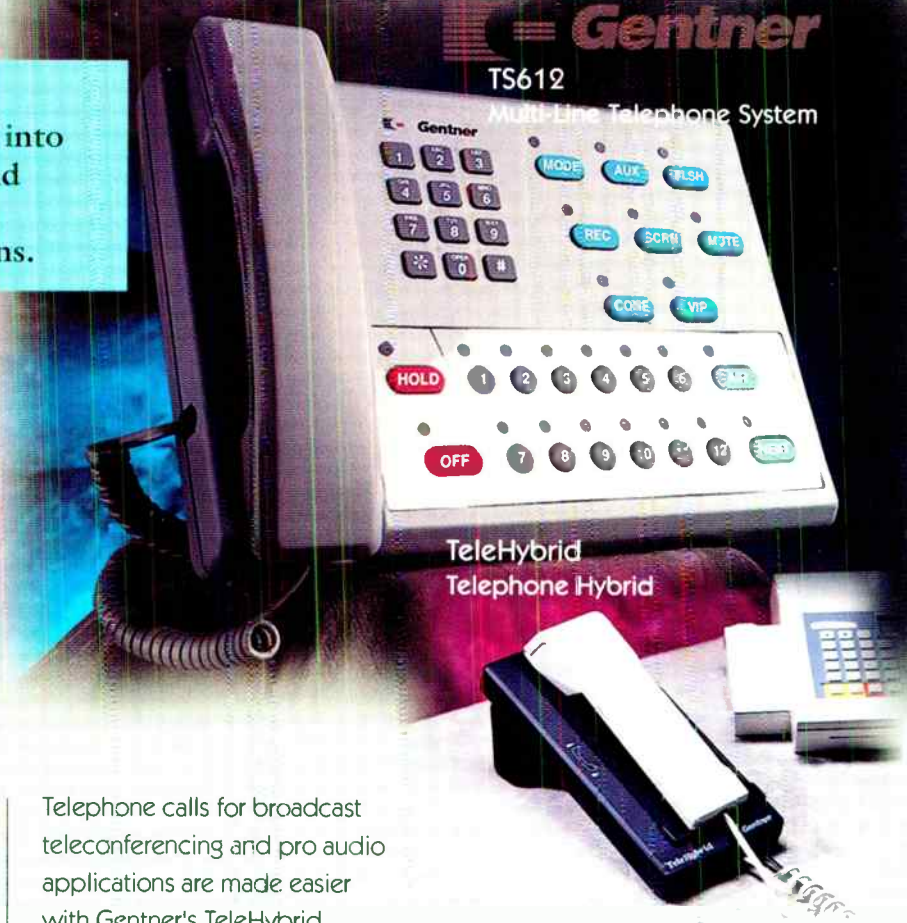
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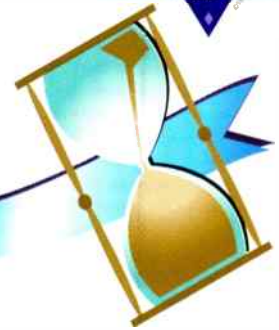


FEATURES



SPECIAL REPORT

28



1995 was an incredible year for the Radio industry by almost any measure. Radio revenues soared, major buyouts, shake-outs and mergers sent shock waves all the way to Wall Street, and deregulation looms on the horizon. A look at what made 1995 such a landmark year.

Test Your Radio Knowledge

8

Phil Hartman, from News Radio, is featured on the cover. What is his job at WNYX? This and other such trivia questions will test your knowledge of Radio in TV and film. Sharpen your pencils and your minds, and have fun!

DEPARTMENTS

Publisher's Notes	6
People In Ink™	9
News	10
Million Dollar Club™	11
Reader Letters	12
Forum	13
Case Study	14
PD Forum	23
Copy Clips™	36
Grapevine	38
Events Calendar	39
Movers & Shakers	43
Sales Promotion Planner	44
Product News	45
Blast From The Past™	46
Advertiser Index	46

COLUMNS

Management	15
Radio management's three biggest trends. <i>by Dave Gifford</i>	
Marketing	16
Low-tech realities in a high-tech world. <i>by Rob Balon</i>	
Sales	18
How to get higher billing in '96. <i>by Pam Lontos</i>	
Promotion	19
What's in, out in promotions. <i>by Bill Haley</i>	
New Business Development	20
In, out, old, new in '96. <i>by Kathryn Biddy Maguire</i>	
Engineering For Management™	21
The era of walkaway Radio. <i>by Eric Small</i>	
Programming For Management™	22
Talk Radio's hits, misses, trends and predictions. <i>by Holland Cooke</i>	

COMING NEXT ISSUE:
January 1

Executive of the Year

Cover photo by Chris Huston

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PUBLISHER'S NOTES

Help Us Help You



When I first started this magazine I had a dream of providing the Radio industry with the kind of information I had needed to run my stations. Often we as managers have nowhere to turn, no one in our organization we can talk to, including our bosses. I can remember working long days to get through the routine part of the job and coming in Saturdays and Sundays to figure out how to get ahead. All too often I was at a loss. Therein lies the original concept behind *Radio Ink*. It was my goal to create an information source for the industry that was packed full of new ideas and tips about how to solve the problems Radio managers face daily. I wanted to gather the top consultants in the industry to provide advice for which you would normally have to pay thousands of dollars. I wanted to provide a magazine full of the leading-edge thinkers, providing the fast track to success.

As I reflect on our operation I know that we've provided a lot of what you need to manage a station. Our huge growth in paid circulation and our high percentage of renewals tells us we've become a valuable resource. We've worked hard to provide quick-to-read, actionable information to help you in all the

areas in which you wear a different hat—management, programming, promotion, finance, and engineering. Many of you have sent letters or have told us how helpful the information is. One man told me that one idea in *Radio Ink* saved his station from bankruptcy. But your needs are changing and I think we can do a better job, so we have taken some steps to ensure that happens.


In recent reader and advertiser surveys we learned some areas in which we can improve. We know finding time to keep up is your biggest challenge, that's why we have the industry's only QUICKREAD™. Starting in 1996 we plan to make the magazine an even quicker read by editing tighter, and making sure articles contain less fluff and more meat. We're also adding more information to help you do your job even better.

I also had to face the realization that as my company grows I risk losing touch with reality by being too busy managing our growth, writing books, speaking, etc. That's why you've seen ads in our magazine for an executive editor. I've hired a great Radio manager out of the day-to-day operation of a station to help us stay focused on providing you what you need. An announcement is forthcoming.

Here's how you can help us help you. I'd like you to take 10 minutes of your valuable time and fax me a note that contains your ideas on how *Radio Ink* can better serve you. What are your biggest challenges and needs? Where can we be

more tuned to your operation? Who do you know with cutting-edge ideas?

I suppose this sounds like the old promotion ploy of "We listen to you so you'll listen to us." But promotions are hollow unless action is taken.

What's your motivation to do this? I believe that I've demonstrated our commitment and passion for the Radio industry. I give you my word we will act on your ideas and will create features, stories, and sections based on your input. These ideas will literally help you design the ideal magazine to meet your needs. I hope you'll take the time. My e-mail and fax addresses are listed below. We look forward to hearing from you! 

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QUIZ

"Radio on the Screen" Trivia Quiz

Every so often other media realize the attraction the public has for Radio. Currently, NBC features the blockbuster hit *Frasier* and newcomer *News Radio*.

But before Dr. Crane hit prime time there were numerous TV shows and films that focused on Radio. Test your knowledge by answering *Radio Ink's* "Radio on the Screen" Trivia Quiz. An-

swer all of them correctly and we'll publish your name and station along with the answers in our January 15 issue. Fax your answers to 407-655-6134 by January 2.

Good luck.

1. Phil Hartman, featured on our cover, plays an _____ on the NBC sitcom *News Radio*?
2. What *Airplane* star was also star of a short-

lived TV sitcom about a D.C.-based Radio station?
 a. Leslie Neilson
 b. Robert Hayes
 c. Lloyd Bridges

3. What was the name of the show in question No. 2?

4. On *Frasier*, what does Dr. Crane say before greeting each caller?

- a. "Hi, you're on the air."
- b. "What's your problem?"
- c. "I'm listening."

5. What movie starring Christian Slater featured him as a rebellious, angst-filled pirate Radio operator?

6. True or False: Johnny Fever worked the night shift.

7. On *Northern Exposure*, the philosophical DJ Chris Stevens worked at _____.

8. Name the Woody Allen film about Radio.

- a. *On Radio*
- b. *Radio Days*
- c. *Talk Radio*

9. True or False. Wolfman Jack played himself in *American Graffiti*.

10. What 1994 Radio movie was created by *Star Wars* maven George Lucas?

11. Gordon Jump, who played Mr. Carlson on *WKRP in Cincinnati*, is also well-known as the _____ repairman.

12. What was the name of the TV show that featured actor Gary Cole (*American Gothic*, *The Brady Bunch Movie*) as a late-night talk Radio show host who also got involved in stories and crimes, etc., etc.?

13. Who directed *Talk Radio*?

- a. Steven Spielberg
- b. Stanley Kubrick
- c. Oliver Stone

14. What was the format of Dave's (Clint Eastwood) Radio show in *Play Misty For Me*?

15. What does Robin Williams say the "O" stands for in o-600 in the film *Good Morning Vietnam*?

- a. Operational!
- b. Oh My God It's Early!
- c. On Time!

16. The two main female characters on *WKRP* were named _____ and _____.

17. What is the name of *Frasier's* producer?

18. What was the name of the song dedicated to Suzanne Somers (blonde in the white '57 T-Bird) in *American Graffiti*?

19. In what city is *News Radio* based?

- a. Los Angeles
- b. Chicago
- c. New York

20. What's the name of Eric Bogosian's character in the film *Talk Radio*?

*** BONUS STUMPER

21. In the film adaptation of *War of the Worlds*, who starred in the Orson Welles role?

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Circle Reader Service #107



MISH MOSH

Out at the Portland Area Radio Council's (PARC) soirée with Kenny G., hosted by Citicasters' three Portland, OR, Radio stations — KEX-AM, KKRZ-FM, KUFO-FM — jazz and socializing were the fare. 1) l-r Enjoying the lovely evening were GM of KEX-AM, Dave Milner, PARC executive director, Monica Cory, GM of KKRZ-FM, Clint Sly, and Citicasters President Dave Crowl, and 2) l-r KKRZ's GSM Robert Dove, Crowl, Mr. G., and Cory. Nice hair Kenny, is that a perm?

Lady's man Danny Bonaduce had a full plate at Chicago's WLUP with 3) boot endorser Nancy Sinatra and 4) Mommy Dearest Faye Dunaway. Oh mommy!

Over in beer town Bill Burton, president of DRAG (Detroit Radio Advertising Group), drew a record crowd for the monthly meeting of the Milwaukee Advertising Club. The Milwaukee Area Radio Stations (MARS) hosted the luncheon where Burton (5 & 6) spoke about Radio and Being Fabulous to the largest turnout reported in five years. Bill's secret? Showing slides of his vacation.

And speaking of vacations, from the "make your own joke" photo file is this shot of 7) l-r One-On-One Sports' notorious wildman and late-night talk host John Renshaw (l) with chief engineer Jerry Heckerman on a recent trip to Hawaii. Spiked poi maybe? — SD



Making Money On Operator's Licenses and Unattended Transmitters

by Michael H. Bader

Recently the FCC relaxed its rules on operators and transmitter control procedures, and the industry was overjoyed that it may now drop the cumbersome and meaningless restricted operator charade and leave its transmitters unattended all night or 'round the clock. Cheers gave way to groans, however, when the fine print was read.

True, one may automate the logging and control functions of AM, FM, TV and translator stations; and true, one does not need to get the stations' operators outfitted with a completely useless "license"; and also true, the staff may lock up and go home at night while the machines hum away and the stations make money all night and all weekend. But there is much fine print in the FCC actions and it will cause management to think twice before everyone goes on a 9 to 5 routine, Monday-Friday.

The FCC still demands that broadcast stations insure that:

- they will be able to detect failures, crazy operating conditions, the scary tower light failure, and above all, the emergency alert (test or real thing) under EBS/EAN;
- they must maintain capable personnel who will keep antennas and transmitters operating within licensed values;
- they must be able to cut off the air within three hours, or, worse yet, three minutes if there is an emergency;
- they continue logging (tower lights and EBS plus a rare AM directional antenna array function are required);
- that unplanned events such as cutting power to accommodate tower riggers may be facilitated, and;
- that the absence of a live body may not be advanced as justification for any failure in the technical or programming plant.

Not all the rules are known or effective yet.

No matter how the final procedures and rules are laid down, however, it seems that the key to compliance while achieving the economies offered by the changes, depends on a state-of-the-art program with efficient new equipment and a foolproof methodology of insuring

that the basics — EBS/EAS and tower lights — may be handled.

A top-notch engineering type must be on staff or on contract. No longer may one wink at the requirements of some rules and have some vague arrangement with a person at a distant station to drop around from time to time. If there is no one at the station, someone must be reachable on a foolproof basis. How else can management assure itself that an emergency will be handled and within those two scary limits (three hours or three minutes)?

TO GET THE MOST

Here is what I would do as manager to get the most out of the new operator rules, the relaxed rules on unattended operation, and the demanding new EBS/EAS rules:

1. I'd have an independent appraisal of the technical plant by someone other than my chief operator. (I'd tell him or her what is happening and why, just to allay the fears that someone's head is going to roll. That won't happen unless the chief lets you down *after* all of this kicks in).
2. I'd tell the independent appraiser I want to save money, but first I must avoid losing it through some FCC fine, or, heaven forbid, a lawsuit resulting from a calamity such as air crash caused by failed tower lights.
3. I'd bring the appraiser and my chief into a meeting with other operating people at the station and get a frank appraisal of the adequacy of the existing equipment, and what is needed, if anything, to get it up to top condition so that it will operate smoothly when unattended.
4. I'd find several alternative sources of help. I do not know a chief in the country who is "always there."
5. Above all, I'd work closely with local engineers' groups, the EIC of the FCC for my district, the other stations' engineers, and with a 24-hour operation such as an emergency center, an answering service, or the like, to be sure that my unattended station can get itself some attended help in an emergency.
6. I'd beef up the security of the trans-

mitter building and remote control point since either could be entered and taken over without anyone knowing it. Some of us remember a takeover in Birmingham 15 or 20 years ago, and there is a definite threat to both the equipment and the use thereof as the result of human beings on the premises for an entire weekend, or merely overnight. I'd definitely install alarms with remote sounding at a "live" location.


If the technical procedure is in place I can relax as a manager. And start making some money. How can I do this? I can remove people no longer essential to the broadcasts.

In all of this, I'd build a record based on my desire to be sure my technical plant behaves as the FCC says it should. I'd keep notes, open a file, and watch the results as noted on my logs and the chief operator's notebook. Unless management gives personal attention to the complete matter, the FCC may impose a fine or a worse sanction.

No need to proceed in fear. I think most transmitters are capable of good and reliable operation. The Canadians have done this for years, and I have not heard of much of a problem up North. So what the FCC has done is helpful and sensible: proceed without hesitation to operate unattended, but by all means equip your people with what they need to comply with simple but vital rules such as EBS/EAN and tower lights.

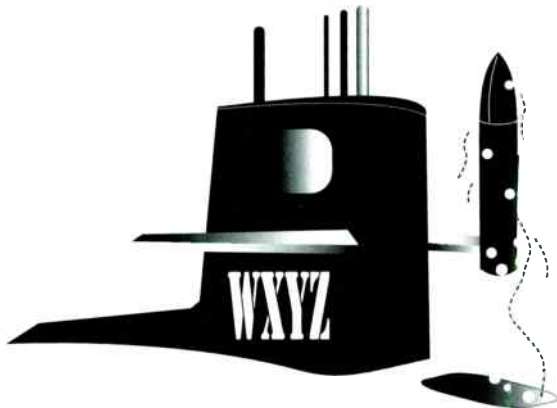
WHAT'S NEXT

What is next? I think we must wait a few months for the effect of the new rules to sink in, for the new EAS procedures and equipment to be perfected, and for a general feeling of confidence by management that it can take advantage of the changes in FCC rules without creating a host of new problems and financial headaches.

Overall, the FCC has acted sensibly so that stations may move into more efficient and profitable operating conditions.  Michael H. Bader is a member of Haley, Bader & Potts, P.L.C., Arlington, VA. He may be reached at 703-841-0606.

READER LETTERS

Dr. Geddes Who?



