

RADIO'S PREMIER MANAGEMENT & MARKETING MAGAZINE

# RADIO INK

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INSIDE  
Lessons From  
Luckoff



# INCOGNITO

Radio's Best Managers Speak Out  
Anonymously

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# FORECAST

# 2011

DECEMBER 7, 2010  
HARVARD CLUB, NEW YORK, NY

# Do You Know Where Radio Is Headed In 2011?

Join radio's top minds as they look toward the coming year for the radio business.

### KEYNOTE SPEAKERS



**Arianna Huffington**  
Co-founder and Editor-in-Chief of *The Huffington Post*



**Andrew Ross Sorkin**  
*NY Times* Financial Columnist & United Stations Nationally Syndicated Personality

Forecast has become radio's most well-attended financial conference. Fostered by a no-press policy that affords panelists the freedom to remark candidly about their thoughts on the radio business, session discussions are extremely frank and deeply informative. We expect this to be the strongest Forecast event to date. Seating is limited to 200, so we suggest that you book soon to guarantee a seat and capture the early registration price.



**Farid Suleman**  
Forecast '11 Co-Chair



**Marci Ryvicker**  
Forecast '11 Co-Chair

### Leadership Speak-Out



**Lew Dickey**  
Chairman/CEO  
Cumulus Media



**David Field**  
President/CEO  
Entercom  
Communications



**Dan Mason**  
President/CEO  
CBS Radio



**Jeff Smulyan**  
Chairman/CEO  
Emmis  
Communications



**Peter Smyth**  
President/CEO  
Greater Media



**Farid Suleman**  
CEO  
Citadel  
Broadcasting



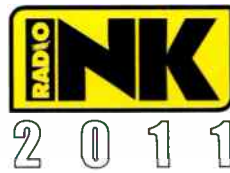
**Charles Warfield**  
President/COO  
ICBC Broadcast  
Holdings



MEDIA VENTURE PARTNERS



# Brutally Frank Sessions. Tough Questions.



# FORECAST

DECEMBER 7, 2010  
THE HARVARD CLUB, NEW YORK, NY

## AGENDA\*

8:00-8:30 AM **Continental Breakfast**

8:30-8:45 AM  
**Welcome and Opening Remarks**



**B. Eric Rhoads**, Chairman/Publisher, *Radio Ink*  
**Marci Ryvicker**, Forecast '11 Co-Chair, Director/Equity Research, Wells Fargo Securities  
**Farid Suleman**, Forecast '11 Co-Chair, CEO/Citadel  
**Deborah Parenti**, Vice President/General Manager, *Radio Ink*

8:45-9:25 AM  
**Opening Keynote**  
Andrew Ross Sorkin, *New York Times* Chief Acquisitions/Mergers Reporter & United Stations Radio Networks host of *Business Brief With Andrew Ross Sorkin*

Sponsored by  
The Nielsen Company

Session 1: 9:25-10:10 AM

**Economic Forecasting:  
Revenue Expectations for 2011**

Experts focus on economic predictions, the possible impact of the November midterm elections, how radio revenues will be affected, and where revenues are most likely to come from and grow.



Moderator: **Marci Ryvicker**, Director/Equity Research, Wells Fargo Securities  
**Bishop Cheen**, Senior Analyst, Wells Fargo Securities  
**Jack Myers**, Media Economist, Myers Publishing  
**Stu Olds**, CEO, Katz Media Group  
**Robin Flynn**, Senior VP, Kagan Media Appraisals; Senior Analyst/ Assoc. Director, SNLKagan

Session 2: 10:30-11:10 AM  
**Prospects for Radio as an Investment in 2011: Wall Street or Main Street?**

A panel of leading bankers and equity investors considers the near- and long-term future of the radio industry and what it will take to expand it, as well as the future for IPOs, private equity and debt financing, and privatization options over the next 12 months. Who's investing today — and what are



the hot buttons that will make or break a deal in today's environment?

Moderator: **Lee Westerfield**, Managing Director, BMO Capital Markets  
**Carl Thoma**, Managing Partner, Thoma Bravo, LLC  
**Drew Marcus**, Managing Director, Sugarloaf Rock Capital  
**Mike Andres**, Managing Director, BIA Capital Strategies

Session 3: 11:10 AM-11:45 PM

**Large-Scale Ideas & Innovations**

What are the growth prospects for independent radio companies? Can they compete with the larger, better-capitalized entities? What are they doing to make sure their radio stations retain audience and dollars in today's 24/7 digitized, on-demand world? Do private equity firms see opportunity in the current downturn? How long will it take for lenders to digest the problem loans in their portfolio and begin to issue new loans to buyers?



Moderator: **Elliot Evers**, Managing Director, Media Venture Partners  
**Jay Meyers**, President/ CEO, Broadcast Management & Technology  
**Gary Rozynek**, President/CEO, Maverick Media  
**Brian McNeill**, Managing General Partner, Alta Communications



11:45-1:10 PM

**Luncheon Featuring  
Lifetime Leadership  
Award Presentation  
to Ed McLaughlin &  
Keynote by Arianna Huffington**

*Huffington Post* co-founder and Editor-in-Chief  
Arianna Huffington

Session 4: 1:10-1:50 PM

**The Impact Of Syndication And National  
Programs On Station Rating And Revenue  
Opportunities**

This panel explores the impact and opportunities of national programs on station bottom lines. What kind of revenue can stations expect syndication to help spark at the local level? Could possible performance royalties enhance the growth of talk — and syndicated programming?

Moderator: **John Gehron**, COO, AccuRadio  
**Mark Masters**, President/CEO, Talk Radio Network (TRN)  
**Julie Talbott**, President/Content & Affiliate Relations, Premiere Radio Network  
**John Rosso**, President, Citadel Media  
**Charles Steinhauer**, President of Operations, Dial Global



Session 5: 1:50-2:20 PM

**Conversation with Phil Cowdell, CEO,  
Mindshare North America**

**Conducted by Jeff Haley, President/ CEO,  
Radio Advertising  
Bureau**



RAB CEO Jeff Haley in a dialogue with Phil Cowdell, CEO, Mindshare North America, whose

client list includes Ford Motor Co., Volvo, Motorola, IBM, American Express, and Unilever. Expected topics include the changing state of the ad industry and what today's advertisers and consumers need from media. Also, Cowdell doesn't see a clear place for radio in today's approach to marketing, something Jeff Haley (and you) will want to further explore in this fascinating conversation.



2:35-2:50 PM

**NAB Update**

President/CEO Gordon Smith provides a summary on the status of pressing issues facing the industry now.

**Gordon Smith**, President/CEO, National Association of Broadcasters



2:50-3:30 PM

**Dave Ramsey Afternoon Keynote  
The Principles and Processes of  
Leadership**

Session 6: 3:30-4:05 PM

**Digital Media's Explosive Growth and What  
It Means to Radio**

The same tools being used today in content delivery are also changing the internal workplace environment, with implications at the bottom line. Using digital media platforms to improve performance and increase top line revenues and bottom-line EBIDTA are just some of the discussions this information packed session will include.



Moderator: **David Goodman**, President, CBS Interactive Music Group

**Joe Crump**, Senior VP/Strategy & Planning, Razorfish  
**Fred Wilson**, Managing Partner, Union Square Ventures

Session 7: 4:05-5:20 PM

**Leadership Speak-Out**

Radio's top executives offer their frank and honest visions and expectations for the coming year, along with their current thoughts on PRA, in this annual forum.

5:20-5:30 PM **Closing Remarks**

5:30 PM

**Top 40 Cocktail Reception, honoring the  
40 Most Powerful individuals in the radio  
industry**

\* Agenda subject to change

**TO REGISTER**

Call 561-655-8778 or go to [www.RadioInk.com/Forecast](http://www.RadioInk.com/Forecast).  
Seating is limited to 200 persons. Registration includes invitation to the 40 Most Powerful People In Radio VIP Cocktail Reception.