Tim Moore's article ["Choose Your Weapon" Aug. 21-Sept. 3] repeats a suggestion that I've been hearing from engineers and reading in the Radio trades for over 20 years: namely that aggressive audio processing is hurting time spent listening and dragging down ratings. What makes Tim's article different is that instead of merely repeating the time-worn theory, he actually quotes an authority, Dr. Earl Geddes, although the article does not make clear who he is or what evidence he has.

Most of the time this claim is made it is presented without any factual substantiation, as if everyone knew it were true. Yet whatever market you visit, the No. 1 rated station is usually the winner in loudness, presence and technical brilliance, as well as everything else. I also notice that no trade publication has written any articles at all about stations that zoomed to the top simply by taking their composite clipper out of the audio chain. If it were a technique that worked, you would think by now, after 20 years of faithful recitation, someone would have tried it and you would have documented it.

Let's get to the truth. Who is Dr. Earl Geddes? What did he study? How did he study it, and what did he find? Is processing really the villain? Or are low ratings really a function of failures of programming, promotion and execution?

**Bob Hughes, President
Compass Radio Group**

(Editor's Note: Dr. Geddes is head of Ford Motor Co.'s audio division and is an acoustic and

vibration specialist. He may be reached at Ford Motor Company, Electronic Technology Division, 17000 Rotunda Dr., Dearborn, MI 48121. In response to the question of processing being the villain, no it wouldn't be the only reason why a station has poor ratings but it definitely can contribute to a reduction in TSL.)

I Don't Think So!

So now the government wants to start auctioning off the spectrum? That's all fine and dandy, as long as we are talking about spectrum for cellular telephones, personal communications, satellites, etc. But not for Radio and television broadcast channels.

Broadcasters routinely provide untold amounts of public service, local news, public affairs and other public interest programming. Here at WDTL-FM, we've held a fund-raising campaign for a local youth stricken with a brain tumor, raised money for a family whose home was destroyed by fire, and provided hours of commercial-free news and relief information to our area following a devastating ice storm. And we're supposed to pay for the privilege of doing this? Let's get real.

In many small communities, local stations struggle to survive because most of our traditional locally owned advertisers have been wiped out by Wal-Mart. Many more stations struggle to survive in markets with far too many stations, thanks to the FCC's infinite wisdom of Docket 80-90.

Many people, business owners included, don't understand that our sole source of revenue comes from the sale of advertising. They think that local Radio stations receive money from the government to serve our communities. Now there's an idea that has merit.

**Larry G. Fuss, President/GM
Delta Radio Inc.
WDSK-AM/WOHT-FM/WDTL-FM
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your full name, address and telephone number,
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Circle Reader Service #109

What has been your station's biggest accomplishment this year?



Ed Cavagnaro, News & Programming Director • KCBS-AM • San Francisco, CA

As in most markets across the country, Bay Area Radio is becoming more fragmented. Listeners are getting more choices (now more than 80 in the Bay Area) and using more stations. Despite the increasing competition, which includes two News and Talk stations,

KCBS has continued to grow its cume and maintain its share in '95.

As the pie gets cut into more and more pieces, the challenge gets tougher. But by working together to keep our message simple and our all news programming focused, KCBS is now number one in cume and morning drive share. That's our biggest accomplishment in '95. The challenge in '96 is to keep it that way. ☺



Bob Dellert, GM • WIOZ-AM/FM • Southern Pines, NC

Posting an overall sales increase for 1995. Entering into an LMA with a brand new FM start-up. Moving an established format to the new dial position. Successfully launching a new format on the existing FM. Putting a new format on the AM. Marketing, sales, opening a new office in our service area, and building new studios (construction in progress). A busy year by anyone's standards.

the ashes of the overly stretched (stressed?) management in the form of autonomous departments within the organization. The development of people who were thrust into the position of having to take the lead in accomplishing their own set of goals for the greater good of the organization. But, the one I'm most proud of? Capturing the enthusiasm, the sparkle in the eye, of two young college graduates who were dying for an opportunity to get into this exciting business. To train them, mentor them, develop them into productive members of the broadcasting fraternity. Yeah, that's it. ☺

But, our greatest accomplishment? Perhaps it rose from



Bob Bruno, VP/GM • WOR-AM • New York, NY

As you might expect we had several high points this year, each worth mentioning for different reasons. First off, WOR was once again nominated for the Marconi Legendary Station of the Year award. Although WOR didn't take the top honor this time around, it was

tions of Gamblings have combined to create Radio's only broadcast dynasty. The world's longest running Radio program, (hosted today by third generation John Gambling), celebrates an unprecedented 70 years of continuous broadcasting over WOR to the New York market. This was also the year that WOR re-dedicated its powerful resources to two goals: to become even more responsive to the needs and concerns of the communities we serve and to honor our commitment to remain a sane and reasonable voice in an increasingly strident Talk Radio climate. We're proud to have accomplished both in 1995. ☺

still a great privilege to be recognized and considered for this prestigious award. 1995 also marked a milestone year for WOR's legendary morning show *Rambling With Gambling*. Three genera-

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CASE STUDY



Dwight Case

What was your biggest challenge in 1995 and how did you overcome it?



Bruce A. Friedman, President/CEO
Commodore Media Inc.
New York, NY

After three and a half challenging years turning around the old CRB Broadcasting, the greatest challenge we faced was to complete the process and reinvent the company for its new growth phase. This multifaceted challenge included simultaneously: tapping the public debt markets through \$75.5 million high yield placement with creative terms that fit our business plan; aligning the interests of all shareholders, GMs and corporate officers via an employee stock option plan; creating a new identity for the company by changing its name to Commodore Media Inc.; and commencing the new growth stage with an FM duopoly acquisition in the Treasure Coast of Florida.

I would not have contemplated undertaking a challenge of this magnitude in such a compressed time frame without the solid foundation of our experienced corporate management team and station managers. The team banded together to excel in a variety of key areas: maintaining a high sense of urgency, staying focused on the tasks that created the greatest value; ensuring productivity; maintaining a high degree of effectiveness; and continually communicating throughout the organization everyone's responsibilities and where we were relative to our goals.

In short, we accomplished our goals through a clear vision, an effective plan, a great team, and a solid understanding of each person's role on the team. ☒



Laurie Kahn, President
Rep Temps Inc.
Chicago, IL

1995 was our third year in business, so as a new business, every year and every day has been a challenge.

Learning how each company works, getting to the right person and learning about individual states' laws, taxes and rules has been a huge challenge. Educating the advertising sales industry on the concept of using temporary salespeople or managers has been an ongoing task.

We continually present reasons why it is helpful to utilize the services of a specialized staffing company to assist in the placement of all levels of employees. Finishing our sales assistant training program, which has been in the works for over two years, was a big challenge that we accomplished in 1995. Being organized, having a positive attitude, networking continually and attending seminars has been crucial. We just keep plugging on, after all, Rome wasn't built in a day. ☒

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by Dave Gifford

Radio Management's 3 Biggest Trends Category Killer Radio, Divorce & An Expanding Customer Base

What are the three biggest trends in Radio management today? For me, the answer has to come from first analyzing the biggest trends affecting the most number of managers. By the numbers here's an overview.

1. *Category Killer Radio.* Prediction: That's what we'll end up with after the ownership caps are removed. Just as Toys R Us killed off many homegrown toy stores, what do you think is going to happen when Daddy Warbucks buys up most of the Radio stations in town?

In smaller markets the big guys will put the little guys out of business. Just as Toys R Us and the power retailers like Wal-Mart and the warehouse merchandise clubs like Price-Costco are killing off small businesses that can no longer compete, thus eroding Radio revenue base in the smaller markets, now — with the elimination of the caps — Daddy Warbucks will be free to descend on the smaller markets as well. And, as the saying goes, he who has the deepest pockets, wins. Even more management stress? You ain't seen nothin' yet.

Deregulation & Divorce

2. *What is the biggest management trend of the year? The epidemic of divorce.*

Deregulation is killing off this industry's GMs. Face it, the most vulnerable job holder in the business today is the GM. They're the men and women who are "on the bubble," as it were. Sadly, many end up either stranded because the new owner opts to hire someone else to manage their new "stable" of local stations, or worse. They're being forced out of the business. Forced, as in divorced.

Not necessarily because they didn't keep pace with change in an

everchanging business, as is the popular notion, but because in the deregulation era (1980-forever?), there is no job market for GMs, period.

Is there an antidote?

Only if trends started by Dick Ferguson and Mel Karmazin (and others equally deserving of credit, however unknown) continue to gain momentum.

"Pssst, Giff. Don't tell the (owner/group head) I told you so, but guess what? One of the biggest lessons of the deregulation era is that — all things being equal — separate sales staffs sell a heck of a lot more than single, combosell sales staffs." Shocking.

Why it had to take a Dick Ferguson to make that discovery (conditionally) for the rest of the industry is beyond me, but there it is. Just how many stations do you think a single sales staff can sell effectively?

"Conditionally," of course, because all things are never equal. Conditionally because the contingencies and variables, by markets and individual station strengths and weaknesses, are different. Still, the trend toward separate sales staffs continues, and more sales staffs require more management, not less.

As for Karmazin's influence, he's credited for almost single-handedly having established the growing trend of separate GMs for separate duopoly stations.

Many years ago, I'm told, an article appeared in the *Harvard Business Review* with the claim that managing a Radio station was the single most demanding job in all of management. Whether that's true or not I don't know, but common sense has got to tell you that it takes more than a single GM to manage multiple stations. Just how many stations do you think one GM can manage effectively?

QUICKREAD™

- **With ownership caps removed, plan on Category Killer Radio.**
- **Deregulation is killing off this industry's GMs.**
- **The trend toward separate sales staffs and separate GMs for duopoly stations continues to gain momentum.**
- **Expanding your customer base is what the future of Radio sales is all about.**


New Revenue

3. Question: What do we do about the fact that by constantly increasing our rates we're also eliminating whole layers of smaller advertisers who can no longer afford us?

Answer: You're going to have to grow a whole new revenue base for your station.

Thus the trend toward stations expanding their customer base via vendor sales, event marketing, direct response marketing, recruitment advertising, more sales promotions, adding revenues below the line wherever and whenever possible, and by being forever in pursuit of nontraditional dollars, etc.

That also means, having discovered how technology shapes the way we do business today, accelerating your knowledge of database marketing, desktop publishing, the use of RDS (Radio Data Systems) to deliver coupons in cars, capitalizing on your FM sideband carrier, further explorations of the use of interactive media, and on and on.

Prediction: expanding your customer base is what the future of Radio sales is all about. 

Dave Gifford is a sales and management consultant from Santa Fe, NM. He may be reached at 1-800-TALK-GIF.



by Rob Balon

Low-Tech Realities ... In a High-Tech World

As 1995 winds to a close, broadcasters are jockeying to secure Websites, digitize databases, and electronically map audiences for sales purposes. Isn't it ironic that in the midst of this high-tech explosion, one eminently low-tech entity still controls all of our fortunes: that's right — The Arbitron diary.

It's easy, in a weak moment, to simply lie back and let technology wash over you. Soon, you begin to think that your auditorium test is deficient if it doesn't make use of electronic gadgetry. Or that your callout isn't worth anything if a digitized, predictive dialer is not used. But wait a second: since the Arbitron diary is a paper and pencil test that measures unaided recall, and since it dominates our broadcast lives, perhaps we should step back for a second lest we become rooted in a sort of high-tech concrete.

Really, It's That Simple

Last time we looked, Radio stations get listeners because they play what people want to hear. Stations get ratings because those listeners are able to remember what they listened to. Really, it's that simple.

The only electronic instrument which arguably has any correlation with the diary at all, is not a calibrated joystick which can be used to "rate" a song or a morning show, but the on/off button on the car Radio.

So let's not let technology overwhelm what is still a relatively straightforward process. To be able to complete a diary, a listener must have some benchmarks for that particular station. In short, the listener must "get" what the station does. He must accelerate his product knowledge. The way to build that is by good communication with the audience and by enabling listeners to see the station as an extension of their lifestyles.

The diary is as low-tech as one can get. It is an open-ended instrument which rewards an audience that is "Radio aware."

What possible difference can it make if a listener "agrees" with the close-ended statement that "KAAA plays the best variety," if in an unaided scenario (such as keeping an Arbitron diary) he is unable to recall KAAA at all?

When a listener has no knowledge of your station, the likelihood of such a person writing your station down in a diary, (even if listening occurred) is not very good. That kind of lack of knowledge is vital for a Radio broadcaster to understand. No amount of high-tech fiddling can change the fact that unaided recall is the battle field upon which your station's fortunes will be won or lost.

QUICKREAD™


- The diary is as low-tech as one can get. It is an open-ended instrument which rewards an audience that is "Radio aware."
- When a listener has no knowledge of your station, the likelihood of such a person writing your station down in a diary, (even if listening occurred) is not very good.
- One good way to form a true picture of what listeners care and know about is through open-ended perceptual research.

A Critical Lesson

I think this is the most critical lesson we've learned this year. As complex as you may be tempted to make your Radio station, there are really only a few things listeners care about. They don't care that you're part of a triopoly; they don't care that your studio is totally digital; and most really don't care if your interactive phone system offers commentaries from hip aliens. They care if you play music they like, have personalities or talk shows they like, and most important, that you tell them what time it is.

The simplistic, anachronistic characteristics of the diary system reward Radio stations that recognize and reinforce those things listeners care and know about. One good way to form a true picture of that is through open-ended perceptual research. I guess that equates to a low-tech perceptual research solution for a low-tech system of counting heads. And that's fine with me.

Rob Balon is president/CEO of The Benchmark Co. in Austin, TX, which specializes in open-ended perceptual research for Radio. He may be reached at 512-327-7010.



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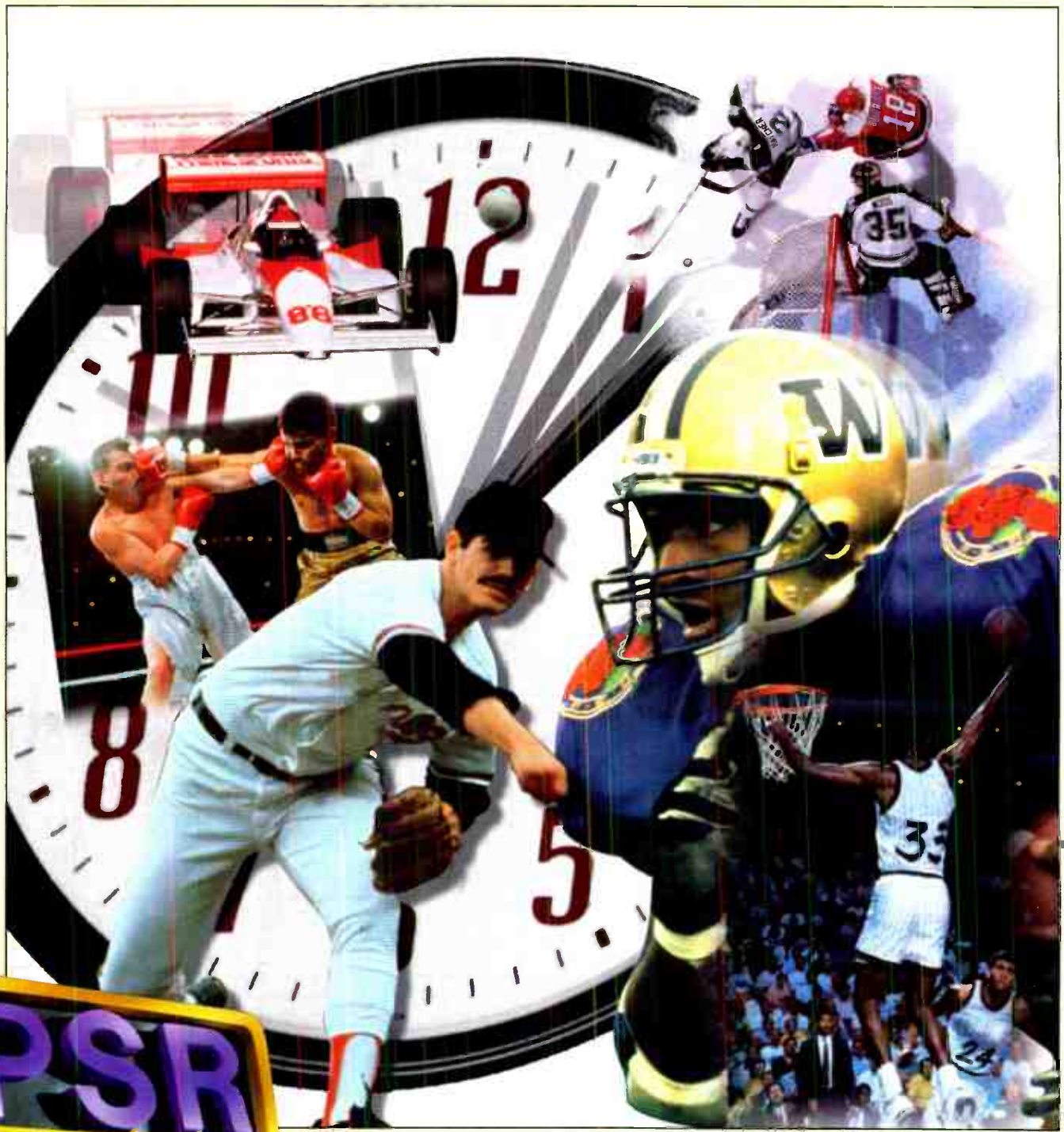
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World Radio History





by Pam Lontos

Want Higher Billing in '96?

Know, Coach, Value & Involve Your People

A recent *USA Today* poll asked working adults if they would prefer working flexible hours so they could spend more time with their family — even if it meant slower career advancement. A staggering 78 percent said yes. This is big news because these people are the sales staffs of the country's Radio stations. A lot of attention has been focused on the so-called Generation X or Baby Busters, as they have been blamed for this attitude. The truth is that everyone is viewing life differently.

Mega Trends author John Naisbitt says, "The real challenge ... is not the re-training of workers, it is the re-training of management." Managers have to accept the fact that workers today may have a totally different value system.

Salespeople today are self-oriented, slow to commit, materialistic, want quality time, to have fun, and don't bow to authority.

Believe it or not, these are positive qualities for a salesperson. Someone who is self-oriented won't take no for an answer. Being materialistic and wanting quality time and fun make salespeople work harder to achieve the things they want. Not bowing to authority assures that new ideas are going to be brought into the profession.

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- **Managers have to accept the fact that workers today may have a totally different value system.**
- **Salespeople today are self-oriented, slow to commit, materialistic, want quality time, to have fun, and don't bow to authority.**
- **To manage people with these values you must: get to know, coach, value and involve your salespeople.**

The Management Challenge

It is a challenge for the manager, however. To manage people with these values you must:

1. *Get to know your salespeople.* Salespeople don't leave their personal baggage at home anymore. Managers who spend time with their people, who listen, and who understand the complexities of their employee's lives are the managers who will be successful with them. Reduce memo writing and increase direct communication. Managers must be in frequent touch with the sales force. Talk to them about problems and directly help solve them.

2. *Be a coach.* The new work force needs a manager who can be their coach, their mentor. The manager has to be challenging and nurturing so the salespeople can reach their full potential. You need to spend time with your staff. Don't be an absentee manager. Help train them. People like training that provides skills which can be applied immediately to the job. Tom Peters says of a good manager: "There is no magic: Only people who find and nurture champions, dramatize company goals and direction, build skills and teams, and spread irresistible enthusiasm. They are the cheerleaders, coaches, storytellers and wanderers. They encourage, excite, teach, listen, and facilitate."

3. *Value people.* Most managers make sure their salespeople value their clients. Truly successful managers make sure they value their salespeople. Treat your salespeople the same as you would treat your best client. Salespeople know that they can't yell at their best client or be critical of them or the client will cancel. Salespeople treat their best clients with the importance they are due, listening to their

needs and responding to them. A salesperson who feels important to the station will automatically extend those feelings to the clients. To many people, recognition is more important than money. Work at recognizing accomplishments. Use plaques and sales contests frequently. Make selling fun. Salespeople often get more of a "kick" from winning \$100 in a sales contest than from their commission checks. One hundred dollars given in a contest can result in \$10,000 in combined billing. In sales meetings, talk about sales made, not sales lost. Always praise in public, criticize in private.

4. *Involve people.* Employees are being asked to take on more responsibility. If you expect them to be accountable, they must be part of the station's goal setting, policymaking, and evaluation. Managers must make clear what it is they expect from the salesperson. Authoritative styles don't work on today's salespeople. They are willing to fit into the station's hierarchy only if they can see what they are getting in return. Review performance against goals more often. Managers need one-on-one meetings with the salespeople so they know that they are accountable for their goals. Also, have a goal-setting meeting once a month and have your salespeople set their own individual goals. You might be surprised when you add them all up; they will often be higher than the corporate goals.

The manager who follows this course is well on the way to less stress, a more stable staff, and higher billing in 1996.

Pam Lontos, president of Lontos Sales & Motivation Inc., customizes seminars, keynotes, and "in-station" consulting for stations or associations. She may be reached at 714-831-8861.



by Bill Haley

What's In, What's Out The Year in Promotions

1995 will be remembered as the year in which high-tech gained critical mass in Radio promotions. Database marketing, interactive phone systems, fax-back promotions and Internet home pages were the buzzwords frequently heard in station promotion meetings. Importantly, these applications moved from the drawing board into real-life practice at many stations.

At WBEB-FM Philadelphia, Promotion Director Bonnie Hoffman is: "Concentrating on one-to-one marketing, with the focus on the single listener. We want to make the listener feel special." Through telemarketing, the station has developed a database of 20,000 office listeners. Their "Secret Song" contest, an at-work forced-listening promotion, is promoted by way of a one-page fax sent to individuals in the database.

WSTW-FM Wilmington, DE, created an "At Work Fax Network" to stimulate in-office listening. Offices are solicited on-air and at station remotes to join the Network. According to Promotion Director Bryn Pederson, the station takes special care to verify each office's participation. The ensuing contests are open to members of the At Work Fax Network only, and are not promoted on-air.

The Gold Card

Another new promotion idea instituted at WSTW is their "Gold Card," a loyal listener card and phone card, wrapped in one. The WSTW Gold Card is the focus of a targeted direct mail campaign. The card entitles its bearer to three free minutes of long-distance calling. When the listener activates his or her card, their name is registered to win a prize. Again, the prize is tied into a

forced-listening contest.

The Internet is hot, and will be getting much hotter in the year ahead. Yahoo, a World Wide Web directory, currently lists 95 commercial Radio station Web sites in the Eastern U.S. and 127 in the Western U.S. More are coming online each month. Sites vary from very simple to highly elaborate. Arrow 93 FM Los Angeles has one of the most comprehensive sites. Among its 18 pages are "This Day in Rock History," an "Ultimate Band" contest, a movie guide, station programming guide, a Beatles page, a restaurant guide, Arrow merchandise for sale, computerized traffic reports and an "Interesting Facts About Arrow Artists" page.

As Internet Web sites evolve, look for three major changes. First, advancements in technology will allow animation, sound and greater interactivity. Second, sites will be better-designed and more visually engaging, as stations turn to outside Internet design firms to create them. And third, stations will begin exploiting the revenue-generating potential of their Web sites by including both traditional and nontraditional advertisers.

Compact disc promotions are now popular. WMGK Philadelphia created a '70s compilation CD to commemorate their change to a '70s format. The disc included a Top 40 song from each year of the decade. The discs were distributed through A Plus Mini Markets at \$7.99. Promotion Director Ann Letizi reports that the entire supply of discs was sold out by the end of the two-month promotion period.

In the realm of events, stations are increasingly looking for ownership or title sponsorship. WMMS Cleveland created two "Buzzard Fest" concerts. According to Promotion Director Mark Bishop, "Con-

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- 1995 will be remembered as the year in which high-tech gained critical mass in Radio promotions.
- Database marketing, interactive phone systems, fax-back promotions and Internet home pages were the buzzwords frequently heard in station promotion meetings.
- Generic, "send in a postcard to win" sweepstakes are out of favor with many stations, as are overly complex contests in which listeners have to "jump through hoops."

certs with lots of acts are incredibly hot." The Buzzard Fests had 10 to 12 bands each, with total attendance in excess of 30,000. Acts included Goo Goo Dolls, The Ramones and Bush. The station acted as promoter of the event.

Houston's KTRH sponsored the Texas Home and Garden Show for their ninth straight year. Promotion Director Pam Kehoe says that the event is an excellent opportunity to get out with the listeners. The station broadcasts live from the show and ties in numerous sponsors. Hosts of two popular programs, *The Garden Line* and *The Home Improvement Hotline*, were on-hand to give advice to the 60,000 attendees.

And what's out? Generic, "send in a postcard to win" sweepstakes are out of favor with many stations. Overly complex contests in which listeners have to "jump through hoops" are out, too. Stations today need to emphasize creative, straightforward, clearly targeted promotions. ☎

Bill Haley is president of Haley Productions, a firm providing Internet design services, multimedia production services, and film and video production for the Radio industry. He may be reached at 610-892-7970



by Kathryn Biddy
Maguire

In, Out, Old, New

New Business Development in 1996

What a year! Anyone who says that nothing new happened in new business development in 1995 is out of it. If any one adjective can be used to describe the year, it would be change. There are lots of new rules. And when a new paradigm settles in the standbys become old or just out.

In

NonSpot Revenue: Actually this has been in for a few years, but until recently very few broadcasters were viewing this area as an important part of reaching budget. How do you get nonspot revenue? Ask for it. Radio has the venues to help prospects justify the investment. Sampling, events, interactive phone systems, inclusion in station promos, and station vans all have plenty of promotional impact to suit the needs of many without the need of station inventory.

Database: The cute little Frequent Listener Card has grown up. It can get swiped for valuable coupons and prizes. Advertisers can choose the listeners they really want to communicate to based on sex, age group, zip code, income and more. Books like *One to One Marketing* prove that the consumer has become so advanced on how they select purchases, that they must be communicated to in a very personal way. Database marketing is one of those ways.

Retail-Driven Vendor Programs: Or maybe it's retro-driven vendor programs, meaning it was in once, then went out for a while and now is back. It never really went away for good, but we have been through a time in which retailers shunned Radio's vendor departments because they felt that vendor fund-raising could be better done internally. Granted, the re-

tailer is the party with the leverage, but what is happening now is that retailers are turning to savvy vendor/new business departments to gather unique ideas. Competition is ugly and retailers need unusual ways to stand out over current or incoming competition. And when you're talking to the right people, these ideas get funded by manufacturers.

Co-op: Were you going to say that co-op is old? It's interesting to see how many aggressive vendor-savvy sales professionals out there don't know anything about co-op. Why? Because the industry has virtually ignored it for years while we have been in a heated rush for the proverbial vendor programs. But the co-op is still sitting there, patient and true, and lots of it. Only the people who know the terminology, the paperwork procedure, and the right questions to ask the retailer are getting it. And they are raking it in.

New

Internet: Radio is really just dipping its big toe in the surf, but the possibilities are endless and undiscovered. 1996 will bring the first real successes, but setting the company up as a Web site presents a plethora of sponsorship opportunities that can even pair up with station programming. Once again, another nonspot revenue source.

Electronics/Technology: Don't blink or you will miss some new advancement in audio equipment or computer software. This revenue category has grown faster than any other category in vendor/new business. Why? Change, competition, distribution, and sell-through (very fast)

Uncharted Territories: Bringing in another Kimberly Clark or Keebler order just isn't cool anymore. (Although an ar-

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- **What's in?** Nonspot revenue, database, retail-driven vendor programs, co-op.
- **What's new?** Internet, electronics/technology, uncharted territories, national retailers.
- **What's old and/or out?** Food/grocery, traditional selling.

gument can be made that any money that comes in direct is fine.) But everyone gets these mainstream grocery and health and beauty care vendors if the station has been pursuing vendor/new business for any length of time. What gets oohs and aahs in the sales department these days is money from manufacturers no one has even considered calling on like the prescription drug business, contractor-driven home improvement vendors, and business or entertainment software companies.

National Retailers: That is, getting local vendor money by setting up programs through in-your-market retail management. This is not new to the savviest vendor/new business departments, but there are only a handful of those compared to the actual number of Radio stations in this country. Whether for manufacturer funding reasons or others, stations must start developing relationships with these retailers on a local level, because it won't be long before they will be the only major players left.

Old and/or Out

Food/Grocery: It's of merit to repeat that any new direct business is good business for the Radio station. We will happily accept these orders too. It's just that the contacts in this category have

26 ►



by Eric Small

Unattended Operation The Era of Walkaway Radio

Unattended operation can save a station a lot of money. It may even be the difference between making a profit or going dark.

In late October the FCC eliminated "the requirement that a broadcast station have a licensed Radio operator on duty in charge of the transmitter during all periods of broadcast operation." In other words, at 5 p.m. you can turn on the automation system, hook up the satellite, lock the door, and go home for the night or the weekend. No more taxi dispatchers or monitoring services thousands of miles away needed to mind the transmitter.

In spite of many years of FCC watching, this was a stunner. Some kind of sweeping relief from operator requirements had been expected for a long time. Technically, unattended operation was practical 20 years ago, but because of some provisions of the Communications Act, Congress needed to give the FCC the authority to eliminate operators. That happened in 1992.

The surprise was not that operators were eliminated, but in how broadly the

FCC deregulated the entire operation of broadcast stations. I, and I think most other engineers, had assumed that when the FCC finally allowed complete unattended operation, automatic monitoring would be required. About 20 years ago a section was added to the rules allowing for "automatic transmitter systems," or ATS. These rules were a tease. They embodied all the elements of unattended operation, but couldn't go all the way because of the need for congressional action. I know of no stations that ever operated under ATS and I don't think any manufacturer ever made a package of the required equipment.

It was significant that the FCC, as part of some other rulemaking action, never quietly deleted the ATS rules. The assumption was that they were being saved until Congress changed the law and made unattended operation legal. But then, the new rules eliminated the ATS section entirely.

My understanding of the new rules is that if you, the licensee, are operating a manned station, you can keep doing

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- Unattended operation can save a station a lot of money.
- For an FM station, the only caveat is the need to comply with the new EAS (Emergency Alert System) rules.
- AM stations have the same obligations for EBS/EAS that FM stations do. Also, there might be some additional technical requirements that may require the services of a consultant to resolve.

that, with no further requirement for licensed operators. In addition, if you, the licensee, feel that your equipment is "... highly stable ..." then you may operate as an unattended station with "No prior FCC approval ..."

Be Careful

For an FM station, the only caveat is the need to comply with the new EAS (Emergency Alert System) rules. The EAS rules were written to allow unattended operation. The problem arises now, dur-

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Circle Reader Service #113



by Holland Cooke

Talk Radio '95 & '96

The Hits, Misses, Trends and Predictions

1995 Story of the Year: OJ Simpson

Interest ebbed and flowed, but that quick verdict robbed Radio of an Average Quarter Hour-rich opportunity to milk "the jury's out" vigil. Despite his acquittal, Simpson is perceived by many as having beaten the rap. And if a guilty man went free, many Talk listeners shrug it off as the price we paid for tolerating the Mark Fuhrmans among us. But what happens to OJ in 1996 will be more telling than anything in 1995. How society receives Simpson in 1996 will recalibrate the line between celebrity and notoriety that the Bobbitts and Tonya Harding blurred last year.

1995 Hit of the Year: Dr Laura Schlessinger

She's already become the silver bullet for Rush Limbaugh in many markets. And the eavesdropping quality of her tough love schtick is seducing men as well as women, of all ages. Nervous callers spill their guts, only to be interrupted and scolded. When I remarked to Schlessinger how surprised I was that none tell her to buzz off, she laughed and said, "I can't believe it either!"

1995 Trend of the Year: New AM News/Talk Stations

The most common assignment I got in 1995: Transition AMs out of music formats. Significant: In most of these markets, there's already a heritage AM incumbent. Three reasons this is happening: 1. There's just so much great syndicated long-form available. "Name" shows are now two or three deep in most dayparts. 2. On many AM stations, even weekends are profitable. How-To shows are as popular with listeners as with station sales departments, and local retail clients who move product advertised. 3. How stations are using PCs.

1995 Technology Story of the Year: Automation

Like top quality long-form barter programming, inexpensive software now allows a station to do things it couldn't otherwise afford (a better morning show, more money for promotion, more to the bottom line). In recently eliminating the requirement for operator permits — even transmitter operators — the FCC chairman observed that "machines can do the job better than humans."

And in 1995 we saw the impressive

QUICKREAD™

- 1995 hit of the year: Dr Laura Schlessinger.
- 1995 trend of the year: new AM News/Talk stations.
- 1995 technology story of the year: automation.
- 1996 technology story of the year: the Internet.
- 1996 phenom to watch: Rush Limbaugh at the crossroads.
- 1996 story of the year: Clinton re-elected.

consequence of a technology just a few years old:

SEIDAT compression has made satellite time a cheap commodity. Seizing the opportunity, entrepreneurial syndicated Talk shows demonstrate that now content is king. Conspicuous successes like *Sports Byline USA* and *Working Mom On The Run* also point to the value of target marketing.