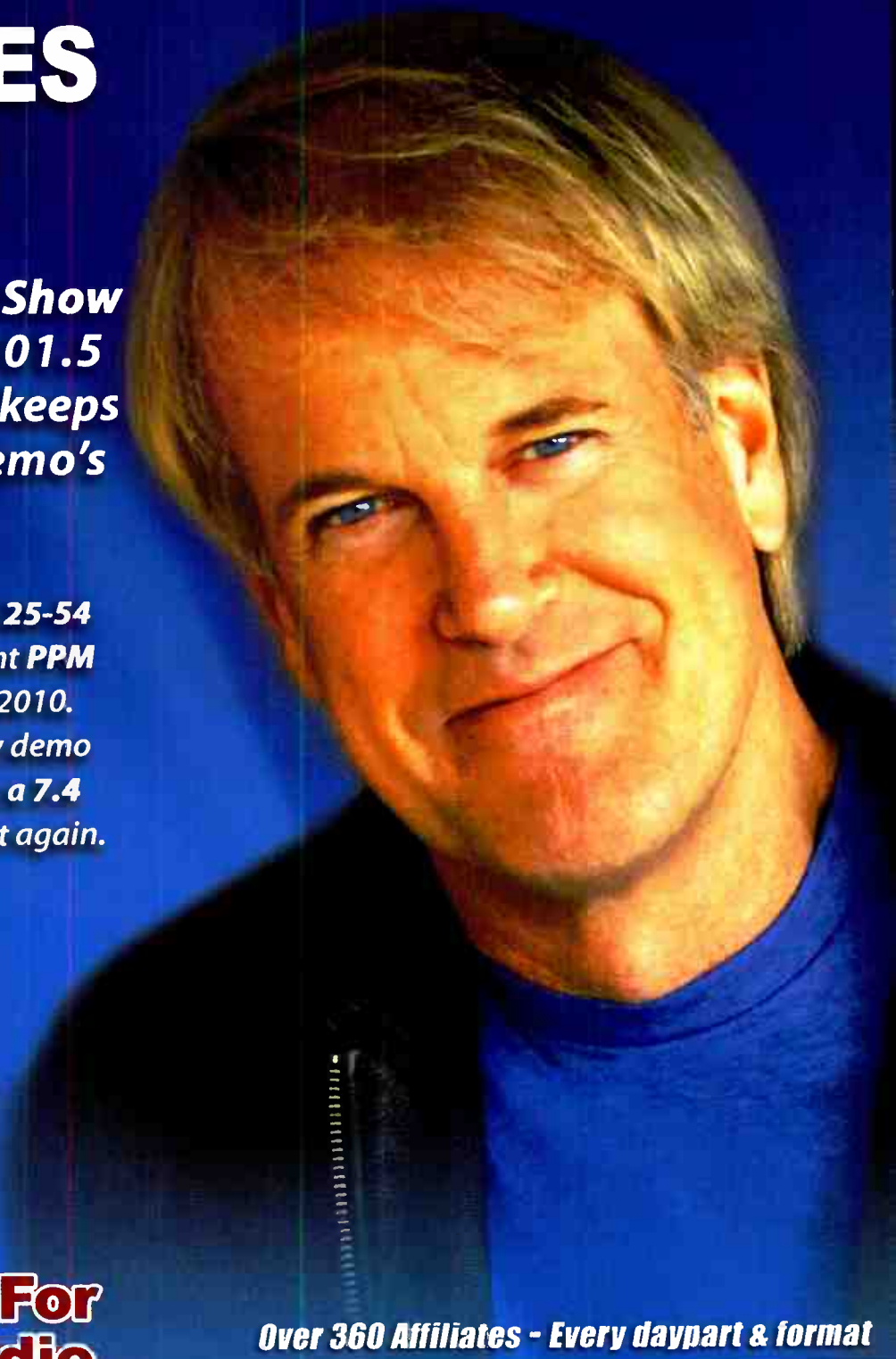
# the John Tesh Radio Show

## PPM LOVES TESH!!!

*"The John Tesh Radio Show on our Hot AC, Star 101.5 (KPLZ/FM-Seattle) just keeps finding new female demo's to own in Seattle!"*

*Tesh is consistently **NUMBER ONE 25-54 women in Seattle**, his most recent PPM with an **8.2 share (#1)** in August 2010. In fact, he just added another new demo to dominate: **35-64 women with a 7.4 share**. Number one, of course, yet again.*

**Kent Phillips**  
Program Director  
KPLZ/FM-Seattle



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World Radio History



**B. ERIC RHOADS**  
FROM OUR CHAIRMAN

# What To Say To A Client Before You Sign

**W**hen we find someone willing to buy, the little voice in our head says, "I can't believe they're going to buy! I'd better cement this deal before they change their mind." Though closing business is the aim, that short-term transactional mindset can hurt us. A few simple steps can change a deal from a single transaction to a meaningful dialogue, which can potentially lead to long-term business.

When the client is ready to commit, I'll ask, "Before we complete this, I want to make sure you understand some important points that will affect the outcome of our arrangement. First, please understand that my radio station is not a magic bullet for success. I want to make sure I fully understand how you'll measure the success of this campaign. What exactly will you consider successful results?"

They usually haven't considered this, and that can be problematic next time because they expected something different than what they received. And that means, in their eyes, your station didn't work. But if they say, "I expect 5,000 people to come in to my store on Saturday," and you know the schedule they bought can't possibly achieve that, it's prudent to manage their expectations based on your experience.

"Mr. Client, it's my experience that the schedule you bought can't possibly bring 5,000 people in. In fact, I'm not sure any schedule can. I do think we can expect to bring 30-50 couples to your car lot on Saturday. Does that seem reasonable?" If it's not, you can work on something that will increase the schedule.

The next step is one I heard from Scott Gilreath at Timeless Cool, who trains his sellers to say this: "Mr. Client, I'm not sure what success you're expecting, but I want to point out that the spots you're buying are no guarantee of success. I'm renting you 60 seconds several times a day to have access to speak to my audience. I cannot control whether they like what you say. I can help you craft a message that I think will work, but ultimately it boils down to whether or not they like you, your product, and what you tell them. Is that fair?"

This helps reinforce the client's responsibility in the process, and it

helps prevent the "Your station didn't work" phone call later.

Another scenario is the client who changes his mind. At that point, the chase begins and the client suddenly becomes impossible to connect with because they know your sole intent is to find out what went wrong and try to sell them again.

Rather than appearing overeager, I like to slide the signed contract (and the check, if presented upfront) across the table to the client and say something like this: "You know, sometimes I push too hard, and the person who buys from me feels a little pressured. When that happens, I get back to my office to find a cancellation message, and then the client disappears. I'm not 100 percent convinced that you feel this agreement is right for you, and I want to give you a chance to back out now without any pressure. I want you to be perfectly happy with this arrangement. You can tear this up and we can address this again some time in the future, because I don't want to get back to my office to find a cancellation call."

Not only is the client relieved, they're pleasantly surprised that you're truly interested in their success. If they sign then, you know you won't get that cancellation call. If they don't, you know they would have canceled anyway, and now is your chance to deal with their issues.

Following these practices at closing will not only make you appear less needy, it will cement a sale, manage expectations, and ensure the client understands his role in the success of the campaign. It also opens the door for discussions about accomplishing larger goals over time. **INK**

*B. Eric Rhoads*  
B. ERIC RHOADS, CEO/PUBLISHER

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facebook.com/ericrhoads  
twitter.com/ericrhoads

**Sun & Fun Media**  
**Revenue Incentives That Actually Work**

*Sun & Fun Media has been great to work with. We've used their trips for almost 4 years for on-air promotions, revenue generating promotions and incentives, and I've never had one person come back to me with any problems. They are helpful at every turn, and have good insight into how to make this program work for both sales and programming.*

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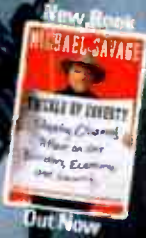
**Eric Donaldson, SM**  
Citadel - Binghamton, NY

# The Michael Savage Show

NOW OVER **300** STATIONS

Live  
**AM 730 WINT**  
THE TRUTH  
Washington DC

Ranked **4th** Largest  
Syndicated Show

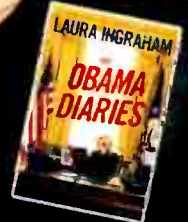


# The LAURA INGRAHAM Show

NOW OVER **300** STATIONS

Live  
**AM 730 WINT**  
THE TRUTH  
Washington DC

Ranked **6th** Largest  
Syndicated Show



#1 New York Times Best Seller

# The JERRY DOYLE Show

NOW OVER **215** STATIONS

Live  
**AM 730 WINT**  
THE TRUTH  
Washington DC

Ranked **7th** Largest  
Syndicated Show



Talk Radio Network Entertainment

# AMERICA'S MORNING NEWS

Live  
**AM 730 WINT**  
THE TRUTH  
Washington DC



John McCaslin  
Co-Anchor

The Scoop Starts Here.

THE FASTEST GROWING MORNING  
SYNDICATED TALK SHOW ON RADIO





# What To Say

Old ideas are carried by old words.  
New ideas are carried by new words.  
Old words keep you inside the box.  
New words help you escape it.

If you want to remain inside the box and fall behind the pack, just keep talking about target customers, demographics, gross impressions, and unique selling propositions.

Do you want to keep up with the times, get ahead of the curve? Grasp the new ideas. Learn the new words. Use them when you talk to your clients and prospects.

These are the new ideas. These are the new words.

- **Felt need:** A desire in the heart of the customer. To speak to an unmet need is to answer a question that no one was asking.
- **Relevance:** A message has relevance to the degree it speaks to a felt need.
- **Credibility:** A message has credibility to the degree it is believed.
- **Impact quotient:** Relevance + credibility.
- **Competitive environment:** An objective assessment of (A) your client's market category, and (B) your client's place in it. Strengths and weaknesses compared to the strengths and weaknesses of competitors. The competitive environment includes location, reputation, selection, product lines, unaided recall (brand awareness), etc.
- **Limiting factor:** Anything that's holding your client back.
- **Unleveraged asset:** An ace your client forgot he had up his sleeve.
- **Uncovery:** An interview-driven search — conducted by you — for the unleveraged asset.
- **Curse of knowledge:** The blinders that come with expertise. When a person knows something, it's hard for them to imagine not knowing it. As a result, they can't see outside the box. Tell your clients about the curse of knowledge. Ask them to let you help them speak to the felt needs of their customers. As experts, they suffer from the curse of knowledge and risk speaking to an unmet need. This causes their message to have no relevance; hence, no impact quotient.
- **Core competence:** What the client is really all about.
- **Market potential:** The total dollars available in a client's business category in your marketplace. Easily measured if you know their NAICS code. Google it.
- **Share of voice:** An advertiser's percentage of all the advertising done in their category. Location visibility, signage, word-of-mouth, etc., are included in this metric.
- **Share of mind:** The mental real estate an advertiser



owns in the mind of the public. Share of voice x impact quotient = share of mind.