Predictions

1996 Technology Story of the Year: The Internet, already popular with, but as-yet-underexploited by, Radio stations.

26 ►

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Format	Options	Help
CHR	Fun Factory 18-34	<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <div style="background-color: black; color: white; padding: 2px; text-align: center; font-weight: bold;">S.is entertainment</div> <div style="display: flex; align-items: center;"> <div style="font-size: 24px; margin-right: 10px;">i</div> <div> <p>If you want to know more about the best in morning radio show prep and special programming, drop us a line at one of the numbers below.</p> </div> </div> </div>
A/C	Fun Factory 25-54	
Country	Country Kickers	
Urban	Urban Fun Factory	
More...	Enter	

Anything else just would not compute.

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What will be the most pronounced change in the way we program in 1996?

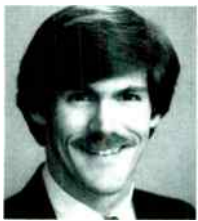


Ron St. Pierre • WKGR-FM/WPBZ-FM • West Palm Beach, FL

Let's swap the word "change" with the word "adjustment." Change causes too many of us to break into a sweat. I think the ongoing saga of life with duopoly and the potential of even looser ownership regulations means PDs need to become even more creative in maximizing the talent and resource pool each duopoly makes available.

You must, at the same time, be aware you're sharing hallway space with a competitor who is often targeting within the same demo as you. It's a delicate situation.

The emergence of several new successful formats makes supervising your core audience more important than ever. Fortunately, technology continues to give PDs the tools to be more interactive with listeners than ever and things will only get better. ☺



Mike Oakes • WYST-FM • Detroit, MI

We are going to see more *synergistic programming*, driven by further ownership consolidation in the broadcast industry. This is where one owner solidifies its position with a certain demo, or format, such as owning both the Soft AC and the Hot AC positions in given market.

Perhaps a qualitative segment can be served by programming Classical on one FM and NAC on another.

The goal is to maximize your audience share (and ultimately your revenue share) with a minimum amount of cannibalization of your own audience. Already some major market situations exist where co-owned stations are perhaps too competitive, too close in format for their own good. Nothing takes the place of good programming. Whether you have one station or four, you will still be in business in 1996 and beyond if your product is compelling. ☺

Soon we may see more such pairings. Like controlling two Oldies FMs: one playing '60s and the other '70s. Owning two Urban stations and skewing one younger and one older.



Walter Powers • Broadcast Programming • Seattle, WA

In 1996, we will work to meet the challenges of tighter playlists and new delivery and playback technologies for our locally programmed client stations. BP Country formats will be programmed using fewer songs in tighter rotations, due primarily to the influx of many new unfamiliar artists. BP AC formats will include more songs with a new approach for better separation of overplayed core artists and a fresher sound. BP CHR will move back toward a Top 40

approach with more client input and more timely delivery of current material.

In 1996, we're projecting that more stations will use computer hard drives to store and program their music. We're constantly watching equipment developments to determine how best to establish systems to be most responsible to Radio's changing needs. Today, stations need the ability to quickly and frequently make subtle, marketplace-based adjustments to their music rotations. The technology that allows them to do that most efficiently will be the most successful. ☺

BP AC formats will include more songs with a new approach for better separation of overplayed core artists and a fresher sound. BP CHR will move back toward a Top 40

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On Air
Screen

Navigator (KDLT)

00:04:14 intro: 09
00:00:00 intro: 00

All Around The World
11:00:00 -> 11:49:10 00:49'02

04'23	All Around The World - Lisa Stansfield	19"
04'10	I Wish - Stevie Wonder	T 18"
04'29	Set Them Free - Sting	35"
START DAT2		
01'19	[Bottom of the Hour]	
00'03	R-r-r-r-Radio.. -	
00'45	Casual Furniture -	
00'30	Harley Davidson -	
00'35	News Call 1 -	
00'34	Cancer	
00'34	.Janan	

"Hot Keys"

Carts

ON

1
Applause

2
Window Crash

3
Roar !!

4
Plane & Car Crash

Inflight M

10 s 5 s 0 F

All Around The World	I Wish
fade out... 00:04:108	fade in... 00:03:459
%fade..... 00:03:459	begin off...
end off.... 04:23:280	att. (dB) 1

Programming Segues
and Voice-Overs



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KKND

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Kerry Fink, GM, Mix 106

Gainesville (Atlanta), Georgia

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Kerry Fink

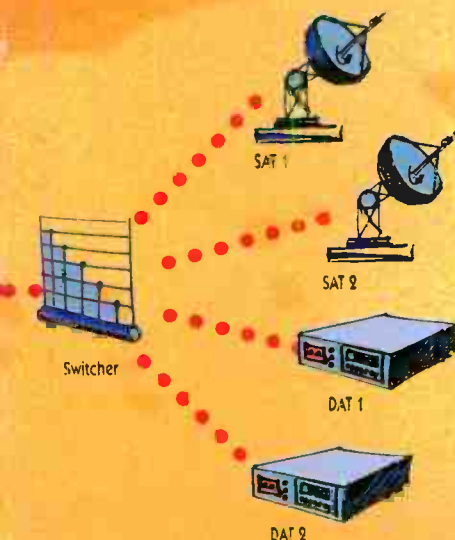
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NEW BUSINESS DEVELOPMENT

◀ 20

become mainstream accounts on most Radio stations' master account lists. You still have to call on it, because it's on your list. But so is everyone else in your market, so that's why food is getting the rap of being less money than it used to be. Not true. Just more Radio stations calling on the same accounts. Sound familiar? There are virtually thousands of manufacturers to call on, most not involved with food at all. Let's call on those guys!

Traditional Selling: Well, it's been out, but some people haven't realized it yet. Calling on the marketing person or agency media buyer is setting yourself up for future shock. You must get client-deep. You must develop multirelationships at the client level. You must think and work long-term with your clients. And you have to sell solutions, not numbers. A little tip? A strong vendor/new business department can grow your sales staff in that direction.

So what's new or in are categories and sales opportunities that are unheard of or underdeveloped. There is very little that is out or old in nontraditional business development because there are still a ton of people out there not doing it or just scraping the surface. This is great, of course, for the stations that have aggressive vendor/new business efforts. But wouldn't it be fun to see what might be considered *new* or *in* if everyone were pursuing this business? Let's talk again at the end of 1996. ☒

Kathryn Maguire is president of Revenue Development Systems. She may be reached at 617-424-8718.

ENGINEERING

◀ 21

ing the transition period (a delay in implementing EAS was just granted) while the old EBS rules are still in effect. In their discussion of the new unattended operation rules, the FCC was candid in admitting that they are unsure how to achieve unattended operation and still comply with the EBS rules. They appeal to "... the ingenuity that can often be brought to bear in resolving such problems." Meaning you're on your own and good luck? However, the FCC is careful to

make clear that nothing in these new rules relieves the broadcasters of any of their responsibilities under the EBS/EAS rules.

AM stations have the same obligations for EBS/EAS that FM stations do. Also, if the AM station is directional, especially if the antenna system is unstable, then there are additional technical requirements that may require the services of a consultant to resolve. Another area of concern is modulation. The FCC singled out excessive modulation and overpower operation as two situations that would require shutting down the station. Overpower operation is clearly and objectively defined in the rules, but excessive modulation is, at best, a vague concept. This is nothing new, it's just too bad that the FCC didn't use this occasion to fix the problem.

The safest route for modulation protection is to conform with the old ATS modulation rules. In a similar matter several years ago, I sought and received from the FCC a declaratory ruling. The gist of it was that compliance with some deregulated modulation rules would constitute compliance even after the rules were deleted. Based on the reasoning of that ruling, I would assume that it applies now as it did then. Anyone interested in obtaining a copy of the ruling can contact me — it's only one page.

In the final analysis, all the FCC asks for is some technical common sense. What is uncertain is how much enforcement effort the FCC will put into measuring whether broadcasters have what the FCC considers common sense.

If you have an engineering staff and access to outside consultants, then read the *Report and Order* and do it yourself. If you don't have those resources, seek out a reputable, local, contract engineering firm. They have a vested interest in keeping you out of trouble, and, not wasting a lot of your money. ☒

Eric Small is president of Modulation Sciences, Inc. He may be reached at 800-826-2603.

PROGRAMMING

◀ 22

Most of today's hundreds of station Web sites are just electronic media kits. But in 1996, stations — particularly News/Talk and Full-Service AMs — will become more

effective at line-extending their valuable call letter brands, creating sales value-added that beats newspaper at its own game. reiterating programming content as information-on-demand, and building more efficient databases. What won't become a major wrinkle: Online simulcasting. Stations already have transmitters, and nobody in Phoenix will buy from a car dealer advertising on a Boston station.

1996 Phenom to Watch: Rush Limbaugh at the crossroads. Despite soft numbers we've seen in recent books, this show is still a powerful franchise, if not always a moneymaker, for local stations. Three reasons he's off lately: 1. Dr. Laura, with whom stations play the gender gap and counterprogram him. 2. Opportunity missed. '94 elections gave Limbaugh a chance to be FOR things, but the show's tone is still AGAINST things, which gets old. 3. As David Letterman is also suffering, no consistently strong lead-in. Tennoon ET still the biggest clearance opportunity in Radio, but there's less top-shelf long-form available then than any other time of day.

1996 Story of the Year: Clinton Re-elected. Talk hosts shouldn't be surprised, but many will be. Why? Talk Radio's been reading too many of its own clippings. Recent polls demonstrate public indifference to the GOP "revolution." And, though listeners support the format more than ever, there's a clearer sense today than in 1994 that Talk Radio purveys opinion, not news. Notwithstanding windy punditry from blowhards here in Washington, Talk Radio should have noticed that listeners and voters were saying the same thing in 1994 that they said in 1992: "Change!" And as Election Year 1996 dawns, Colin Powell's recent enigma and the deft way Steve Forbes uses Radio and TV to spread Reagan-style optimism show us how easily someone could split Bob Dole's vote for change. Remember, Clinton got elected in a three-candidate field last time. ☒
Holland Cooke is McVary Media's News/Talk consultant. He may be reached at 202-333-8442.

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by Rosemary Scott

1995 was an incredible year for the Radio industry by almost any measure. Radio revenues soared with the most aggressive growth reported in the past decade. Major buyouts, shake-outs and mergers sent shock waves all the way to Wall Street, stimulating the economy on a national and international level. Deregulation, a force that will change the landscape of the industry, looms on the horizon. Radio has leapt into cyberspace as stations and rep firms appear on Internet Web sites. Digital technology that may change the way Radio broadcasts, has been developed and is being tested. Satellite Radio is a potential reality waiting to happen. 1995 was certainly a landmark year.

Money Talks

In today's information-driven marketplace, Radio is undoubtedly the most intimate and personal medium available. Economically, Radio is the only medium that has grown for 38 consecutive months. In 1994, the Radio industry grew at an enormous 11.3 percent to an estimated \$10.652 billion, the fastest rate since 1985. In 1995, Radio started the year with a bang and continued its double-digit growth through October. January revenues jumped 38 percent in national spot revenue and 11 percent in local revenue for a combined 15 percent increase over 1994. The trend continued with a 10 percent growth rate through October. "Through the third quarter of 1995, Radio appears to be right on track to finish 8-9 percent ahead of 1994, continuing one of the most robust periods of growth in the industry's 75-year history," says Gary Fries, RAB president and CEO.

At the end of 1995, Radio is projected to be a whopping \$11.6 billion dollar industry.

According to investment banking firm Veronis Suhler & Associates, Radio is expected to grow fastest of all measured media over the next five years at an annual compound rate of 7.1 percent. Fries observes, "Radio growth has been huge and major

mergers are very much an effect of the consistence that has taken place within the industry. What's happened is that as we've gone through the completion of the movement of American marketing from mass marketing to micro marketing, it's caused the advertising community to reinvent how they reach the American consumer. Every consumer is not a potential customer for every product. Advertisers are becoming more articulate with data and research on their products, who buys them and when, and what motivates them. They are becoming more methodical in finding media that reach that targeted consumer, and Radio is probably the most accurately tuned and focused medium that exists. Unless the wheels come off the economy, this upward trend should continue through 1996 and 1997."

Deals of the Century

1995 was a groundbreaking year for Radio on Wall Street. The largest deals in the history of the industry and the forces of consolidation fused together in an amazing, almost singular thrust, fueling America's economy perhaps more than any other single business. Now, more than ever, Wall Street investors are looking to Radio as a source for sustained financial growth.

Why was 1995 such a robust year for mergers and acquisitions? Thomas J. Buono, president/CEO of BIA Consulting Inc. believes the strength of the Radio industry, coupled with the power of duopoly and a dynamic public stock market, has created an environment where larger broadcasters can raise significant amounts of debt and equity from public offerings. With their lower cost of capital and desire to grow rapidly, these firms have been aggressive acquirers of stations or groups. "This is a strong industry with improving operations resulting from duopoly ownership and advertising growth; availability of private and public capital; and anticipation of ownership rules relaxation," Buono says. "As with the stock market, much of what happens today is in anticipation of tomorrow. The Radio transaction marketplace is active as players anticipate ownership rule

The Year In Review



relaxation. Many have taken action that is contrary to current rules, in hopes of waivers or upcoming changes."

Here are some of the major transactions that shook up the Radio industry in 1995 ...

Westinghouse Lights Up Broadcasting

This year, as Westinghouse celebrated its 75th anniversary, it also announced August 1 that it would acquire all of the outstanding shares of CBS for \$81 per share, or about \$5.4 billion. The acquisition creates a broadcasting organization that reaches approximately one-third of U.S. households. The new Radio group complies with existing national ownership caps, but the new television group exceeds existing limits. Legislation is pending in Congress that would raise the limit for one owner from 25 percent to 35 percent of the viewing public. The new CBS Radio is the nation's largest station group with 39 stations covering approximately 35 percent of the country. All of the top 10 markets are represented, with four stations or more in each of the top five Radio markets, including 14 news stations.

Disney Does Radio

Disney's \$19 billion purchase of Capital Cities/ABC was the second largest acquisition in history. Owners of Capital Cities stock will receive one share of Disney stock and \$65 for each share of Capital Cities stock. Disney Chairman Michael Eisner and Cap Cities CEO Thomas Murphy appeared on CNN (July 31), and affirmed their intention to retain all of Cap Cities assets, including the Radio properties (ABC Radio). Industry analysts approximate the combined value of ABC's 15 stations and Radio networks at between \$1 billion and \$1.5 billion, and that the Radio operation will generate total 1995 cash flow of about \$131 million.

Shamrock-Chancellor: The Largest Radio Sale of the Year

The largest sale of a Radio property ever recorded happened

in August, when Steve Dinetz's Chancellor Broadcasting Co. acquired Shamrock Broadcasting for \$395 million. The acquisition makes Chancellor Broadcasting the third-largest Radio-only group in the country, with 33 major market stations (21 FMs and 12 AMs). Analysts said that deal is an indicator for future transactions. If new ownership restrictions are slackened as expected, new mega-corporations are likely to form, driving quick acquisitions for large multiples. Chancellor's deal gives it duopolies in San Francisco (four stations), Minneapolis (five stations, pending FCC waiver), Denver (three stations), Cincinnati (three stations) and Sacramento (three stations). It also has "regional duopolies" in the New York City area and Los Angeles.

Evergreen: The Color of Money

Dallas-based Evergreen Media, the third-largest Radio group based on revenue, went for the gold when it purchased 12 stations from Pyramid Communications. The \$306 million transaction, announced in July, gave Evergreen the financial clout to go head-on with Infinity Broadcasting, the nation's second-largest revenue generator. The Pyramid stations included duopolies in Boston (three stations), Buffalo (three stations), Charlotte (three stations), and Philadelphia (two stations) plus one FM in Chicago. In October, Evergreen added WKLB-FM Boston. These transactions are expected to close in early 1996, when Evergreen will own 35 Radio stations (24 FMs and 11 AMs), giving it the second-most top 10 market Radio stations and duopolies in the country, behind Group W Radio.

Infinite Possibilities

In September, Infinity Broadcasting's \$275 million purchase of Alliance Broadcasting gave Infinity an impressive 25 percent of Radio revenues in Dallas and 17 percent in Detroit. Among Infinity's 27 stations are six in top 10 markets including Dallas (two stations), Detroit (one station), and San Francisco

30 ►

SPECIAL REPORT

◀ 29

(three stations), plus another station in the number 13 market, Seattle. The transaction was an asset purchase, providing a tax advantage over a stock purchase. Cashing out were Alliance investment partners Goldman Sach and Odyssey Partners who held an estimated 80 percent of the stock, and Alliance CEO John Hayes who held the majority of the remaining stock. This transaction put Infinity second in terms of revenue, with an estimated \$358.6 million compared to Group W's/CBS Radio's \$452.7 million.