- **Share of market:** An advertiser's percentage of the total business volume done in their category.
- **Authenticity:** Being what you say you are.
- **Transparency:** Showing your dirty laundry; admitting a downside rather than ignoring it. Transparency increases credibility.
- **Personal experience factor:** Buzz is triggered by personal experience. If the experience of your customer — the word on the street — does not line up with your message, your message has no credibility. Unscripted, unedited, unpolished testimonials have credibility because they carry the credentials of personal experience and the markings of authenticity.
- **Ad-speak:** Cliches, empty phrases, unsubstantiated claims, and hyperbole — the language of yesterday's advertising. Words without weight, having neither relevance nor credibility.
- **Brandable chunks:** Vivid, recurring phrases used by an advertiser to help position and define the brand. Slogans and taglines are out. Brandable chunks are in.
- **Black words:** Empty words that fail to contribute to a colorful mental image. The objective of every good writer is to remove the black words so that the others shine more brightly.

Were you waiting for me to discuss metrics, unique visitors, pageviews, and the other jargon of digital media? No need. Those things are already being discussed as much as they need to be.

Do you see how these new words and phrases help to reposition the discussion of advertising and help you write more effective ad copy? Now look through the list of concepts again and see how many of them can be aimed back at you to help you create and deliver better sales presentations.

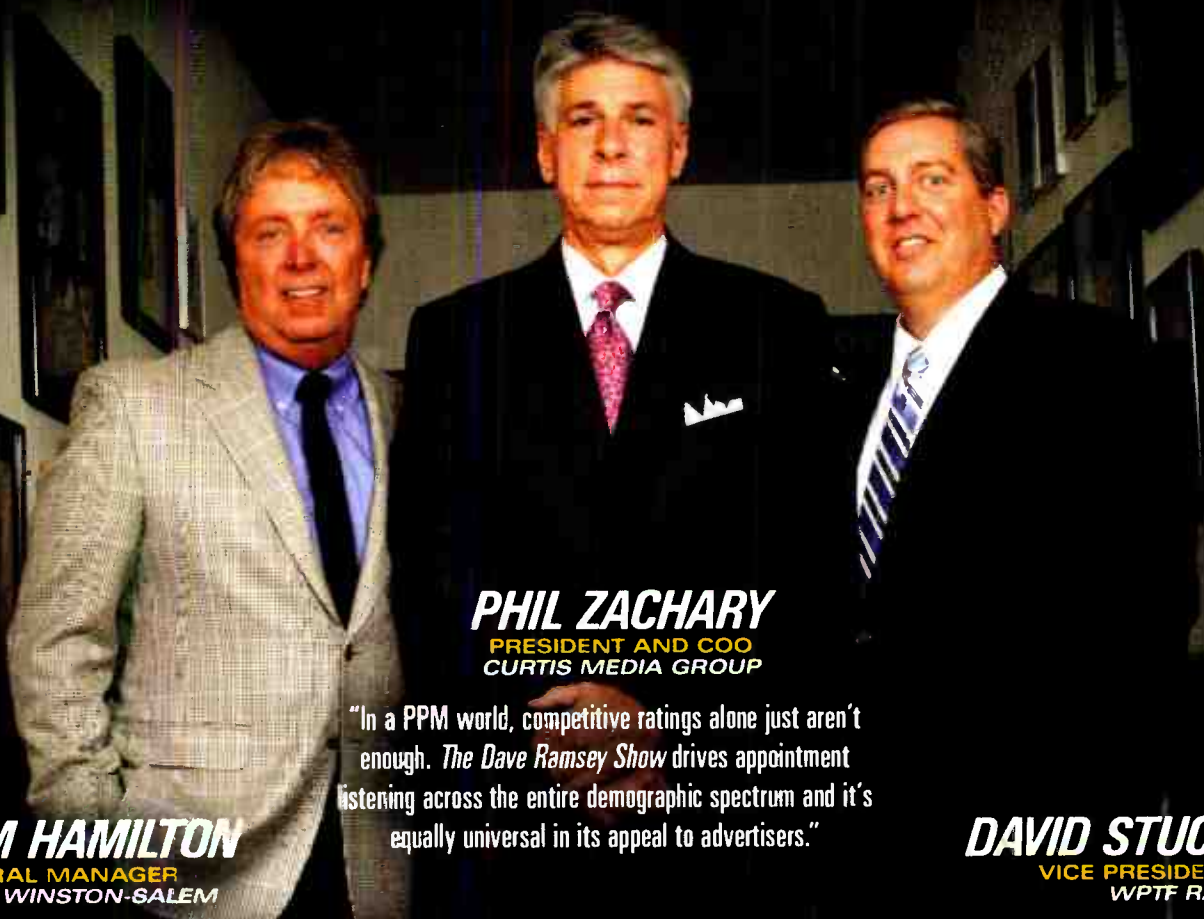
The four keys to a rainbow future are:

1. **Relevance**
2. **Credibility**
3. **Speak to a felt need**
4. **Be what you say**

That's it, really. The rest is just bookkeeping. **✂**

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





**TOM HAMILTON**  
GENERAL MANAGER  
WSJS WINSTON-SALEM

"From a product perspective, having *The Dave Ramsey Show* within our station lineup is like having an umbrella with you during a light rain ... you know you're protected."

**PHIL ZACHARY**  
PRESIDENT AND COO  
CURTIS MEDIA GROUP

"In a PPM world, competitive ratings alone just aren't enough. *The Dave Ramsey Show* drives appointment listening across the entire demographic spectrum and it's equally universal in its appeal to advertisers."

**DAVID STUCKEY**  
VICE PRESIDENT/GM  
WPTF RALEIGH

"Having Dave Ramsey on your radio station is like having a major sports franchise in your market; his name and his show open a lot of doors."

# THE SHOW IS EQUALLY UNIVERSAL IN ITS APPEAL TO ADVERTISERS



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World Radio History



# Reap The Benefits Of Event Marketing Magic

**T**here's no better way to "press the flesh" than event marketing. From the traditional Thanksgiving turkey bowls and car show remotes to star-studded concerts and national town halls, station events not only pack arenas, they can pack a positive punch at the bottom line, too.

Tom Carroll, integrated marketing director at Clear Channel in Dayton, knows how to build events that generate listener loyalty, enhance advertiser relationships, and create revenue. His advice is steeped in experience and success.

## How has event marketing evolved over the years?

**Tom Carroll:** Radio events used to be part of a station's promotional budget. Events didn't necessarily generate any direct income, but were considered great ratings boosters that helped the bottom line indirectly. Today, radio events are set up more like a business, with income and expenses. The goal is to keep the return on investment as high as possible and grow year-to-year.

## What role do digital platforms play in marketing events?

Most events have their own page on the station website directing listeners to event details and information about how to buy tickets, download a parking map, or register to win a prize.

We also include sponsor and partner links, and post photos, artist interviews, and videos from the event. Those posts generate thousands of web hits. Clients line up to sponsor the post-event photo page. For larger events, our webmaster uploads digital content from the event site to the station's website in real time.

Many people first learn about events via station website photos. We have several events that draw out-of-state attendees who say they saw the website marketing. Post-marketing is as important as pre-marketing, because it allows people to see what they missed!

## Is it more difficult to find client partners today?

It's not really more difficult, but there are a lot of advertising choices for clients. If you have a good, organized event and go the extra mile to be sure your client's participation is as effortless as possible, most will come back year after year. How could a car dealer not love having several thousand people step into their showroom in a single day? Our partners are looking for value. If we are successful in showing them the value in participating in one of our events, they'll be there.

## What's the key to a great event?

Thorough, detailed planning. Concept, sales, marketing, and execution of the event are equally important. One has to be good at dealing with details, working with contracts, setting and meeting deadlines. Multi-tasking is a must. Always have a Plan B. And partners that show up at the event with something interactive, even a simple "register-to-win," make it more successful.



**Tom Carroll**  
Integrated Marketing Director  
Clear Channel/Dayton

## What are some necessary details for planning an event?

- Have enough space.
- Know your electric needs.
- Know your public restroom needs and have enough trash receptacles.
- Plan how people are going to enter and exit.
- Create a flow so your client-partners are always in high-traffic areas.
- Research parking and how people will get from their cars to the event.
- If outdoors, consider what you'll do if the weather gets bad.
- Be sure you have any local permits needed in the early stages of the planning process.
- Do a safety assessment.
- Plan for security.
- Have a plan to control crowds.
- Know what your legal crowd capacity is.
- If your event is ticketed, have a ticket refund policy in place.

## In addition to concerts and remote broadcast promotions, what other promotions do you execute?

Our St. Patrick's Day event is a 35-year tradition and still going strong. I manage a program during November and December where we market a Christmas music CD that has been very successful. We've ramped up on a benefit for the Noble Circle Project, a nonprofit group that helps breast cancer patients. This project could easily become my favorite over the next couple of years, because I love to see new, fresh projects develop and grow. **INK**

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

ARBITRON CONGRATULATES

**Ralph Emery**  
**Terri Hemmert**  
**Cathy Hughes**  
**Carl Kasell**  
**Sam Phillips**  
**"Music and the  
Spoken Word"**  
**ON BEING NAMED TO THE  
NATIONAL RADIO HALL OF FAME**





# The Digital Client Needs Analysis

**S**elling digital marketing starts with asking your future customer the right questions. What we learn about the client in a needs analysis conversation ultimately leads to presenting the right combination of broadcast and digital marketing.

Below are some of the questions we encourage clients to ask when they are assessing the digital needs of a client. Some are best answered by the station seller before meeting the client. For instance, discovering whether the client has a website and the nature of the content on that site can provide valuable insight that will help demonstrate to the client that you have done your homework.

## General Assessment

- Do you have a website?
- What demographic are you targeting?
- What is your primary goal in using digital marketing (or any marketing)?
- Have you done any digital marketing in the past?
- How long have you been using digital or interactive advertising?
- Which websites do you advertise on? Results?
- What digital advertising are you using — search, video, rich media, e-mail, mobile?
- What results have you experienced with interactive advertising?
- Do you handle the interactive advertising, or do you use an agency?
- Who is your webmaster? Do you have a person dedicated to managing your website, e-mail database, and e-commerce? (If so, this is an excellent sign of the client's commitment to digital as a path to new business.)

## Understanding The Client's Existing Digital Approach

- What is the primary goal for your website: advertising, couponing, database, business information, other?
- How is your website integrated into your marketing plan?
- What type of e-commerce are you using? Are you selling anything on your website?
- Have you done any couponing on your website?
- Do you have an e-mail database? If so, how many names do you have on the list?
- How are you growing the number of e-mail addresses in your database?
- How are you using your database?
- Have you marketed your business using mobile media — SMS text messaging, apps, or mobile accessible websites?

- Have you used Facebook, Twitter, or other social media as part of your marketing efforts? How has it worked for you?

## Agency-Specific

- Are you reviewing/availing interactive on this buy?
- Who handles your digital buys?
- What type of content are you planning to use for this campaign?
- Will the content be delivered in the form of text, audio, or video?
- What interactive advertising is the client currently using?
- Which other websites might I find this client advertising on?
- What results have you experienced from these sites?
- What are some of the online strategies you have planned?
- Who will be responsible for producing the Web content?

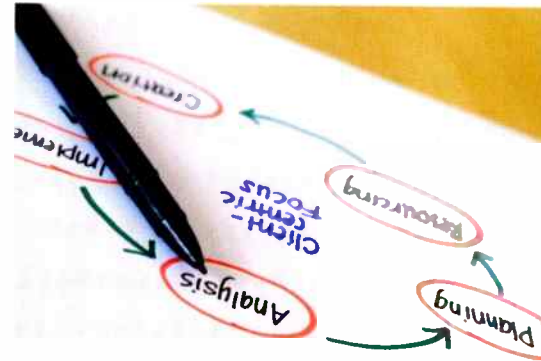
## Qualifying Questions

- Would you participate in an integrated marketing strategy that incorporates online and on-air?
- What would success look like from a campaign you do with us? What are your expectations?
- Is there specific creative or messaging you would like to see incorporated into this campaign?
- When can we meet next to go over proposal ideas?

Most importantly, the client should not feel as if they're being interrogated by you, which happens when you robotically read through a list of questions and half-listen to their answers. The best sellers in digital take a consultative approach, where questions like these lead to a conversation about the client's dreams, problems, and desired solutions.

Read through these questions before sitting down with a prospective client. Then have an organic conversation. If you are doing digital diagnostic and client needs analysis meetings correctly, the client will sense your curiosity and determination to find a fitting solution. Moreover, you will get information that naturally leads you to crafting the right multi-media marketing solution for their needs. **INK**

Daniel Anstandig is president of McVay New Media Consulting.  
E-mail: [daniel@mcvaymedia.com](mailto:daniel@mcvaymedia.com)



# ON THE RECORD

Every year, with input from our readers, we name the Best Managers in Radio, and those are the faces you'll see in these pages. And, as we do each year, we asked these managers some questions about the state of the industry.

But this time, we added a new twist: We offered these pros the opportunity to respond to our questions *without attribution*. Those who took us up on our offer (not everyone did) were candid and direct — sometimes very direct — but not always negative. Far from it. (We've arranged their responses in no particular order, so what you'll read *should NOT* be identified with the pictures on any given page.)

What do these managers want? They want more staff. They want more autonomy. They want more funding for promotion, and fewer distracting "initiatives." And, most of all, they want corporate to *listen*.

The Best Managers in Radio are talking. Are you listening?

**What would you tell management if you could speak absolutely freely? What would you like the company to know about what you have to deal with? What would you change to make things work better?**

**IF THERE WAS ONE THING** I could tell management: **GET ME SOME HELP.** I don't have a calendar big enough and my mind runs in a thousand different directions daily. I deal with a lot of different issues daily, like trying to find a way to broadcast a high school football game or a way to beg networks to give us programming to generate more revenue, or something goes wrong at the tower. I also deal with the pressure of sales.

**I WORK FOR A COMPANY** that invites discussion, dissent, and discord. They are well aware of what we have to deal with on a local level and very responsive to our needs.

**BEING A GOOD COMPANY** to work for is not enough: Employee frustration and unnecessary churn are not isolated problems, but symptoms of a serious disease. We have to find better ways to invest: in people using merit-based compensation in order to keep the best employees happy and productive while making the company more attractive to potential new talent.

**THE UPPER REACHES** of corporate radio need to have an appreciation for, and sensitivity to, people. After the cutbacks, staff reductions, salary cuts, and hyper-expense orientation, we need to get back to supporting the local markets with some cash infusion and realistic growth goals. Fewer top-down dictates and more local autonomy would be key to a more positive work environment.

Bring back the investment in Arbitron. Most CEOs consider that an oxymoron. Cutting back market reports is not a proactive move.

Frankly, it is cowardly. Advertisers demand more accountability, not less, and not being able to compete in a ratings-driven environment is like fighting with one hand tied behind your back.

Corporate CEOs in radio must not be reading the *Wall Street Journal*. Certainly companies in other industries are re-investing in research and development to fund their futures. Radio is having no part of it, and that is a huge mistake. Take a percentage of what used to be advertising and promotion lines (that is a whole other discussion

## BEST MANAGERS/REGIONAL/CORPORATE



**DANIEL A. FINN**  
Senior Vice President/  
Regional General Manager  
Greater Media



**SCOTT HERMAN**  
Executive Vice President  
of Operations  
CBS Radio



**WEEZIE KRAMER**  
Regional President  
Entercom Communications



**GARY PIZZATI**  
Senior Vice President  
Cumulus Broadcasting

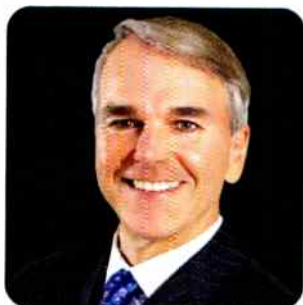


**CHRIS WEGMANN**  
Regional Vice President/  
General Manager  
Radio One

**BEST MANAGERS/MAJOR MARKETS**



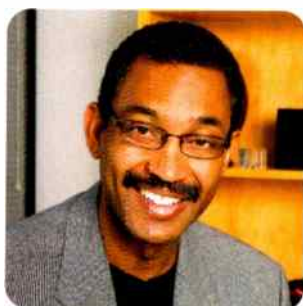
**ALEX CAMERON**  
Senior Vice President/  
General Manager  
Emmis Communications/New York



**JOHN FULLAM**  
Vice President/Market Manager  
Greater Media/Philadelphia



**MARK HANNON**  
Senior Vice President/  
Market Manager  
CBS Radio/Boston



**EARL JONES**  
President/Market Manager  
Clear Channel Radio/Chicago



**KARL A. MEYER**  
Vice President/General Manager  
Entravision Communications/  
Los Angeles

point) and allow markets to invest it in digital, in local sales training, and employment packages where we could actually attract and retain talent from other industries.

Rejoin trade organizations like RAB and NAB and get behind the industry. We are violating the "80 percent of life is showing up" rule.

**MY COMPANY IS TOTALLY** initiative-driven, which is ultimately a good thing. The problem is there are WAY too many initiatives going

on at the same time. I'm a believer that when everything is a priority, nothing is a priority. Initiatives get watered down to a degree where it gets done, but not that well.

**FORTUNATELY, I AM WORKING** for someone who has an extensive background in sales, programming, promotions, and personnel. I don't know if most companies realize the importance of putting experienced, quality people in management positions.

Promoting the top AE to sales manager or giving a management position to someone who has another offer often backfires. As an industry, we need to invest more in training employees in all departments. Each department could benefit from outside professional training.

**YOUR TOP MANAGEMENT TALENT** should be developed and provided executive-level coaching and training opportunities, such as Harvard Executive Programs. Make your best better.

**IT'S HARD TO GET A FEEL** for the mood on the streets unless you're out there on a consistent basis, and most in upper management have lost that feel. It would be helpful for them to get out more.

**THOSE OF US WHO SURVIVED** the apex of the recession are proud to have remained on the team and thankful we were not given pink slips. However, with so many alternatives to a straight spot schedule — promotions, digital, revenue sharing — the work load is also increasing. The reduced staff needs help. Please be open-minded enough that if we're returning our NOI or even more, let us reap some of that benefit to further improve the strength of what we once had. A raise for the first time in two years would be nice, bringing back one or two of the four people we had to cut would be luxury.