River City Unlocks New Growth

River City Broadcasting acquired Keymarket Communications in a \$150 million deal announced in April. Top Keymarket executives remained with the group. Keymarket's 19 stations were added to River City, who earlier had agreed to buy KZSS-AM, KZRR-FM and KLSK-FM Albuquerque-Santa Fe. River City is headquartered in St. Louis, while Keymarket maintains its headquarters in Augusta. The combined companies will have a value of approximately \$900 million, and own 23 Radio stations (operating one other through an LMA), and nine television stations.

SFX Rings Bell with Liberty

The most recent major acquisition occurred Nov. 15 when SFX Broadcasting Inc. announced it would acquire privately owned Liberty Broadcasting Corporation for \$223.25 million. SFX Chairman/CEO Robert F.X. Sillerman plans to do a tax-free transfer of 11 stations to Multi-Market Radio, of which Sillerman is a nonattributable stockholder and advisor, for \$100.1 million. SFX will own/operate stations in the following markets: Washington (three), Baltimore (one), Long Island (four), Dallas (two), Houston (three), San Diego (two), Nashville (two), Greenville-Spartanburg (three), Charlotte (two), Raleigh (two), Greensboro (three) and Jackson (four). The Liberty deal will place SFX prominently among the top 10 broadcasters in the country.

For Better or Worse?

1995 brought us the most acquisitions and mergers in the history of Radio. Where will this lead the industry? Robert

Unmacht, editor of the M Street Journal, says, "1995 was a year of change, but nobody knows if it's really going to be for the better or not. We know that some very large groups are turning in impressive revenues, but we also know that they just acquired a bunch of stations which brought their revenues up. So we don't know if they're going to be able to build on this and maximize it or not. Until we see how it performs in the long run, we really don't know how it will actually turn out. If you remember the network business, they put all their different types of networks into one big sales bag and got huge numbers, but in the long run, it turned out that their revenues declined because all the sudden the pressure was to undercut one another. That could happen here too. When you have four stations under one roof and all this tonnage, you have to keep moving



the spots. The temptation to undercut comes in. We're just beginning an entirely new way to do Radio. We've got new rules on how many stations you can own. We've got new megaplayers. We've got consolidation among the smaller broadcasters in groups; the entire playing field is rearranging; it's like starting over again. So it's hard to measure the successes right now because everything is changing."

Deregulation: The Face of Change

Deregulation is one of the most profound issues facing Radio today and its potential ramifications are mind boggling. The question is whether or not deregulation will be healthy for Radio. The answer is perhaps a dozen years down the road, yet almost everyone in the industry has an opinion. Some professionals express concerns about diversity in broadcasting and the potential abuse of power in the hands of too few broadcasters, while others view deregulation as a new frontier which will project Radio into a new Renaissance — a veritable Golden Age in broadcasting.

Which of these views is correct? Only time will tell, but enormous stakes on both sides of the fence are being played. Following, industry experts discuss aspects of deregulation.

Meaning of the Word

Michael Bader, attorney with Haley, Bader & Potts, explains that there are two meanings of deregulation. "One is government gets off your back, and they don't keep hammering away at you with inconsequential things that are just a pain in the neck," he says. "That really isn't going on. This is being ignored, and I'll give you an example. The Republicans were saying last winter and last spring, 'We're going to get rid of Equal Opportunity and Affirmative Action.' That would have been genuine deregulation where the government gets off your back for employment practices. But it didn't happen. Our law firm has filed on its own a request that they do something. There is a vast silence about it. No public notice has been given that our proposal is pending; they are just ignoring it. The other meaning of deregulation is an economic restructuring of the industry that allows different ownership patterns. That one is going on. I feel deregulation is working in one respect; that is to lighten up on the ownership rules, but it is not working on the other one which is to get rid of all the underbrush of garbage that has so besieged Radio over the years. It's still there and nobody's moving it away."

An Evolutionary Process

Unmacht believes the telecommunications bill is another round of deregulation, which has been an ongoing process in Radio for the past several decades. "In the '70s, we had massive regulation in Radio. The amount of news content was controlled, how you renewed your license was a major project that usually kept one person busy for a good year, you had to take meter readings off your transmitter every half hour, and you not only had to be an operator, but an operator with an engineer's license. Then we had massive deregulation and this is just another wave of it. The deregulation that we're facing now is mostly of a financial nature. By itself it won't change anything; it's just going to allow us to do some things differently and it's going to

31 ▶

allow some of the bigger companies to get bigger. It isn't going to have a major impact on a single operator and it's not going to make things that much better for an operator in a smaller market."

A Taxing Situation

Radio may be facing a precarious situation, where it is being considered by government officials and agencies as a revenue-generator to help offset the deficit. Bader says, "What you've got is a most unusual situation where all of government is looking at it. It extends not just to the FCC types, and the White House, and the House of Representatives, but also to the Internal Revenue Service, who has suddenly seen our little world of broadcasting as a gigantic profit center for the government. In July alone, the IRS booked seven billion dollars against the deficit which they had collected on these personal communications auctions. Now you've got everybody howling about charging for other licenses and asking why our industry never paid for any of that, when in reality Radio stations are paying an annual regulatory fee already to the FCC that keeps going up every year. Suddenly, the Treasury Department and all of them are looking at broadcasting as a windfall. They would like to tax anything that is licensed, anything that has some commercial value. They don't call it a tax, they call it an auction fee or a regulatory fee or some damn thing like that, but come right down to it, it is a tax. We have an unprecedented situation where everybody is focusing on broadcasting, so it's a very, very dangerous time."

Big Business or Big Brother?

A concern in the industry is that deregulation will place power in the hands of too few. In a worst-case scenario, one group would control the local TV and Radio stations for a given market, thus dictating the ad rate and profoundly influencing public opinion, conceivably affecting local, state, and even national elections. During a recent press conference, President Clinton said that he wanted "very badly" to sign a telecommunications bill, but stated that he would be compelled to veto the current bill because it would promote mergers that could put

too much media power into too few hands. "Instead of promoting open access and diversity of content and viewpoints, it would allow fewer people to control



greater numbers of television, Radio, and newspaper outlets in every community," he said. Bader says, "The president has indicated that he's very annoyed with the way Congress is setting this up. His take on Radio and TV is that he doesn't like the unlimited ownership opportunities offered by the House bill, nor the movement in the Senate to allow television to be owned in great numbers of stations that reach up to 35 percent of the entire country, populationwise."

David Hugin, executive director of Minority Media and Telecommunications Council, says: "It's sort of ironic that the FCC began to allow greater concentration of ownership because it was persuaded in 1992 by arguments from the NAB and others that the Radio industry was suffering dire financial straits. Interestingly though, the remedy that was chosen, was the remedy that assisted exactly those broadcasters that didn't need the help. It helped the large broadcasters who already owned two stations in a market to acquire additional ones, and be in position to basically dictate the advertising rate and reduce the number of voices in a market that consumers had access to, placing them at an unfair competitive advantage over the small stations which were the ones that were financially distressed. I don't think that it's in the interest of the public to have all the news come from one source. It's competition that keeps people honest. Congress never contemplated giving one person, who may not even be a local resident, that kind of political power simply because of their access to a public resource. That's wrong. It's anti-public, anti-consumer, anti-minority, and

it's going to endanger the Radio industry, which I think at one time was the greatest in the world."

Judy Carlough, executive VP of national marketing for the RAB, says: "Here are some of the concerns: if there's just one big dog controlling the news or music, will you be giving up diversity? The answer is that America demands diversity, and as long as they demand it, they get it. Where there is a vacuum in the marketplace, a format will come in to meet it. But if there is not a vacuum in the market, there shouldn't be a format there in the first place."

Warren Tichenor, vice president of Tichenor Media System, says: "It really depends on where you sit. I think it will provide additional resources to the industry, investment resources which in turn will lead to greater choices for the Radio listening audience, stronger stations for the advertisers, and that's why I believe it will be good for the industry. The potential downside is that if you're a single operator or a smaller operator, this additional concentration of resources in the market obviously can look daunting to you if you are not able to avail yourself of it or to capitalize on it. So I think the answer is that the strong will be fortified, leading to better service of the audience and the advertisers, and those Radio broadcasters who are not as good at delivering to their audience and advertisers probably are at a threat of being overpowered or moving out of the business." As to the issue of very few people controlling news and information in Radio, Tichenor says, "Why should Radio be treated any different from newspaper? There are no regulations on newspaper — how many you can own or not own — so why should our medium be any different? With respect to other media, in Radio there should be no more and no fewer restrictions than any other industry. Three auto manufacturers in this country control 65-70 percent of the auto manufacturing in the United States, and probably 10 airlines control 90 percent of the airline business in this country. In Radio, there's not nearly that concentration, so that specter of some sinister concentration is much less in our industry than others." Bader says, "My personal feeling is there ought to be some upward limits, and whether it is in

SPECIAL REPORT

◀ 31

the law or not, I think there will always be a tendency in government to look at some deals and say, 'This is too much.' Our industry was founded in theory, as put forth by Congress in the 1920s and 1930s, that they wanted there to be competition. I don't think anybody seriously believes that there's going to be a total, unlimited ability to own every station in America — that's just preposterous."

Good For Business

"The primary benefit of duopoly has not been one plus one equals three," says Jim Duncan, president of Duncan's American Radio Inc. "That is a silly equation.

Instead, the primary benefits are: an increase in Radio station pricing power; increased format positioning power and flexibility; increased status and respect for Radio entities in the advertising and marketing communities vis a vis television and newspaper; and marginal Radio operators will not survive consolidation."

Many Radio professionals believe wholeheartedly that deregulation will be very beneficial for the Radio industry, and give it the ability to compete over the long term in a world that is going to be very different.

Clear Channel Broadcasting Inc. was one of the first companies to capitalize on duopoly and it is now positioning itself for relief on ownership caps with new deregulation. Clear Channel Presi-

dent/CEO Lowry Mays says, "You have to keep in mind that our company is driven by return to the stockholders, and growth through deregulation depends on what opportunities are available. We will certainly continue to grow in the Radio business in terms of entering new markets. We will also take a very close look at those markets we are in and add stations there if it's economically attractive for us to do so. Secondly because of the return on investment, prices have been escalating, so it's still a matter of what that does to our earnings and return to our shareholders.

"Certainly there are those who have problems with undue concentration and I think that will be in any bill that comes

33 ▶

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As our friends at One-On-One Sports (the largest 24 hour live sports talk radio network) would attest, it pays big.

Rogers Broadcasting would agree. They've seen \$25,000 and some change from Talk America's per-order spot ads.

What's that? You've been burned by per-order outfits before? We know. We've heard the stories. And there's nothing we'd like more than for you to call our clients and get a "reality check" from them. We'll send you a list of names and numbers along with our free

company brochure.

But since you're curious, here are some of the reasons why Talk America has become the leader in direct response per-order advertising:

We find the right products, with price points between \$69.95 and \$200, that appeal to the mass market. That's right: No \$19 mops or \$20 magazine subscriptions that generate nothing but pocket change. Our products are heavy hitters.

Talk America's copywriters are seasoned pros who push listeners' hot buttons with precision.

We assign stations a unique 800 number so we can track calls with pinpoint accuracy.

Our calls center is staffed by trained sales reps, and our close rates are well above the national average.

Talk America's in-house

fulfillment and customer satisfaction departments ensure that the people who buy our products... your listeners...are treated with respect and integrity.

And now the really good part: Your take is 25%. **A new check arrives in your mail every week.**

Don't let another avail go by empty handed. Put Talk America to work for you. There's no risk...and the rewards can be very sweet.

^{Free}
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forward as it relates to the ownership inside of the market. There's no way that you could have undue concentration in any form as far as the national caps are concerned and market caps. Whether we're talking about television deregulation or Radio deregulation, the people who are writing this bill have to understand competition with direct mail, the cable industry, the newspapers, the television, so it's not Radio stations competing within their own micro industry. It's this whole advertising scenario that you have to be aware of when you're talking about undue concentration.

"I think overall deregulation will be good for the industry, for our customers. I think it will give us ways to better sell the goods of our customers because we'll have more avenues through ownership of maybe one or two additional stations in the market, to sell this automobile or toothpaste, or whatever."

Eric Newmann, senior VP and CFO for Chancellor Broadcasting Co., says, "The most important reason that deregulation is good, is that it will give us enhanced market knowledge. The more stations you own, the more knowledge you have as to who is advertising and how much they are spending and how much money they're going to spend in a market, and you just have a lot of inside information within your own market that your sales management can use to their ability to maximize the use of the inventory and the pricing of the inventory." Newmann points out that deregulation will also make Radio much more stable in cash flow and revenue potential. He explains, "Finally, it makes banks and underwriters more secure in the financing of your company when you own that much more of a market share in terms of revenue and listening audience." Fries says, "Capitol Hill is poised to act on deregulation very soon, which will lead to even more consolidation. Whether or not we are in favor of consolidation, we are going to be part of this — and it's going to change our industry dramatically. But we shouldn't be afraid of change, because every time there's been change in Radio, it has created even greater opportunities."

Radio Surfing on the Internet

1995 will be remembered as the year that Radio first became available on the

Internet. Though for technical reasons the service quality today is somewhat limited, one can actually listen to several Radio stations "live" on the Internet, right from your desktop or portable computer. There are currently about 700 Radio stations on the Internet, of which 250 are commercial Radio stations. Bob Lion, executive VP of marketing for The Interep Radio Store, believes that Radio stations should exercise caution when constructing their Web sites, and make certain they are providing a product of value. "As a broadcaster, you must ask yourself, 'Why are you there?' Are you there to provide additional services and information that are of value? Is the site designed to service the listener? If you don't service the listener then you can't have traffic to the site. If you don't have traffic to the site, then you can't sell the service to the advertiser." Unmacht observes the current trend for Radio to be attracted to this new technology, but warns the Internet isn't the answer for many marketing problems. "People should not forget the strength in Radio itself. When you're talking on the Radio in a large market, you're talking to from a quarter million to a million listeners each week, and some people are getting excited because they had 3,000 listeners call in their Web site that week. Unless it can help you make a profit, what's the benefit?"

Michael C. Rau, VP of technology for EZ Communications, Inc., says: "There are an astounding number of ways for Radio stations to make money from the Internet. In 1995, some stations started selling ads directly on their Web sites. Others offered Internet-based services to existing local advertisers, complete with rate cards and promotional packages. Some stations offered new services to their listeners — everything from access to the Internet itself to interactive loyal listener clubs to e-mail services for popular shows. The Internet is one of the fastest growing facets of new business development for Radio."

In addition to Radio stations, the RAB and several rep firms have brought their high-tech services to the Internet. In September, the RAB introduced RadioLink (<http://www.rab.com>), a dynamic new marketing resource center on the Internet that places much of the RAB's valuable research at the touch of a hyperlink button. Fries says: "The RAB

has moved into the Internet in very aggressive ways and actually has two doorways and two applications. The first doorway is to put all of the Radio information that is up to date and current about the Radio industry onto the Internet so that it's instantly available at no charge with open access to advertisers and people throughout the country. The other doorway is for people who are RAB members who subscribe to the service, so they can integrate this material into their sales presentations on their local level. What it's done is literally taken the 10,000 square feet of research and member services department that we have in Dallas to the Radio station. The most important thing is that at this particular point we're moving the audio files onto the Internet, so people can actually hear creative commercials by category to stimulate their own creative thinking.

Rep firms are also getting in on the action. Stu Olds, president of the Katz Radio Group, says: "Web sites are an excellent way for Radio stations to market themselves, their programming and their advertisers to listeners. There is great synergy between Radio and the Internet, particularly since Radio is an aural medium and, despite advances in real-time audio, the Web is still predominantly a visual medium. A number of our stations are using the World Wide Web to profile on-air talent, new musical groups and upcoming programming specials. They are also taking the concept a step further by assembling a database of listeners to whom they can e-mail news on a regular basis and invite direct feedback. This ties in beautifully with Radio's ability to establish a personal relationship with its audience base. Another attribute of station Web sites is that they can be used to offer advertisers value-added opportunities. For example, an advertiser can sponsor an on-air listing of upcoming concerts and also be the on-line sponsor of the station's concert listing on the Web. Radio stations can also link their audience to an advertiser's home page, or provide more detailed information about a product or service." Lion says, "The use of Internet e-mail allows all Interep personnel to be in close touch with agencies and Radio stations. Our job is always to find ways to increase revenue for our Radio stations. If the

34 ►



SPECIAL REPORT

◀ 33

Internet can help us increase revenue, then great."