**BEST MANAGERS/LARGE MARKETS**



**LISA DECKER**  
Senior Vice President/  
Market Manager  
CBS Radio/Seattle



**RICK FEINBLATT**  
Vice President/Market Manager  
Greater Media/Charlotte



**SCOTT GILMORE**  
Vice President/Market Manager  
Emmis Radio/Austin



**DENNIS GWIAZDON**  
Vice President/General Manager  
South Central Media/Nashville



**BILL HENDRICH**  
Vice President/Market Manager  
Cox Media/Jacksonville



**TOM HUMM**  
Market Manager  
Beasley Broadcast Group/Las Vegas



**DEBBIE KENYON**  
Senior Vice President/  
Market Manager  
CBS Radio/Detroit



**JOHN KIJOWSKI**  
Vice President/Market Manager  
Bonnieville International/St. Louis



**LEE LARSEN**  
President/Market Manager  
Clear Channel Radio/Denver



**DAN LAWRIE**  
Vice President/General  
Manager/Market Manager  
Cox Media/San Antonio



**BOB PHILIPS**  
Senior Vice President/  
Market Manager  
CBS Radio/Baltimore

**MANAGERS ARE ON CALL** like doctors. The only time a manager gets a break from clients, employees, owners, and listeners is when they are sleeping. And sometimes we still dream about radio in our sleep.

**JUST BECAUSE "INDUSTRY LEADERS"** can't seem to figure out how to fully maximize online assets doesn't mean the rest of us can't. Radio "leadership" needs to keep quiet for the betterment of those of us who

are making it amazingly successful for our online listeners and advertising partners. Thank goodness my company fully supports new ideas and forward thinking.

**TOO MANY LAYERS** of corporate management are making too many decisions. Regional managers often make decisions that prevent maximizing results. Companies need to hire strong local management teams and then provide the latitude for the folks most familiar with the market to make the day-to-day operational decisions. Radio performs best as a local business.

**THE EMPLOYEES WHO SURVIVED** downsizing are considered the cream of the crop, but none of them have had a raise in the last three years. Yet the expectations are to grow revenue high single digits and cash flow by double digits. Eventually, the good people won't tolerate working in radio and will leave for

**I HAVE THE OPPORTUNITY** to speak freely every day. It's one of the things that I love about my job. We are collegial and respectful, but have the opportunity to always share our points of view. I feel that my point of view is given consideration and that my opinion counts, even though my plan may not be chosen.

**CREATE A SMALL GROUP OF PEOPLE** for each market whose only function is to develop and manage new-media opportunities that increase ratings and revenue — content, new-media programming, sales and support, etc.

**THE COMPANY KNOWS MY CHALLENGES**, and has the confidence that I will handle them with success. Any items that I am not happy with, I change, because they will not magically change themselves.

## BESTMANAGERS

### BEST MANAGERS/MEDIUM MARKETS



**JANE BARTSCH**  
Vice President/General Manager  
Beasley Broadcast Group/  
Wilmington, DE



**CHUCK BENFER**  
Market Manager  
Albany Broadcasting/Albany, NY



**JEFF "DEL" DELVAUX**  
Vice President/General Manager  
Saga Communications/  
Des Moines



**RUSS DeVRIES**  
Market Manager  
Main Line Broadcasting/  
Richmond



**DAVID R. DuBOSE**  
Vice President/Market Manager  
Cox Media Group/Birmingham



**STACEY KNERLER**  
Vice President/Market Manager  
Black Crow Media/Daytona  
Beach, FL-Valdosta, GA



**MILT McCONNELL**  
General Manager  
Citadel Broadcasting/  
Albuquerque, NM



**STEVE PATTERSON**  
Vice President/Market Manager  
ICBC Broadcast Holdings/  
Columbia, SC

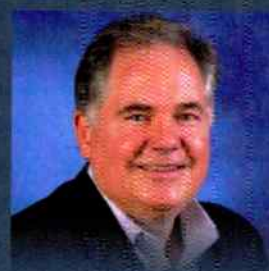
**CONGRATULATIONS**  
from your Cox Media Group family!



**Dan Lawrie, San Antonio**



**David DuBose, Birmingham**



**Bill Hendrich, Jacksonville**



**Steve Sinicropi, Greenville**

**COX MEDIA**  
GROUP





**GREG RIED**  
 Vice President/General Manager  
 Entercom Communications/  
 Buffalo

more progressive industries where they value their workforce and show that through competitive compensation.

**I AM FORTUNATE THAT** the upper management in our company welcomes feedback from the stations/markets, so there isn't anything that I would write that wouldn't be communicated at corporate.

**A MARKET'S CATEGORY PORTFOLIO** must be diverse enough to provide a more balanced account base so the dependence on the traditional advertising categories does not drive the majority of the revenue. As we begin to grow our business back to previous margins, our job is to reinvest in people. We need to begin to staff up correctly to make sure local voices are heard, local talent is seen, and sales staffs are at levels to maximize coverage in local markets.



**STEVE SINICROPI**  
 Vice President/General Manager  
 Cox Media Group/Greenville

**I'M LUCKY** — I have an owner I've known for close to 25 years and I can speak freely to him about anything regarding our stations or, for that matter, anything personally about me. I wouldn't change anything. When we were owned by a larger company, I just never felt like I was getting complete information from the corporate end. It's crucial for those in between you and the corporate headquarters to provide as much information as they possibly can to make managers on the front line perform their jobs more effectively.

**What support — tools, training, or other resources — are you not receiving from your company? What, if anything, is holding you back?**

**ARE WE NOT HYPOCRITES** if we insist that our clients spend money to market themselves when we do little or nothing to market ourselves?

**ICBC**

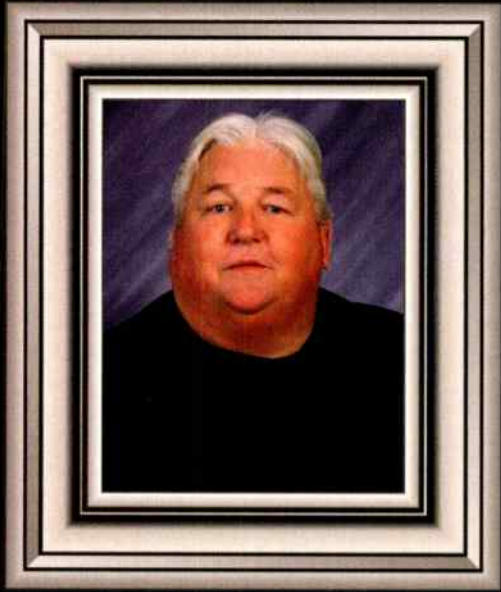
**BROADCAST HOLDINGS  
 AND THE INNER CITY FAMILY**

congratulate

**STEVE  
 PATTERSON**

on his recognition as one of the country's  
**BEST GMS IN MEDIUM MARKETS**

**WWDM-FM, WMFX-FM, WARQ-FM,  
 WOIC-AM, WHXT-FM & WZMJ-FM  
 COLUMBIA, SC**



**BEST MANAGERS/SMALL MARKETS 101-199**



**BRETT BESHORE**  
Vice President/Market Manager  
Clear Channel/Hudson Valley, NY



**KENT DUNN**  
Vice President/Market Manager  
Beasley Broadcasting Group/  
Augusta, GA



**NANCY MCKINLEY**  
Station Manager  
Greater Media/Morristown, NJ



**CAMELLIA PFLUM-REID**  
General Manager  
Straight Way Radio/  
Savannah, GA



**ANDY RUBACK**  
Market Manager  
NRG Media/Lincoln, NE

**LET'S FIGURE OUT SOME** way to release ourselves from the bonds of a ratings monopoly that does nothing but commoditize our business. The costs for the service are an incredible financial burden to any subscriber, and the ROI is virtually nonexistent. Suppose we invested the same resources we've given HD Radio (DOA in terms of consumer demand) and instead hired some savvy tech folks to figure out a better way to measure and monetize these vast audiences and how they respond to the advertising messages to which they are exposed?

**WE'RE GETTING THE TOOLS**, training, and even marketing that we need to succeed. Not necessarily everything we want, but everything we need, considering this tough business environment.

**I WOULD LIKE TO SEE MORE** budget for the promotions department. It is very important that our stations look the best they can when we are out in the public eye. That includes new tents,

vehicles, and promotional items. Another important item that has been cut out of so many budgets is client entertainment. Take care of your agency buyers and clients. If you can't get free tickets to a concert a client wants to go to, then go buy them good seats. Do something for their kids. Spend time with them in a social setting. The old saying hasn't changed: People buy from people they like.

**OWNERSHIP HOLDS US BACK DAILY**. Whether it's a cell-phone to broadcast remotes or money to buy promotional materials, ownership doesn't give in. I understand being frugal, but going without the necessary resources also keeps money out of the radio station's bank account.

**ONE THING I WOULD DO** to help improve my cluster is have access to the funding needed to help take competitive advantage of holes recently opened up in my market. The recession has caused competing groups to leave doors open that would normally be closed in a good economy, but it takes significant marketing and operations money to flip one of your stations successfully or you will never realize ROI potential.

**WE HAVE TO CONSTANTLY REDEFINE** what a win looks like. That creates a challenge for management to ensure they can make

FIGA-AM  
 YLGA-FM  
 KWBG-AM  
 WTKN-AM  
 WPCV-FM  
 WSEY-FM  
 YBIR-FM  
 KIMT-FM  
 KHUB-AM  
 WFAA-AM  
 WCHH-FM  
 WSJY-FM  
 KROR-FM  
 KSYZ-FM  
 YHBT-FM  
 KGFV-AM  
 KGKY-FM  
 KRZY-FM  
 KBBY-FM  
 KFOE-FM  
 KLIN-AM  
 KLNC-FM  
 WHDG-FM  
 WLYD-AM  
 WJGA-FM  
 WCBT-AM  
 WPHN-FM  
 WKLO-FM  
 KKR-AM  
 FMMO-AM  
 HDL-AM  
 KDOO-FM  
 KDFW-FM  
 HDN-AM  
 HDQ-FM  
 WCMY-AM  
 WRX-FM  
 WJED-AM  
 WJBD-FM  
 WYBTV-FM  
 WGLX-FM  
 WJL-FM  
 WYTE-FM  
 WQV-AM  
 KDW-C-FM

Great Local Radio isn't a corporate mandate.  
 It's a passion of each broadcaster in our company.  
**It's who we are.**



**Andy Ruback**,  
Market Manager,  
KLIN, KFGE, KLNC, KBBK,  
Lincoln, NE

**Congratulations,  
 Andy!**



## MY SALES TEAM SPENDS EVERY DAY SELLING CLIENTS ON THE POSITIVE ASPECTS OF ADVERTISING TO GROW MARKET SHARE, YET WHEN I ASK MANAGEMENT FOR MARKETING AND ADVERTISING DOLLARS FOR OUR OWN RADIO STATIONS, THEY LOOK AT ME LIKE A FRIVOLOUS CHILD ASKING SANTA FOR A PONY.

all goals and objectives clear, and constantly communicate a clarity of purpose.

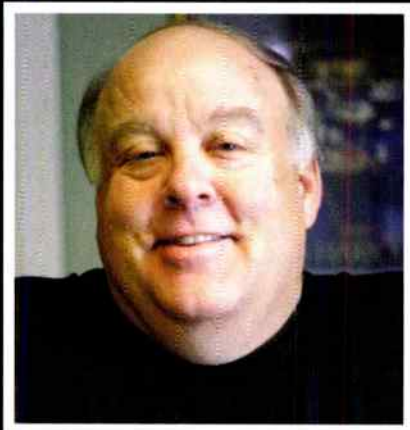
**WE HAVE GOTTEN EVERYTHING** we have asked for since I have been here, including picking up a sales consultant (not an inexpensive move at all) in a number of our markets. Of course, the move has paid off.

**IN A LARGE AND COMPETITIVE PPM** market, it is very difficult to build audience in a radio vacuum of on-air stunts, short-term promotions, and format tweaks. If I'm trying to grow audience come, then I need to reach out to people other than my PIs, and that means getting outside my own airwaves. My sales team spends every day selling clients on the positive aspects of advertising to grow market share, yet when I ask management for marketing and advertising dollars for our own radio stations, they look at me like a frivolous child asking Santa for a pony.

**I WOULD PLACE A MUCH STRONGER** emphasis on creative. Too often, radio still has a rip-and-read philosophy to get a commercial completed. Creative is powerful, but cuts in staffing have allowed radio's imagination and creative ability to suffer. I would begin to re-staff and re-invest in creative departments across the country.

**MY COMPANY IS ACTUALLY** being proactive in providing additional training, resources, and tools to succeed prior to the local markets' asking for them. There is nothing that corporate is doing that is holding us back from success.

**WE NEED TO PUT THE SAME RESEARCH** and development money and effort that went into HD into new content and new content delivery in the digital space. There is no reason for us to lose music discovery unless we continue to think in our terrestrial world. We have to think from a user experience vs. an industry-driven initiative.



**Congratulations, Kevin**  
from your fellow Neuhoff family  
of professionals.

You represent the best in radio  
General Management and you truly are  
Springfield! We are a more fortunate company  
for it and wish you the very best.

You deserve it!

**Media Made Locally.**



**BEST MANAGERS/SMALL MARKETS 200+**



**JAMES CONNER**  
Vice President/General Manager  
Emmis Communications/  
Terre Haute, IN



**G. DANIEL HENRICKSON JR.**  
Station Manager  
Greater Media/Middlesex-  
Somerset-Union, NJ



**LARRY JOHNSON**  
General Manager  
Locally Owned Radio/Twin Falls, ID



**KEVIN O'DEA**  
Vice President/General Manager  
Neuhoff Media/Springfield, IL



**BO WILSON**  
Station Manager  
Ridgeline Communications/  
Metro Atlanta

**I LOVE MY COMPANY**, I adore my boss, and I still love getting up and going to work every morning. They are extremely complimentary and we know they appreciate the great job we continue to do every day. Just show us with more than kind words!

**THIS NEW AGE OF RADIO OWNERS** seem to forget people are what make the difference in broadcasting, not streamlining stations to the point

where there is not enough talent, local news, local content, and local community involvement to be viable or grow. As newspapers are declining, we need to be looking at ways we can EXPAND news and community involvement.

**NEW EXPECTATION MODELS**. Saying we did XXX in 2007/2008 is not productive. Play the ball where it lies in 2010/2011.

**ALL MANAGERS NEED TO RECOGNIZE** that they need support. We have to be aware of our own personal limitations — that's a key to managing people.

**MORE LISTENERS COULD BE SERVED** with format diversity. A growing segment of the population are adults 50-plus, but unless these listeners want news/talk or country, the radio industry doesn't provide product.

**THE BIGGEST ISSUE IN OUR BUSINESS** is what I call the "radio mentality." As an industry, we fire people way too often instead of working to find solutions. Not every revenue/profit/ratings challenge is due solely to having the wrong person in the chair. How many times do the brilliant leaders and managers find themselves out of the job the year AFTER their terrific accomplishments? Way too often.

**THERE ARE A LOT OF SMART** people within your organization who might be able to help in other areas that you aren't currently using them in. Be open to ideas from everyone. Do what we train our salespeople to do: **Listen.** **INK**

Wendy Bernstein is managing editor of *Radio Ink*. E-mail: [wendy@radioink.com](mailto:wendy@radioink.com)

**Anything else you'd like to add regarding management?**

**THE FISH STINKS** from the head first, and that is where the change needs to happen. Just like the political winds blowing now, the people at the top of most of the publicly traded broadcast outlets have no clue about the unrest and unhappiness in the ranks, who are charged with implementing an unending number of initiatives. When the economy improves, we most certainly will lose some of the key talent who have contributed greatly to our past success. This will leave a huge void, with no recognizable pipeline of bright shiny faces.

**I WOULD LIKE TO EXPLORE** our sales compensation packages. We are competing with industries and companies that provide a base salary, commission, cars, and expense accounts. We should re-evaluate a compensation package that is antiquated in today's environment.

**I HAVE THE OPPORTUNITY TO SPEAK FREELY EVERY DAY. IT'S ONE OF THE THINGS THAT I LOVE ABOUT MY JOB. WE ARE COLLEGIAL AND RESPECTFUL, BUT HAVE THE OPPORTUNITY TO ALWAYS SHARE OUR POINTS OF VIEW. I FEEL THAT MY POINT OF VIEW IS GIVEN CONSIDERATION AND THAT MY OPINION COUNTS, EVEN THOUGH MY PLAN MAY NOT BE CHOSEN.**



# Lessons from Luckoff

If there's one name that makes people think about what's right in radio, it's Mickey Luckoff. The president and GM of KGO and KSFO/San Francisco is known for his business savvy and for a demanding but supportive management style that attracts the sharpest people in the business to his leadership.

But Mickey Luckoff isn't in radio anymore — at least, not right now. He resigned last month after 35 years at KGO and KSFO, saying he was no longer able to work with Citadel. He's been very open about his reasons, and was so when *Radio Ink* talked with him. But what we most wanted to talk about in this issue featuring the Best Managers in Radio was about Luckoff's own approach to management, survival in tough circumstances, and how he sees the future of the business.

## >> What makes a good radio manager?

A good manager is one that has a good vision, selects very good people and doesn't try to treat them all the same, is always available to them, listens to them, and encourages them to think on a very, very broad spectrum. My model always was, I'd rather you make an effort to do new things, and innovative things, than ever say, "This is the way we've always done it."

## >> How do you walk that fine line between strong accountability and driving people hard, and yet making them feel appreciated?

That's in your individual conversation with them. I managed by asking a lot of questions. Even if someone had a harebrained idea, I would say, "OK, give me your thoughts. How would that work? What do you think that could do for us?" I never told anyone they had a stupid idea, or a bad idea. If it was something that was either not in good taste, or could've been shady as far as legal was concerned, I'd explain to them that there's a problem with that. But I always encouraged creativity, I always encouraged people to come forward with stuff, and never put them down if it's something we didn't use.

## >> You told the *San Francisco Business Journal* a few years back, "I think I learned a lot from bad managers and good competitors." Can you be a bit more specific?

Oh, absolutely. After three years of Citadel, I feel like I've gotten a postgraduate degree. It's not unlike parenting. No one ever thinks their parents do everything right, but sometimes you learned from things that just were done improperly.

My point is, you can always look back at the way your parents handled you, and say, "Boy, if I ever have kids, I'm not gonna do that." In my long years of experience, I saw good managers and I saw bad managers. With the bad managers, it was very easy to say, "That's something I'm never gonna do," or, "I'm never gonna do it this way." That's always been a very good guideline for me.

I just believe in being very positive and encouraging. You know when someone's technique is wrong, especially when it's somebody you're reporting to. You know that when it's up to you, you're not going to do it that way.

## >> Have you been mostly able to stick with that?

Always, until the very end. I always had an open-door policy. And I would always listen to everyone. If a person came in and said to me, "Look, we've got a problem, this is the way my supervisor wants to do it," I would hear them out. But at the right time, when I met with that supervisor, I would ask them, "Is this an area that you want to get into?" And that's the way I would handle it, without ever throwing anyone under the bus.