Industry folks are very optimistic about Radio's future on the Internet, as technology proceeds at breakneck pace. Rau says, "The reason stations should seriously consider Internet development is because Radio listeners, like the general public, are increasingly spending more and more time in front of computers. And Radio needs to be wherever people are spending time."

DAB: The Shape of Things to Come?

In 1995, the Radio industry made significant progress toward development of Digital Audio Broadcasting, or DAB, potentially the most significant enhancement to Radio transmission since the development of FM stereo. DAB promises the ability to deliver CD-quality sound to a new generation of digital Radio receivers, without requiring another Radio channel. The National Radio Systems Committee (NRSC), a joint committee of NAB and the Electronic Industries Association (EIA), completed testing of DAB systems in 1995. Five basic systems were tested by the NRSC with standards decisions expected to be made in early 1996. The tested systems represent different design and policy approaches to DAB, ranging from systems that do not require any new spectrum (so-called "in-band on-channel" DAB, or IBOC DAB) to systems that require a channel of spectrum adjacent to existing FM stations.

What will DAB bring to the industry? "The Radio industry clearly prefers the technology offered by the in-band systems," Rau says. "Both AM and FM IBOC systems have been developed, and every Radio station in the country should have the opportunity to evolve their transmission system to deliver existing programming with near-CD quality digital sound. AM Radio stations may especially benefit from IBOC development because the difference in quality between today's best AM sound and the quality of the IBOC sound is so significant." He says DAB systems that require additional spectrum are not supported widely in the U.S. because implementing such systems

requires tremendous political and economic efforts to achieve only modest benefits over the in-band systems. For example, the FCC might possibly charge broadcasters a fee to use additional spectrum for DAB, whereas no fee would be needed for the in-band systems.

Robert Peterson, vice president of VirteX Communications, says: "We liken the present state of digital Radio technology to the personal computer industry in 1979. A lot of vendors, a lot of systems, but no standards. U.S. broadcasters want in-band on-channel. IBOC is the only system that will give the consumer digital quality that it seeks while ensuring the existence of the Radio broadcast industry as we know it today." Alan Box, CEO of EZ Communications, says: "Digital Audio Broadcasting gives our industry the opportunity to reinvent itself as we dramatically improve the broadcast quality of our stations as well as offer new, innovative data features to our listeners and advertisers. Radio's best defense to satellite DAB and other new technologies is to welcome DAB with open arms and unified support."

Digital Radio via satellite also made progress in 1995. The FCC launched a rulemaking proceeding to address the many difficult policy issues inherent in beginning a nationwide digital satellite Radio service. Industry debate continued with NAB and many others opposing national satellite Radio service as contrary to the established principles of localism contained in the Communications Act of 1934. Is satellite going to place Radio in jeopardy? "Satellite is not a real threat to the Radio industry, and not that many people are going to switch over," says Unmacht. "It will not affect local or national advertising, just like cable TV did not kill local TV. The satellite can offer you choices that someone locally cannot afford to do. What we've still got is a wide variety of choice. Even though it might not be mass appeal within a given market, it is mass appeal in that it appeals to markets all over the country. We will not return to the days of one station that can have 40 percent of the audience in a given market, the way that we did with Top 40 in the 1960s. Radio is not open to new formats particularly. Satellite Radio would have the opportunity to differentiate between '50s Country, '60s Country, '70s Country — they

could do things like that so they would bring more formats in. Most of the opportunity for people to get true variety is going to lie with new technologies, and not with Radio as we know it."


New Horizons for Marconi's dream

Historically, Radio has always been at the forefront of great social and technological change. As the information age matures, media overload is going to throw advertisers into a tailspin as they try to figure out how to reach the consumer. Radio's only real alternative to prepare for the future is to be prepared for today. The challenges facing our industry have never been greater.

Industry leaders talk about meeting the challenges and embracing our future as we get ready to greet a new millennium. Unmacht points out, "Radio's greatest challenge is not to become a stale, cold, gutless product. When everything is researched right down to the finest point and it's being run by very big companies, rarely do you find innovation and excitement in very large, profit-driven, Wall Street-driven companies which we've become at the moment. So the biggest challenge is to keep the product interesting and not to become so stale that some other product, be it the Internet or cable TV, comes and steals the thunder." Box observes, "Several years of impressive Radio revenue growth carries with it the obligation to develop new advertisers and sources for continued growth. We will need to be better sellers of advertising to more and more businesses, and vendor revenue, new business development, (both locally and nationally), sales training and recruiting efforts must move to the front burner with our full support and attention." James de Castro, president/CEO of Evergreen Media, states, "The greatest challenge is going to be to keep the entrepreneurial spirit alive that allows young broadcasters to stay involved in the management and ownership of Radio stations." Newmann says, "In the last 20 years, Radio has proven to be recession-proof. We believe our industry is very good and very solid and one of the better industries going forward, even into a recessionary period, and the only real challenge facing us is the issue of retail

35 ▶

growth — will it continue and will the rest of the economy continue to grow? As long as those things keep growing, Radio will also continue to grow." Tichenor feels that the challenges facing Radio will be very similar to what they are and have been. He explains: "The primary focus will still be trying to serve the needs of your target audience in a way that is unique and special from that of your competitors, and in so doing, that will lead to commercial success as it has in the past and will continue in the future. That hasn't changed and I don't think it will change. Even though some of the pieces and dynamics of the game board have changed, the basic fundamentals will remain the same. 1995 has brought a spotlight on Radio and its increased attractiveness to financial investors which is a reflection of Radio's intense growth. The challenges facing broadcasters are in living up to that bright potential."

Looking ahead to the millennium, Fries optimistically concludes: "I think all of the items that we're talking about that occurred in 1995 — deregulation, marketing, and consolidation — will have matured by that particular time. I also think that Radio will be on the cutting edge and the forefront as the medium that has the warmest and closest relationship to the American consumer, because of the fact that Radio is and always has been part of the lifestyle of the American consumer. As media develops, it is going to become less and less intimate, and Radio, because of its very nature, is an extremely intimate medium to the consumer which will put us in a position that's going to be the envy of other media. We don't have to reinvent Radio, nor do we have to develop new assets. They're all part of the backbone of this industry; all we have to do is package them and market them better. If we can do this, the future will be absolutely fabulous. No one can duplicate our localism unless we lose sight of it, and all the elements that are coming together into this massive effort add up to a tremendously bright future." 

Rosemary Scott is a San Antonio-based freelance writer who specializes in media marketing. She may be reached at 210-921-5054.

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COPY CLIPS

Below are six different Radio spot copy ideas which have been used on the air successfully in various markets. Just copy this page, cut out the cards, put them in a filing box and use them as a reference for tried-and-true copy ideas. Send your great Radio spot copy by fax to 407-655-6134, or mail to: Radio Ink, Attn.: Copy Clips, 224 Datura Street • Suite 701, West Palm Beach, FL 33401. Please remember to include your address, the copy category, client's name, your name, title, station and whether the spot is :30 or :60.



SHIPPING STORE

:60 NEAT IDEAS (CHRISTMAS)

Woman 1: I wish I could figure out a convenient way to send all of my gifts to relatives this holiday season. Woman 2: How about Neat Ideas? Woman 1: That's what I'm looking for — a neat idea! Woman 2: Nooo, go to Neat Ideas because they have a lot of neat ideas on how to send packages. Woman 1: (apprehensive) I don't know. I don't really have a lot of time to spend packaging and addressing every present. Maybe I'll just send a card. Woman 2: Oh, that's ridiculous. Go to Neat Ideas in Brandon and take advantage of their personalized packaging. They'll wrap it, pack it, and send it to anywhere in the world. Neat Ideas offers daily UPS pick-ups, second-day air, next-day air, and ground tracking so that your special package won't get lost. Woman 1: Wow, that's great. Now all I need to do is figure out what I'm going to buy everyone. Woman 2: Well, Neat Ideas has a few neat ideas about that too. They carry many fine gifts, novelty items, jewelry, baby gifts, pewter collectibles and greeting cards. Tag. Jennifer Peterson, WJEN-FM/WJAN-FM Rutland, VT

RADIO
INK

AUTO SERVICE

:60 SITE'S JET LUBE (CHRISTMAS)

Female: (singing) Deck the halls ... (sfx: car engine not turning over) Oh, no! My car won't start ... Help!! Santa: Help is here! Ho, ho, ho! Female: Santa Claus! It's not Christmas Eve yet! And why are you driving a Fiero? Santa: Ho, ho, ho! I need a break once in a while from making those darned toys all year, so I like to travel around and see who's being naughty and nice! One night a year is all those wimpy reindeer can handle, so I drive myself! Ho, ho, ho! Female: Have I been nice this year, Santa? Santa: Afraid not! You haven't been taking this poor car of yours to Site's Jet Lube like you should. And you have to remember to use Quality Quaker State Motor Oil — it's one tough motor oil! Female: Oh, thank you Santa! I'll go to Site's Jet Lube and use Quaker State Motor Oil from now on! (sfx: car phone) Male: Ooops, gotta run! That must be the misses! Ho, ho, ho! (sfx: car zooming away) Anncr: Tag.

Jeff Wine, WCHA-AM/WIKZ-FM Chambersburg, PA

RADIO
INK

ART GALLERY

:30 PARKLAND GALLERIES (CHRISTMAS)

So, you've waited till the last minute to do your Christmas shopping — a trip to the drugstore Christmas Eve just won't cut it! Parkland Galleries features limited edition, framed animation cells of all your favorite Walt Disney and Warner Brothers characters. From Mickey Mouse to the Little Mermaid ... Bugs Bunny to Marvin, that temperamental Martian! Parkland Galleries also carries many beautiful wildlife prints from world renowned artists like Robert Bateman. If you want them to think you spent months picking out their gift, head to Parkland Galleries and no one will be the wiser! Parkland Galleries in the Parkland Mall.

Kelly-Sue Thompson, CKGY-AM/CIZZ-FM Red Deer, Alberta, CAN

RADIO
INK

DENTAL CARE

:30 THE DENTAL CENTER

Vc. 1: Why am I in a straightjacket ... Vc. 2: Sir, you've got a problem ... Vc. 1: Of course I do!! I knocked out some teeth in a mid-court collision ... but I asked to go to the Dental Center, not the Mental Center ... Vc. 2: Asking to go to the dentist? — You are crazy ... Vc. 1: No, at the Dental Center, toothaches and emergencies like mine are seen at once during regular business hours ... The Dental Center has a 24-hour answering service too, with weekend and evening hours available ... Now get this straightjacket off me — I'm going to the Dental Center, 516 West 35th in Davenport — one block south of Lujacks ... Anncr: Credit cards, insurance and Title 19 accepted ...

Kirk Marske, KBOB-FM Davenport, IA

RADIO
INK

CRAFT SHOP

:30 CRABAPPLE COVE (CHRISTMAS)

Vc. 1: (female) When I was a little girl, my sister and I would go down to the Crabapple Cove and play. I can still smell the blossoms on the trees and feel the grass underneath my feet. Last Christmas, she gave me a wreath covered in crabapple blossoms! Now, I can share Crabapple Cove with everyone! Anncr: Relive old memories this Christmas, or create new ones — with a beautiful gift from Crabapple Cove. Wreaths ... Pottery ... Christmas candles ... and Victorian swags — to name a few! Christmas at Crabapple Cove ... You've just got to try it! Crabapple Cove — now open in the Village Mall.

Kelly-Sue Thompson, CKGY-AM/CIZZ-FM Red Deer, Alberta, CAN

RADIO
INK

OFFICE EQUIPMENT

:30 OFFICE SUPPLIERS (CHRISTMAS)

(sfx: holiday music under) 'Twas the week before Christmas and all through the office not a copier was stirring, not even a fax. They were old and broken, but there wasn't a care 'cause it was known that Xerox would soon be there. So along comes Saint Nick, Office Suppliers he's been, for Xerox equipment, now things are normal again ... Anncr: Make your office a little merrier ... visit Office Suppliers, your local Xerox sales agent ... They offer total customer satisfaction on all office equipment. Happy Holidays from the staff of Office Suppliers, 37 Lincoln Way West, Chambersburg. Jeff Wine, WCHA-AM/WIKZ-FM Chambersburg, PA

RADIO
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Being the best is worth recognition. Each year *Radio Ink* magazine honors the top people in the Radio industry by presenting the coveted Radio Wayne Award in each of several categories. Nominate someone who epitomizes professionalism and has raised the overall level of excellence in Radio, for The *Radio Ink* 5th Annual Radio Wayne Awards. Fill out the form below giving reasons you believe this person deserves the recognition, and mail or fax it to us by December 29, 1995. Finalists will be announced in January. Awards will be presented February 16, 1996, at the Friday luncheon in Dallas during the RAB Marketing Leadership Conference. You may nominate as many people as you please – for more than one nomination please photocopy the form below.

NOMINATION FORM



RADIO INK

Nominee _____

Nominee Station _____

Nominee Phone _____

Nominating This Person For: (one only please)

- Best Overall Broadcaster (The Radio Wayne Award)
- General Manager of the Year
- Sales Manager of the Year
- Street Fighter of the Year (Account Executive)

Nominated by _____

Your Phone _____ Your Station _____

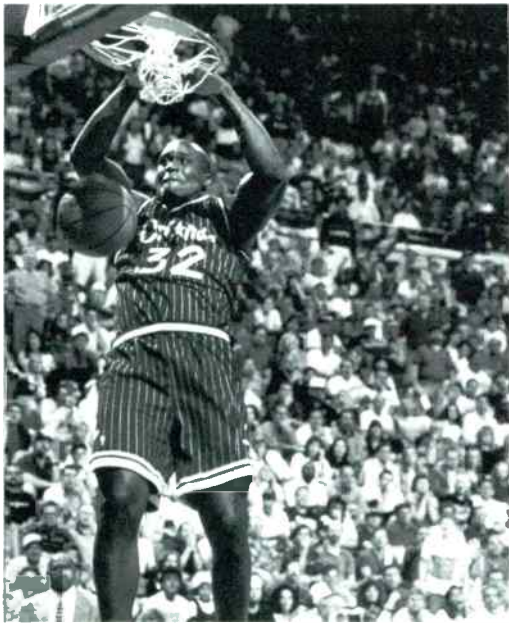
In 100 words or less, describe in detail why this person should be the recipient of this year's award. (Attach separate sheet)

Deadline: Entries must be postmarked by Dec. 29, 1995

Mail to 224 Datura Street • Suite 701 • West Palm Beach, Florida 33401 • 407.655.8778 • 407.655-6164

The Radio Wayne Awards are named in honor of Radio Wayne Cornils who has devoted his entire career to the betterment of training, professionalism and quality in the Radio industry. The award is not affiliated with the Radio Advertising Bureau.

GRAPEVINE



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▼ **Bank job.** No it's not a shot of another pair of Radio personalities gone bad: it's just WPLJ-FM New York's Scott Shannon (r) and Todd Pettengill at their "Chemical Bank/WPLJ's Million Dollar Bank Run." One winner got to grab as much as she could out of a million big ones in four minutes. She got away with \$101,117. She was selected by correctly identifying laughs from four secret superstars. That's about \$25,000 a guffaw.

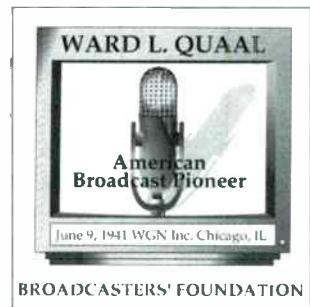


▲ **Hot cookin'.** The guys in Lethbridge, Alberta, Canada at CKRX-AM got wrist-deep in Lethbridge's annual Chili Cook Off which they didn't win but could have won for the most "eye watering" prize if there was one. CKRX's Mike Williams concocted the culinary delight. A later report of several pets allegedly missing from the vicinity was not connected.

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Broadcast Pioneer Commemorative. The Lucite desk piece documents each member's date and place of entry into the broadcasting industry. Plus it looks really cool. Call Gordon Hastings at 203-862-8577 for more info.

• **Someone had to do it,** and "Papa" Joe Chevalier of One-On-One Sports has taken on the task of writing the official Sports Fan's Bill of Rights. Among some of the "inalienable rights" as patrons and spectators is the right not to be "*taken for granted in decisions affecting our involvement — to wit: 1. The raising of ticket prices, 2. The relocation of sports franchises, 3. The negotiation of labor disputes*" etc., etc. It goes on to say the days of passive acceptance of mismanagement and misbehavior is over. Sure, how about we check with Joe around Super Bowl time on that acceptance issue?