{ By Editor-In-Chief Brida Connolly }

I'll give you an example: I had a news director that I never had so much talent object to. On the surface, nice guy, but one person out of that department after another was just so incredibly unhappy with this guy. Finally, one of them said to me, "You know, I can work for anyone. But when someone says, 'I demand your respect,' that is a trigger to me."

You don't demand respect. You earn it, or you don't get it. After I heard these complaints over and over and over again, I would then ask him in private meetings, "Is this the direction you're going? Do you want to follow this particular direction?" That's when I realized I had to make a decision, and I did.

**>> So if you find a manager who is not creating the culture you're trying to have within your radio station, you'll get them out?**

You said it well; that's very true. Fortunately, through the years, I have run into a very few of those. Because if you hire good people, good people hire good people. I have always believed in hiring the very strongest people you can. I want, whatever it is, a dozen people who are all a hell of a lot brighter than I am, because that's going to make the organization work better, which will make it easier for me.

**>> What was the hardest thing you've had to learn to do?**

Talent ego was something that it took me a while to deal with. They're the most important people, and I had to learn to, quote-unquote, play to them. Just by nature of the type of work they're doing, they have egos, big egos, and you have to let them exercise those egos. If you let them know you're on their side, and that you're eager to please them, and work with them, it is surprising how most of them came over, and ended up working with me.

If you look back in my files, I'm sure you'll find we had a couple of doozy negotiations that went public, but if you're working in a high enough profile — whether it's radio, television, or athletics — you're always going to have a few of those. That was one of the toughest things for me to learn. But once I did, we had precious few serious difficulties.

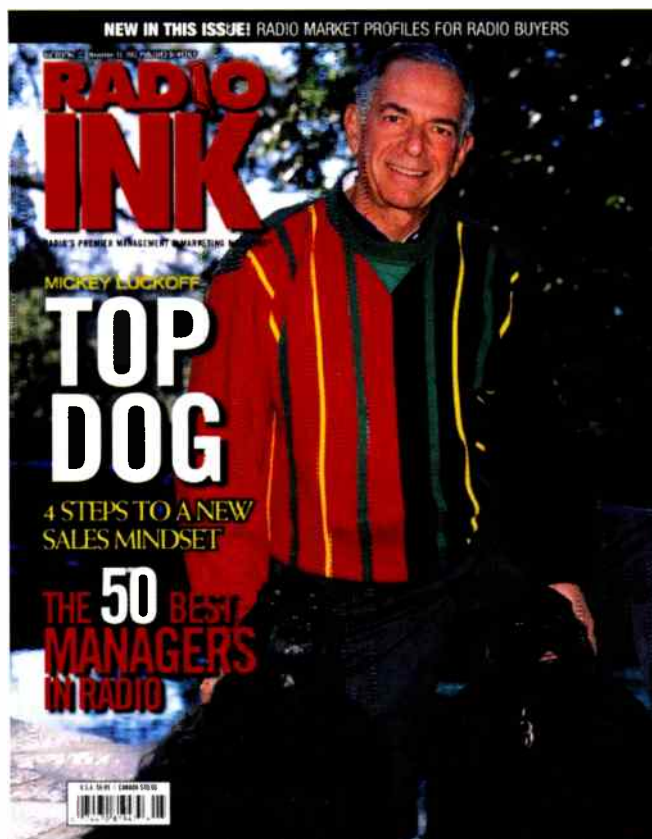
**>> Is this as tough a time to be in the radio business as it appears to be?**

Yes and no. There's not much opportunity these days for general managers to have nearly the type of authority that I've had through the years. You have a lot of group heads who don't really know much about broadcasting, other than from the financial side. And most of them really don't know how to run radio stations.

The danger is always — and I don't care what field it is — the person who thinks they know what they don't know. That is a very, very dangerous person. And that is, frankly, what I ran into. Most general managers come into a job now without having a hell of a lot of authority. It's driven a lot of good managers out of the business.

**>> Radio is not doing well because we don't give managers autonomy, and the industry overall is trying to cut its way to success. Can companies that operate this way succeed?**

Present company, I'd have to say doubtful. They run the business from the financial side, and they don't want to give leeway, they don't want to open themselves up to creativity. They have budget nailed down so incredibly tightly that — somewhat facetiously — you have to requisition pencils. And it's not likely that the financial



crowd that has come into the industry since consolidation is going to relent on that, even if the good times return.

So, unfortunately, in the immediate future, especially if there's more consolidation, I can't see that happening.

**>> If you could have all the board members and financial people operating in this way in one room, how would you motivate them to take a different direction?**

I'd impress on them the importance of localism. It is still a local business. If you asked the biggest corporate operators what the FCC license asks you to do — "public interest, convenience, and necessity" — I'll bet you they couldn't repeat those words.

That may sound somewhat pedestrian, but I never gave up that relationship to the community. With all the financial responsibilities we had, and all the cutbacks we had to deal with, that, to me, was still what was going to make a successful local radio station.

You have to have people who can operate on a local basis, but have some latitude, and who participate in the community. That's something that is so unbelievably lacking, it's pathetic.

**>> You have some very strong feelings about PPM.**

I just wrote Arbitron CEO Bill Kerr a letter because he denied that a statement was ever made by Steve Morris. When I was chairman of the Arbitron Advisory Board, he showed us this little meter, and I said, "That's great, but are you going to have as many meters out there as you do diaries?" And he said, "Absolutely." Well, obviously, the business plan no longer accommodates that.

But the worst part of that whole deal is two parts. First, the group owners never challenged Arbitron. They bought what Arbitron said, hook, line, and sinker. Second, one of the main advantages, for the broadcasters as well as the advertisers, was that those meters were going to be able to tell us when we had a bad spot on the air, when we had a bad subject on the air, when we had a bad announcer on the air — you could watch the flow of the audience, going on and off.

But with such a small number of meters per market — which is one of the reasons that they've never been accredited in more than two — that information is worthless. No programmer can make a decision on

the basis of those meters. For instance, the ZIP code that I live in, the ZIP code that my program director lives in, according to Arbitron, has never had a radio listener. Ever. And that kind of defeats the purpose.

The broadcasters felt the advertisers wanted electronic. Maybe they did. But they didn't fight Arbitron on it, and Arbitron went away with a very, very fat bottom line. And, frankly, there are as many wobbles with the meters, if not more, than with diaries. At the same time, the promise with which it was sold to the advertisers was this ability to use it as a guide, it's not proving to be worthwhile.

**>> If you have people who, as you claim, don't understand the basics of public service and what used to be FCC commitment, they'll buy in to something that is not necessarily in their best interest.**

They're not broadcasters. I mean, there's a precious few that are — you know who they are. But, for the most part, several of the biggest, they only study a balance sheet. They don't know anything else.

Some of the things that happened here recently, and, I know, other companies as well, are foolish, idiotic. But they control the purse strings, and you don't have much choice. That's one of the reasons I got out. I saw not only bad personnel practices happening, but a lack of understanding.

[Citadel CEO] Farid [Suleman] came out here — he's been here only about three times since they've owned the stations — about a year and a half ago and had dinner with my program director, my news director, and myself. All of a sudden at one point during dinner, he said, "You know, you guys should really consider doing news." We've been doing seven hours of news for four years. That's a true story.

There's several of us who really want to track what's happened at the ABC stations since he's owned them, and maybe present them at a board meeting. I think it would be a lot of fun.

**>> You managed to operate, exist, and survive for three years under the Citadel management. Is there advice you can give a manager today who's working in this kind of environment, who**

**may be as frustrated as you were, how to get through it?**

Well, the best way of doing it is if you know how to brown-nose pretty darn well. I hate that expression, but that's about the only way. If you're willing to be a total brown-noser and suck up and kiss up, perhaps. *Perhaps*. You know, they came to me two or three times with what I thought were really bullshit ideas, and I'd say, "Don't throw out the baby with the bathwater," or, "Let's hold off on that one." And I was able to hold it off for a certain amount of time.

But after a while, it got exhausting. I said before, when Farid starts dealing directly with the department heads, and the department head would come and say, "Hey, who do I report to? What's the story here?" It just becomes so disruptive. It's tough on the employee, it's tough on the general manager.

Farid talked to my program director about six months ago, and, I understood, said something to the effect that, "OK, we're going to work on this together," and a comment was made, "Well, what about Mickey?" "Well, let general managers do what general managers do. We'll work on this."

Or when he went into Detroit, when he lost his general manager of the FM stations, and, standing next to [WJR President/GM] Mike Fezzey, who is the last of the best, he allegedly made the comment, "No, we're not going to put a new general manager in here. We've got a good program director, we've got a good sales manager. We don't need a baby-sitter here."

And it's probably not unique. The only other company that does that is Cumulus. I mean, that's his perception. When you don't have trust or you have someone who feels they may know it all, that's where the decline really starts. Farid doesn't appear to trust anybody. He controls everything. He really needed to appoint someone who he would let have the reins and run those stations. He let Mitch Dolan go, and that was a mistake, but Mitch had no power either.