SEND PHOTOS OF YOUR ORGANIZATION'S MAJOR events to: Grapevine c/o Shawn Deena • 224 Datura Street • Suite 701 • West Palm Beach, FL 33401



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Radio's Premier Management & Marketing Magazine

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Radio Ink Mission Statement For Readers:

Radio Ink is a positive Radio industry resource designed to continually educate readers by providing fresh, stimulating and actionable ideas in marketing, sales and programming along with refreshers on the basics. Content is 100 percent related to Radio, quick-to-read, with a no-bias editorial balance, giving equal emphasis to all formats, market sizes and geographic regions. All editorial material is geared toward building the success of our readers, their stations and the Radio industry overall.

Radio Ink Mission Statement For Advertisers:

Radio Ink provides an upbeat, first-class, pro-Radio environment for advertisers wishing to associate their product with positivism, productivity and quality. Radio Ink strives to provide enhanced results and added value by offering strong, widespread, loyal readership of industry decision-makers. We make our customers our most important asset by providing services which focus on their needs.

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EVENTS CALENDAR

1996

Jan. 5-8—CES Internat'l Winter Consumer Electronics Show, Las Vegas. 202-457-8700
Jan. 13-17—NAB Board of Directors Meeting, Palm Springs, CA. 202-775-3527
Jan. 18—IRTSF Newsmaker Luncheon, New York. 212-867-6650
Feb. 3-4—Dan O'Day's PD Grad School, Dallas. 310-476-8111
Feb. 3-6—53rd Annual NRB Convention & Exposition, Indianapolis. 703-330-7000
Feb. 5-6—NAB Radio Group Head Fly-in, Washington, D.C. 202-429-5402
Feb. 9—IRTSF Newsmaker Luncheon, New York. 212-867-6650
Feb. 15-17—Oklahoma Association of Broadcasters Winter Convention, Oklahoma City. 405-848-0771
Feb. 15-18—RAB Annual Marketing Leadership Conference, Dallas. 212-387-2100
Feb. 22-25—R&R Talk Radio Seminar, Washington, D.C. 310-553-4330
Feb. 28-March 2—Country Radio Broadcasters Country Radio Seminar, Nashville. 615-327-4487
March 2-4—NAB State Leadership Conference, Washington, D.C. 202-429-5402
March 14—IRTSF Newsmaker Luncheon, New York. 212-867-6650
March 20-23—Alpha Epsilon Rho Nat'l Convention, Los Angeles. 803-777-3324
April 10—The Golden Mike Awards, New York. 203-862-8577
April 15-18—NAB Annual Convention 1996, Las Vegas. 202-429-5402
April 17—Broadcasters' Foundation Pioneers' Breakfast, Las Vegas. 203-862-8577
April 19-21—CES Mobile Electronics '96. Orlando, FL. 202-457-8700
April 26-28—Adventures in Broadcasting Promotion Director's School II, Stamford, CT. 212-682-6565
May 4-7—RAB Board of Directors, Boston. 212-387-2100
May 8—IRTSF Foundation Awards Luncheon, New York. 212-867-6650
May 15-19—Annual Public Radio Conference, Lake Buena Vista, FL. 202-414-2000
May 19-22—Broadcast Cable Financial Mgt. Assoc./Broadcast Cable Credit Assoc. Annual Conference, Lake Buena Vista, FL. 708-296-0200
May 21-26—NRB International Conference, Jerusalem. 703-330-7000
May 23-25—CES Habitech & CES Orlando '96, Orlando, FL. 202-457-8700
June 1-2—14th Annual National Association of Hispanic Journalists Convention, Chicago. 202-662-7145
June 6-13—EIA/CES Internat'l Summer Consumer Electronics Show, Chicago. 202-457-8700

June 19-22—PROMAX & DBA Conference & Expo, Los Angeles. 213-465-3777
June 20-23—Talk Radio '96, Washington, D.C. 617-437-9757
June 22-25—NAB Board of Directors Meeting, Washington D.C. 202-775-3527
June 27-29—The 45th Annual AWRT National Convention, Naples, FL. 703-506-3290
July 25-27—Southwest National Religious Broadcasters Conference, Dallas/Fort Worth. 318-783-1560
Aug. 10-13—79th Annual Association for Education in Journalism & Mass Communication Convention, Anaheim, CA. 803-777-2005
Aug. 21-24—Asian American Journalists Association Annual Convention, St. Paul, MN. 415-346-2051
Sept. 1—Society of Professional Journalists National Convention, Washington, D.C. 317-653-3333
Sept. 4-6—NRB Public Policy Conference, Washington D.C. 703-330-7000
Sept. 13-17—International Broadcasting Convention Annual Meeting, Amsterdam. 44-71-240-3839
Sept. 28—NAB Radio License Renewal Seminar, Kansas City, MO. 202-775-3527
Oct. 1-4—50th Annual National Conference of Editorial Writers, Baltimore. 301-984-3015
Oct. 5-8—Association of National Advertisers 87th Annual Meeting & Business Conference, Amelia Island, FL. 212-697-5950
Oct. 8-10—CES Mexico '96, Mexico City, Mexico. 703-907-7674
Oct. 9-12—NAB 1996 Radio Show & World Media Expo, Los Angeles. 202-429-5402
Oct. 9-12—RTNDA International Conference and World Media Expo, Los Angeles. 202-659-6510
Oct. 9-12—Society of Broadcast Engineers Engineering Conference and World Media Expo, Los Angeles. 317-253-1640
Oct. 13-17—EIA Fall Conference, San Diego. 202-457-8700
Oct. 26-30—Canadian Association of Broadcasters, Edmonton, AB Canada. 613-233-4035

1996 Arbitron Survey Dates

- Winter Jan. 4-March 27
- Spring March 28-June 19
- Summer June 27-Sept. 18
- Fall Sept. 19-Dec. 11

FAX YOUR ORGANIZATION'S

Events To: Events Calendar, c/o Shawn Deena 407-655-6134.



**■ HELP WANTED GENERAL SALES
MANAGER**

GSM – Texas Heritage Rocker celebrating 20th year. Family owned group, committed to radio and making a profit. Candidate should be an excellent trainer, strong in presentation skills, computer literate past word processing, and demonstrate the organizational acumen to direct a very strong local and regional SALES effort. A people-person, promotion-minded, driven ... send letter of introduction, resume, and salary requirements to: Ron Cardwell, GM, KNKN-FM, P.O. Box 9781, Corpus Christi, TX 78469. No calls right now, please. EOE.

**■ HELP WANTED NEWS DIRECTOR/
PRODUCTION ASSISTANT**

News Director/Production Assistant – Are you a go-getter with at least five years experience in radio? Come home to a great award-winning home-town news team. #1 in the state three of four past years! Send resume - tape - photo to Jim Hepler, WQLV-FM, P.O. Box 158 - 234 Union Street, Millersburg, PA 17061.

■ HELP WANTED SALES

Account Executive – Seeking experienced, self-motivated individual to join a strong sales force for a 100,000 Watt FM in Medium market in the Southeast. Strong ratings with a Hot AC format. Stable company with same ownership for 56 years. Applicant must be prepared to work hard but will be paid handsomely. Good verbal and written skills a must. Call Ann Lawing between 10AM - 5PM at 910-864-5222. WQSM-FM, Fayetteville/Fort Bragg, NC.

National Sales Manager – Major group owner is seeking a national sales manager for six-station powerhouse in Northeast major market. Excellent opportunity for someone who's organized and ready to take charge. Reply to Blind Box 22 c/o *Radio Ink*.

RADIO'S PREMIER PUBLICATION
RADIO INK has immediate openings in sunny Palm Beach, Florida, for salespersons. Radio Sales/Management: experience required. Print background not necessary, just a passion to win. Fax resume today to: Yvonne Harmon, President, *Radio Ink*. 407-655-6164. All inquiries are confidential. EOE.

■ MANAGEMENT

THE DREAM TEAM

Now available to turnaround or move your group/station to the next level. Just returned to U.S. from long-term Group management project overseas.

*CEO/GM*VP SALES MARKETING*VP PROGRAMMING*
*YEARS OF SUCCESS*ALL SIZE MARKETS*
LONG- AND SHORT-TERM PROJECTS CONSIDERED

Mediacom International, Inc.
(619) 431-9658
Fax (619) 431-9640
E-Mail 102135,3071@compuserve.com

■ POSITION WANTED

Ready to Air. Houston morning show producer wants to become sidekick in small to mid market. Kevin 713-855-1981.

Revenue producing, bottom line, proven track record GM available ... 304-757-8619.

■ STATIONS FOR SALE

1000 WATT AM

located in Southern New England; includes all studio and transmitter equipment; 350K or best offer. Serious buyers call **1-800-845-0338**

■ WANTED

WANTED: OLD AM TRANSMITTING TUBES
They don't have to work, they just have to look unique. The funkier the better! Call *Radio Ink* 1-800-226-7857

**Call 800-226-7857 to order
your *Radio Ink* books!**

Classified Ad Rates

All orders and correspondence pertaining to this section should be sent to: **RADIO INK, 224 Datura Street • Suite 701**

• **West Palm Beach, FL 33401.** Call (407) 655-8778 or fax to (407) 655-6164. All ads must be prepaid and if not paid by deadline may be subject to cancellation. Checks, Mastercard®, Visa® and American Express® cards accepted.

Rates: Classified Listings (non-display). Per issue \$1.50 per word. Situations wanted: first 10 words are free, additional words: \$1.50 per word. Blind Box: \$15 per issue. **Word Count:** Symbols such as GM, GSM, AE, etc., count as one word each. Each abbreviation, single figure, group of figures, letters and initials count as one word. We also count the phone number with area code and the zip code as one word. **Rates: Classified Display** (minimum 1 inch, upward in half-inch increments): \$130 per inch.

Blind Box Numbers: The identities of RADIO INK Blind Box holders are never revealed. When responding to a blind box, mail your reply to the box number c/o RADIO INK, 224 Datura Street • Suite 701 • West Palm Beach, FL 33401.

If you do not want your reply to reach a certain company, simply indicate the company on the outside of your envelope. If the company named on your envelope corresponds with the box holder, your reply will be discarded.

CATEGORIES:

- SITUATION WANTED
- SITUATION WANTED PERSONALITY/TALENT
- SITUATION WANTED NEWS
- SITUATION WANTED PROGRAMMING AND PRODUCTION
- HELP WANTED
- HELP WANTED MANAGEMENT
- HELP WANTED SALES
- HELP WANTED ON-AIR
- HELP WANTED TECHNICAL
- HELP WANTED NEWS
- HELP WANTED PROGRAMMING AND PRODUCTION
- MISCELLANEOUS RELATED INDUSTRIES
- HELP WANTED BROADCAST SCHOOLS AND SEMINARS
- EMPLOYMENT SERVICES
- WANTED TO BUY EQUIPMENT
- FOR SALE EQUIPMENT
- STATIONS FOR SALE



YELLOW INK PAGES™

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Szabo Associates, Inc. 404-266-2464
Media Collection Professionals. Local, National and International Receivables. No other offers you so many value-added services.

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SUBSCRIBE NOW—get 26 crisp, usable :60s that sell, every month. (Or try us out—send \$29 for your sample pack of 10 great :60s.)

Hire a copy pro for less than \$2 a day!
:60S TO GO
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WINNETKA, ILLINOIS 60093
708.926.0581

Circle Reader Service #170

SPOTS BEFORE YOUR EYES.

Copywriting Services
For Places Without
Copywriting Services

RIGHT BRAIN VISIONS
800-646-3339

*The Professional Choice Of Stations
Across America, and Great Britain.*

rbv@sojourn.com
<http://www.sojourn.com/~rbv/web/rbv.html>

Circle Reader Service #171

COPYWRITING/PRODUCTION

PERSUASIVE COPY IN 24 HOURS
SUPERIOR PRODUCTION IN 48 HOURS
WE MAKE MONEY FOR RADIO STATIONS

If your salespeople are sitting in front of computers trying to write copy they're not cut selling. We can help with persuasive copy within 24 hours and superior production in 48. Arm your salespeople with the tools to succeed. Contact Bill Flowers

207-583-9911
207-583-2328 fax

Urbanwild
productions

Circle Reader Service #172

FINANCIAL/BROKERS

Financial solutions! Accounting and tax services ... single station or group ... Fixed monthly fee ... Also bank financing and refinancing plans, purchase investigation analysis and sales presentation packages at per diem rates. References from industry leaders. McEntee & Associates P.A. 407-640-3585 ask for Bill.

Gary Stevens & Co. 203-966-6465
America's leading independent radio broker. Fax 203-966-6522

Media Services Group, Inc. 904-285-3239
Brokerage, Valuations, Financial Services, Asset Management, and Due Diligence. George R. Reed.

Satterfield & Perry, Inc. 303-239-6670
Media Brokers, Consultants and FDIC Approved Appraisers — nationwide. Fax: 303-231-9562. Al Perry.

IDS, SWEEPERS, LINERS

SUPER SWEEPERS MIKE CARTA
LINERS • IDS • PROMOS
ALL FORMATS 800-459-DEMO

MANAGEMENT/SALES CONSULTANTS

Dave Gifford International...505-989-7007
Sales turnarounds and troubleshooting. In-station and group owner sales training. Sales management & advertiser seminars. New account sales and client development. Takeover counsel to first station owners.

SUPERCHARGE YOUR SALES!

Learn how to manage leads, contacts, presentations and more with less effort.
Free 24-hour recorded message
800-261-4779.

MARKETING AND PROMOTION

BASEBALL CAPS—T-SHIRTS—PAINTER CAPS—BANDANNAS.
Inexpensive Premiums That Work! English, Ethnic, Rock, EZ, Classical. We'll help you with the art. Valuwear, Monroe NC 800-277-0031. Ask for Bart. Gorgeous screening.

Creative Media Management, Inc. 813-536-9450
Direct mail and telemarketing for radio...business mailers, personalized letters, post cards, sweepstakes and database creation/management.

The Radio Marketing Dept., Inc. 201-993-8717
Direct Mail, Telemarketing and Database Service. Serving the Broadcast Industry since 1981.

MARKETING AND PROMOTION

BROADCAST DIRECT
MARKETING INC.

STRATEGIC TARGET MARKETING, SALES AND PROMOTIONAL CAMPAIGNS

- Direct Mail • Database & List Management • Market Research • Inbound/Outbound Telemarketing • Sales Consulting • Sweepstakes & Contests • Media Placement
- Integrated Campaigns • Creative & Design Services • Printing & Print Production • Custom Publishing
- Smart Targets™ Customer Profiling • Broadcast FAX • Internet Marketing • Smart Maps™

2041 S.W. 3rd Ave. • Miami FL 33129-1449
Phone (305) 858-9524 Fax (305) 859-8777

Circle Reader Service #173

Listener's On-Air Participation Builds Loyalty!

The game I.N.I.T.I.A.L. Response® Radio tests who you know based on their initials.

*A Hero or Heroine with the initials A.M.
Author with the initials L.T.*

Answers come from limitless categories ... Today's news ... history ... the music or entertainment industry ... you decide.

For more information call:

CURRY GAME, INC.
1-800-766-9880

2004 N. 12th Street, Suite 7
Grand Junction, CO 81501

Circle Reader Service #174

LISTING AD RATES

	13 ISSUES	25 ISSUES
LISTING (NAME & PHONE)	\$195	\$300
ADDITIONAL PER EXTRA LINE	65	100

BOX AD RATES

AD SIZES	13 ISSUES	25 ISSUES
1"	\$ 975	\$1,750
1-1/2"	1,433	2,572
2"	1,872	3,360
2-1/2"	2,291	4,112
3"	2,691	4,830
3-1/2"	3,071	5,512
4"	3,432	6,160



MARKETING AND PROMOTION



INFLADABLE IMAGES ...

Attract attention to your station events with a customized giant inflatable. Perfect for your next BIG promotion! Blow up your mascot or create your own shape and event.

Contact: Lenny Freed
(216) 273-3200 ext 137
Fax: 216-273-3212

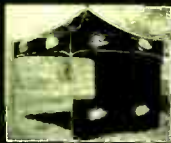
INFLADABLE IMAGE INDUSTRIES
2773 Nationwide Parkway Brunswick, Ohio 44212

Circle Reader Service #175

It's better than Brand 'Z'! **It's KD!**
UP IN 30 SECONDS

KD Kanopy®

KD Majestic—
Aluminum frame is 25% lighter and 40% stronger than the Originals.
10' x 10' or 10' x 20' includes a heavy duty carry bag.



1-800-432-4435

Circle Reader Service #176

NATIONAL REP FIRMS

THE INTEREP  RADIO STORE

Selling Today...Innovating for Tomorrow

1-800-INTEREP

MARKETING AND PROMOTION

MAKE YOUR REMOTES WITH *Sizzle*

The Treasure Quest

If you've been looking for a proven concept that can create a unique draw in your market - then ...

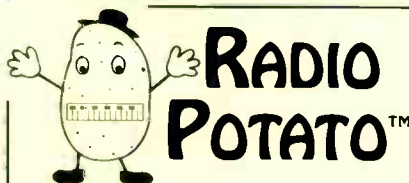
Look No Further!!!

EXCLUSIVE MARKET RIGHTS GRANTED

A R ENTERPRISES
1-800 334-3848

Circle Reader Service #177

PRODUCTION



- SWEEPERS
 - PRODUCTION MUSIC
 - NEWS/TALK PACKAGES
- FOR A FREE DEMO, CALL
800-GOT-NUPIS
(800-468-6874)

Circle Reader Service #178

PROGRAMMING

CALL GENE FERRY
NATIONAL AFFILIATE SALES MANAGER
303/784-8700
TO RESERVE CROOK & CHASE FOR YOUR MARKET

Circle Reader Service #179

PROGRAMMING

Broadcast Programming 1-800-426-9082
or 206-728-2741
Radio Music formats on CDs and tape. The local alternative to satellite programming.

TALK AMERICA

Radio Network

24 Hours 7 Days A Week

Live unduplicated — All barter

Automation Tones/Every Minute Has Programming
SATCOM C-5, TR. 15 GALAXY 6, TR.3 SPACENET 3, TVRO

CALL 617-828-4546

for more information
Satellite Service also available

Circle Reader Service #180

PROGRAMMING CONSULTANTS

IS SPANISH RADIO FOR YOU?

We can help! Call TOP SOUND
Spanish Consultants (818) 841-0078
Ricardo Salazar

Circle Reader Service #181

SATELLITE SERVICE

PROGRAM DELIVERY
YOU CAN
COUNT ON...



To receive media kit and details on special introductory rates

CALL TimeRite, Inc.
1-800-777-1127

Circle Reader Service #182

SERVICES

Skywatch Weather Center 800-759-9282
Rain or shine, here's a custom-formatted, personalized and localized weather forecasting system your audience will stay tuned for every day.

SPEAKER/TRAINING

Jim Doyle 813-378-4898
Jim Doyle's UPGRADE STRATEGY shows salespeople how to dramatically increase the spending of already large accounts. It's high impact, innovative training for stations, management meetings, and associations.

MOVERS & SHAKERS



Skip Finley



Kevin Cassidy



Paul Allen



Peter Larsen

★**Skip Finley** has been appointed CEO of American Urban Radio Networks. He had been executive VP of Carter Broadcast Group Inc., owners of KPRT-AM/KPRS-FM Kansas City, MO. 212-714-1000

★**John Patton** has been named executive VP of Modulation Sciences Inc. Patton had been chairman/CEO in the '80s of Bonneville Broadcasting. 800-826-2603

★**Katz** has named several VPs, stations. In Detroit for Eastman Radio, Tom O'Brien, previously VP, central region. In Atlanta for Eastman Radio, Tom Farquhar, formerly VP, southern region. And in New York, for Christal Radio, Tucker Flood, formerly SM.

★**Mark Grant** has been named VP, director of sales, midwestern region of Westwood One Entertainment. Grant had been NSM and GSM of Capital Cities/ABC/WLS-TV. 212-644-2052

★**Kevin Cassidy** has been promoted from VP/regional manager

& director of Interep's D&R Radio to regional executive of Interep's Dallas office. 212-916-0524

★**Paul Allen** has been named executive director for Country Radio Broadcasters Inc. He was most recently executive director/CEO of the Tennessee Public Service Commission. 615-269-7071

★**Peter Larsen** has been named AE for McGavren Guild Radio/Boston. Larsen had been a national sales representative and publisher for *MetroSports*. 212-916-0524

★**Skip Joeckel** has been named western regional affiliate SM for Radio One Network. He had been VP of affiliate sales for Business Radio Network. 800-716-2141

★**Adriene Gaines** has been appointed president/GM of WWRL-AM New York. She will continue her duties as executive producer of American Urban Radio Network's/NBN Broadcasting's *Night Talk*. 212-486-4255

1996 Can Be The Year You Make A Fundamental Change In Sales.

Griffin Knows How!

The Griffin Reports can help you change the buyer-seller encounter into a partnership. Our syndicated, localized, original market research provides the information you need to make a fundamental change from a "selling approach" to a "marketing approach". You and your clients have a common goal...sell inventory. Griffin knows how to help you, and your clients, do just that!

Griffin Knows.



Call Craig Harper at 800-723-4743

Circle Reader Service #123

SALES PROMOTION PLANNER

ideas you should start planning now

MARCH

TARGET PRODUCTS

Outdoor Furniture
Pools & Hot Tubs

Lawn & Garden
Home Improvement
Prom Dresses & Tuxedos

Air Conditioning
Auto After-market

DATES TO REMEMBER

5 TV Turn-off Day
17 St. Patrick's Day
31 Palm Sunday

11-15 Chocolate Week
20 1st Day of Spring
Spring Break
13 Plant a Flower Day
25 68th Annual Academy Awards
Proms

NATIONAL

Frozen Food, Peanut, American Red Cross, Nutrition and Music In our Schools Month

SPRING: THE PARTY SEASON

As the temperature goes up, so does the patio furniture. Outdoor activities and shorts take the place of snuggling by the fire. Restaurants take the covers off the patios and decks, and the beer and soft drinks begin to pour. Parks open the gates and people begin to picnic. This is a good time for clients to offer picnic party packs and market to the active lifestyle crowd. St. Patrick's Day is a very popular holiday especially for bars, and restaurants. Talk to your programming department now and make plans to get the green. Don't forget the college market headed to the beach to party (if this fits your format). Spring Fever"

SPRING FEVER

- "Spring Fling." Have a party at a nightclub for singles. Each person gets a button with a number. (Girls pink & blue for the boys) Participants can dedicate songs, dance with, and meet others by having the DJ announce the numbers.
- "Win Free Patio Furniture." Display patio furniture at any location & have people register to win in honor of St. Patty's Day.
- "Pre-Concert Party." Before or after a concert offer free entrance or special dinner prices with a concert or movie ticket stub. Play music from the artist & have a lookalike & lip sync contest.
- "Spring Fever." Car Dealers put specials on all convertibles. Offer free test drives with popular DJ's.

JANUARY QUICK FIX™

- "Early Morning Coffee Break." A different sponsor location each week will give away free coffee & doughnuts. The morning show will tell the location. Have station mugs printed for the first customers each day.
- "Winter Survival Kit." Make a kit containing ice scrapers, cold medicine, aspirin, scarves, etc. and give away on the air.
- "Thank God It's Friday Sale." Put special prices on party items. Have drinks, snack foods, music, etc.

DATES TO REMEMBER

1 New Year's Day
4 Trivia Day
8 Elvis Presley's Birthday
13 1st Radio Broadcast
15 Martin L. King Jr. Day
26 Spouse's Day
28 Super Bowl Sunday
29 American Music Awards

NATIONAL

Pizza Week; Soup, Eye Care and March of Dimes Birth Defects Month

FEBRUARY QUICK FIX™

- "Have a Heart." Retailers pass out heart-shaped items with a purchase. Cookies, candy, jewelry, and Valentine's cards work great.
- "Fat Tuesday Fun Feast." Host a party at a restaurant with party favors, beads, face painting and a trip to New Orleans.
- "Flowers for a Year." Listeners register to win (or have their loved one win) flowers each month for a year.

DATES TO REMEMBER

2 Ground Hog Day
14 Valentine's Day
19 President's Day
20 Mardi Gras
28 Grammy Awards

NATIONAL

Black History, Snack Food, Condom, Crime Prevention and Wedding Month

APRIL

TARGET PRODUCTS:

Easter Fashions; Florist; Bicycles; Lawn & Garden; Outdoor Furniture; Motorcycles; Recreational Vehicles

DATES TO REMEMBER

1 April Fool's Day
4 Passover Begins
5 Good Friday
7 Daylight Savings Time Begins
7 Easter
15 Tax Deadline Day
22 Earth Day
24 Secretary's Day

NATIONAL

Home Improvement, Keep America Beautiful, Lawn & Garden, Recycling and Humor Month

MAY

TARGET PRODUCTS:

Vacations; Boating Supplies; Sporting Goods; Lawn & Garden; Fishing Supplies; Major Appliances

DATES TO REMEMBER

4 Kentucky Derby
5 Cinco De Mayo
12 Mother's Day
18 Armed Forces Day
27 Memorial Day
26 Indianapolis 500

NATIONAL

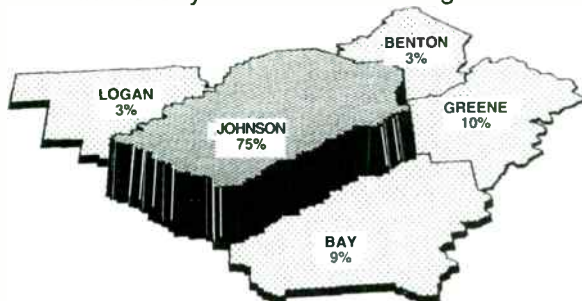
Pet Week, Bike, Mental Health, Photo and Barbecue Month

* Radio Ink assumes no responsibility for the viability of the promotions mentioned. Stations are advised to check with legal counsel regarding legality and possible lottery. Sales Promotion Planner is compiled by Kim Stiles, creator of The Stiles System Radio Day Planner. She may be reached at 919-846-6449.

A Picture Is Worth A Thousand Bucks!

PROSPECTOR Business Category Profile

Family Clothing Stores in the Cityname Metro Trading Area



There are 59 establishments in the Family Clothing Stores business category in the Cityname Metro Trading Area. This table shows the number of listings by county:

Family Clothing Stores Cityname Metro Trading Area					
County	Listings	% of Metro	County	Listings	% of Metro
Logan County	2	3.4%	Benton County	2	3.4%
Johnson County	44	74.6%	Greene County	6	10.2%
Bay County	5	8.5%			

Prepared by TAPSCAN'S PROSPECTOR System. Report design and the "PROSPECTOR" name copyright 1994 TAPSCAN, Inc. (205) 987-7456
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In the advertising industry, getting quality time with a potential client is hard enough. Do you really want to spend that time explaining what your report says?

TAPSCAN provides presentation-quality reports that deliver unrivaled information in clear, easy-to-understand, desktop-published graphics. And all with the touch of a key from your laser printer.

Show your next prospect a clear picture of their potential profits, and your revenue picture will come into view.



(205) 987-7456

Birmingham • Boston • Chicago • Los Angeles • Toronto • Vancouver

Circle Reader Service #124

PRODUCT NEWS

Radio brain. Now available from Philips Semiconductors is "Smart Radio," essential components for what they say is



the first high-quality Radio with text capability for PCs. This means you will be able to hear and see Radio on a computer screen. Radio, as in your station. Better answer the door, it's the future. 408-991-2320

• **Producers ... MediaAmerica** has available a live broadcast of platinum-making group **The Dave Matthews Band** for a big New Year's Eve bash. 212-302-1100 ... In collaboration with **Charles Michelson Inc.**, **Internet Outfitters** has put a hoard of Michelson's old-time shows on the Internet this month following a successful *War of the Worlds* debut in October. 310-278-4546 ... and **Mr. Good Day USA** himself, **Doug Stephan** will be the loneliest man in the world as he broadcasts live on Christmas day and New Year's day. Too bad Doug. 508-877-8700

Clean living. Well, for the stations that still allow smoking in the studios, control rooms, conference rooms and/or cafeteria, this dandy device from **United Air Specialists** could be considered a compromise. The **SMOKEETER® Model SE50** is a self-contained unit that eats smoke, dust, and all that other stuff in a single gulp. Warning: is not conducive to overstuffing. 513-891-0400



Robin Jones, GM of Bott Broadcasting's KQCV-AM/KNTL-FM Oklahoma City, has put together a book based on stories from the tragic bombing last April. The opus, *Where Was God At 9:02 A.M.?*, details stories solicited through Radio and



community contacts from hundreds of people affected by the tragedy. It's a piece of literature that exemplifies the unity of a community in a time of need. 800-251-4000 ext. 1113

SEND PHOTOS OF YOUR NEW PRODUCTS, SERVICES AND PROGRAMS TO:
Product News c/o Shawr Deena, 224 Datura Street • Suite 701 • West Palm Beach, FL 33401.

Happy Holidays!

THANK YOU FOR YOUR SUPPORT
THIS PAST YEAR. WE WISH YOU A HAPPY
HOLIDAY SEASON AND A VERY PROSPEROUS 1996.

OUR OFFICES WILL BE CLOSED FROM
DECEMBER 25 THROUGH JANUARY 1. LOOK FOR
YOUR NEW AND IMPROVED ISSUE TO ARRIVE SOON
AFTER THE NEW YEAR WITH INFORMATION YOU NEED
TO ENSURE A SUCCESSFUL YEAR.

**RADIO
INK**

BLAST FROM THE PAST™



Come Together. On August 14, 1966, The Beatles played the Cleveland Stadium during their mega-city gig across the U.S. The appearance, sponsored by WIXY Radio, allowed for this photo of WIXY staff members with the Fab Four in a mobile home right behind the pitcher's mound. The mobile home was supplied by a local dealer who wanted the publicity. And get this, the guy closest to Ringo, Johnny Canton, introduced the band — to 70,000 screaming fans. Wow! *Back row l-r: John, Paul, WIXY's Jack Armstrong, Canton and Ringo. Front row l-r: WIXY's Bill Clark and Jerry Brooke, George, and WIXY's Bob Engel.*

SEND US YOUR OLDIES!

We're looking for old photos! (They will be returned.) Send them to: "BLAST" c/o Shawn Deena, 224 Datura Street • Suite 701, West Palm Beach, FL 33401. Put your name and address on the back of each photo with "please return." Include a description of the photo and any people pictured.

**SERVICE BROADCASTING
COMPANY**

ACQUISITION
OF
KRNB-FM
DALLAS, TEXAS

\$5,000,000
SENIOR NOTE

HANEVAN FINANCIAL SERVICES
ARRANGED FOR THE
PRIVATE PLACEMENT OF THE NOTE.



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MARIETTA, GEORGIA 30067
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ROSS SECUNDA, PRESIDENT

**ADVERTISER
INDEX**

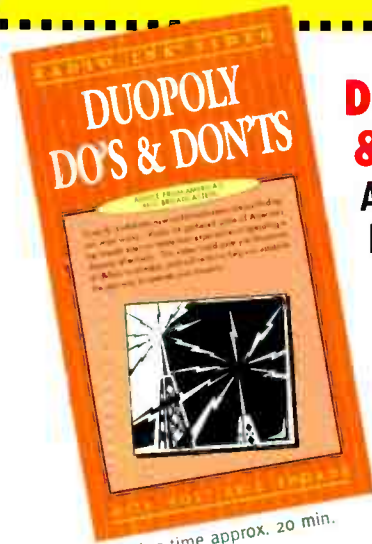
Broadcast Programming Inc.	12
Cellcast Inc.	21
Dale Digital	24, 25
Dave Gifford International	5
Directions In Radio	23
Hanevan Financial Services	46
Harris/Allied	3
Interep/The Radio Store	27
Jones Satellite Networks	8
Lund Consultants	13
Marketing/Research Partners	14
Media Venture Partners	11
Musicam USA	2
Prime Sports Radio	17
Research Director Inc.	35
SJS Entertainment	22
Talk America	32
Taoscan Inc.	44
The Griffin Reports	43
WOR Radio Network	7

NEW!

RADIO INK

VIDEO SERIES

WITH HOST ERIC RHOADS



Running time approx. 20 min.

Duopoly Do's & Don'ts Advice From America's Best Broadcasters

Duopoly is relatively new and broadcasters are just finding out what works. This video should save you thousands of dollars in mistakes, and help you establish the best way to operate your duopoly. *Radio Ink* gathered some of America's top broadcasters to tell of their experiences in operating a duopoly effectively.

You'll hear from:

- Norm Goldsmith • Jim Taszarek • Bill Clark
- Lee Tobin • Dean Sorenson • Gary Fries
- Dave Gifford • John Dille

\$19.95



Running time approx. 60 min.

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