And these were all things that the CBS people warned me about when he took over. **■**

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

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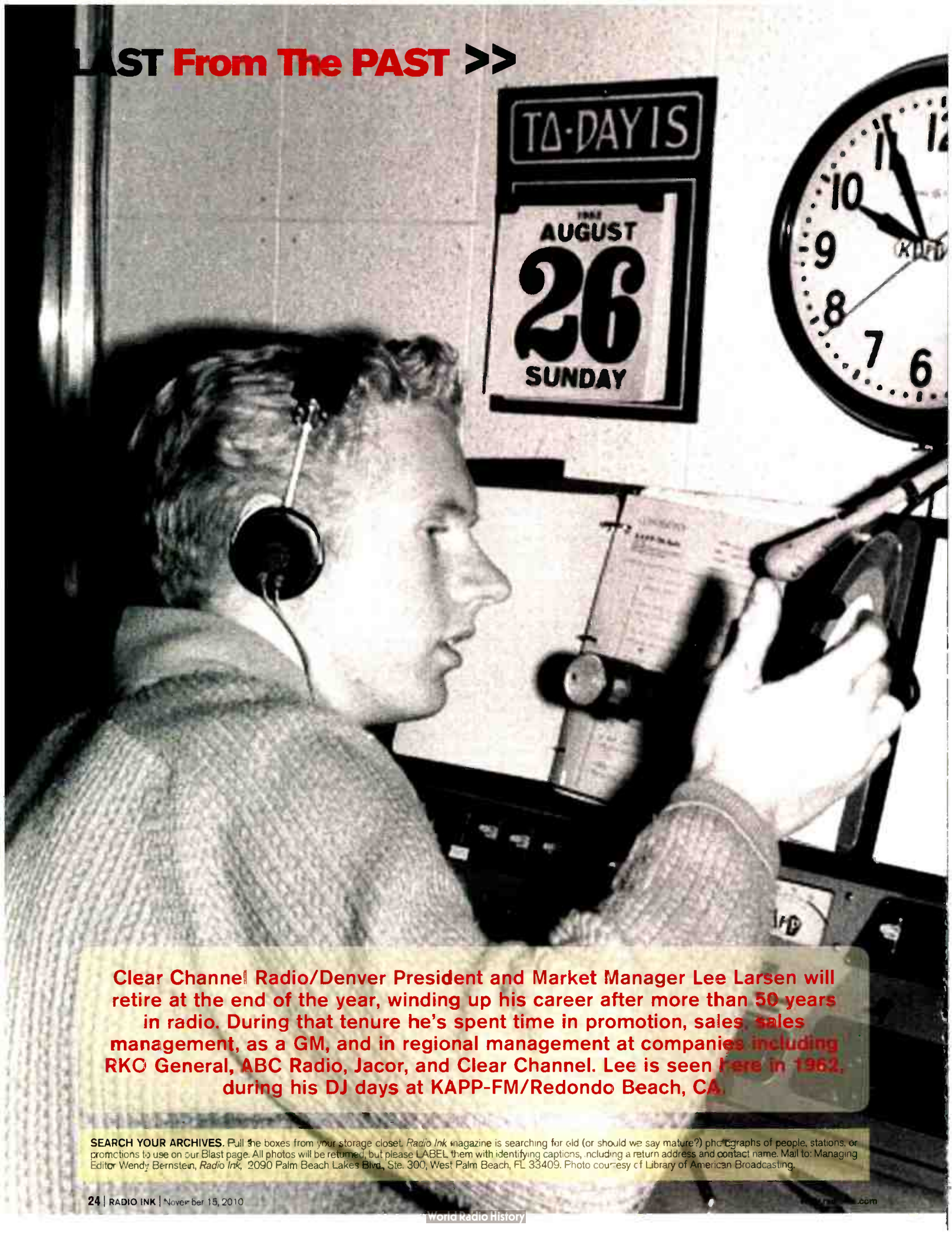
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Station references proudly available

# LAST From The PAST >>



**Clear Channel Radio/Denver President and Market Manager Lee Larsen will retire at the end of the year, winding up his career after more than 50 years in radio. During that tenure he's spent time in promotion, sales, sales management, as a GM, and in regional management at companies including RKO General, ABC Radio, Jacor, and Clear Channel. Lee is seen here in 1962, during his DJ days at KAPP-FM/Redondo Beach, CA.**

**SEARCH YOUR ARCHIVES.** Pull the boxes from your storage closet. *Radio Ink* magazine is searching for old (or should we say mature?) photographs of people, stations, or promotions to use on our Blast page. All photos will be returned, but please LABEL them with identifying captions, including a return address and contact name. Mail to: Managing Editor Wendy Bernstein, *Radio Ink*, 2090 Palm Beach Lakes Blvd., Ste. 300, West Palm Beach, FL 33409. Photo courtesy of Library of American Broadcasting.



## The Rest of the Best

Charles M. Anderson, Consulting Engineer, Anderson Associates, Bowling Green, KY

Jack Anderson, IT & Facilities Manager, Finger Lakes Radio Group

John Bisset, Business Development, the Americas, Teline Technology

Dom Bordonaro, Director of Engineering, Cox Media Group, Connecticut

Paul E. Burt, VP Broadcast Operations, Alert FM

Mike Callaghan, Engineer, KIIS-FM, Los Angeles

Sam Caputa, Director of Engineering, Emmis Radio, St. Louis

Michael Cooney, VP & CTO, Beasley Broadcast Group

Jim Dalke, Contract Engineer, Dalke Broadcast Services

Sterling Davis, VP Technical Operations, Cox Media Group

Tim Elstro, Contract Engineer, Brewer Media Group

Steve Fluker, Director of Engineering, Cox Radio, Orlando

Joe Geerling, Market Chief Engineer, CBS, St. Louis

Brett Gilbert, Director of Engineering, Clear Channel, Tulsa

Terry Grieger, Director of Engineering, Clear Channel, Los Angeles

Marty Hadfield, Director of Engineering, Alpha Broadcasting, Portland, OR

Kevin Hawley, Chief Engineer, Citadel, Detroit

Scott Hensley, Chief Engineer, Clear Channel, Huntington, WV

John Holt, Director of Engineering & Operations, WAMU, Washington, DC

Matthew Howell, Director of Engineering, Clear Channel, Washington, DC & Baltimore

Chris Hudak, Chief Engineer & MIS, CBS Radio, Pittsburgh

John Kean, Senior Technologist, NPR Labs

Gary Kline, VP Engineering & IT, Cumulus Media

Andy Laird, VP & CTO, Journal Broadcast Group

Troy Langham, FCC Engineering Supervisor, Clear Channel Radio

Matthew Lightner, President, Lightner Electronics

John Lyons, Asst. VP & Director of Broadcast Communications, The Durst Organization

Mark Manuelian, Chief Engineer, WBZ, Boston

David Maxson, CEO, Isotope

Jeff McGinley, Staff Engineer, Entercom, Portland, OR

Thomas McGinley, Director of Engineering & MIS, CBS Radio, Seattle

Benjamin Menierre, Chief Engineer, RM Broadcasting, Palm Springs

Bob Newberry, Chief Engineer, Clear Channel, Birmingham/Tuscaloosa/Gadsden

Greg Ogonowski, VP New Product Development, Orban

Saul Perez, Chief Engineer, Emmis, Los Angeles

Mark Persons, Owner, M.W. Persons & Associates

Richard Petty, Chief Engineer, Clear Channel, Baton Rouge

Tom ("T-Bone") Presite, Chief Engineer, Clear Channel, Harrisburg, PA

Ronald D. Rackley, Partner, duTreil, Lundin & Rackley

Thomas R. Ray III, VP/Corporate Director of Engineering, Buckley Radio

Del Reynolds, Chief Engineer, Northern Star Broadcasting (& Contract Engineer)

Kevin Rodgers, Director of Customer Service, Nautel

Marty Sacks, VP, Axia Audio

Philipp Schmid, Research Engineer, Nautel

Paul Shulins, Director of Technical Operations, Greater Media, Boston

Steve Shultis, CTO, New York Public Radio

Dwight Small, Director of Engineering, Entercom, Seattle

Milford Smith, VP Engineering, Greater Media

Joe Talbot, Product Manager, Telos Systems

Tracy Teagarden, Chief Engineer, CBS Radio, Las Vegas

John Warner, VP AM Engineering, Clear Channel Radio

Burt I. Weiner, Owner/Principal, Burt I. Weiner Associates ■

*Skip Pizzi is Technology Editor for Radio Ink. E-mail: skip@radioink.com*



**The Society of Broadcast Engineers**  
congratulates all those named to  
**Radio Ink's list of 2010 Most Admired Engineers,**  
including these members of the SBE ...

John Bisset	Marty Hadfield, CPBE	Mark Manuelian	Kevin Plumb, CPBE
Dom Bordonaro	John Holt	George Marshall, CBRE	Stephen Poole, CBRE, AMD, CBNT
Sam Caputa	Doug Irwin, CPBE, AMD, DRB	Thomas McGinley, CPBE	Tom Ray, CPBE, AMD, DRB
Michael Cooney, CBRE	David Layer	Saul Perez, CBRE	Kevin Rodgers, CPBE, CBNT
Jim Dalke, CPBE, 8-VSB, AMD	Matthew Lightner	Mark Persons, CPBE, AMD, CBNT	Paul Shulins, CBRE
Joe Geerling, CPBE, CBNT	John Lyons, CPBE	Tony Peterle, CSRE	Chris Williams
Brett Gilbert, CSRE, CBNT			

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**The Top Tier**

These 10 engineers received the highest number of nominations from the industry. The accompanying text has been selected from comments provided by their nominators.



**Paul Brenner, CTO, Emmis Communications**

Paul is leading radio into the digital age. As president of the Broadcast Traffic Consortium, he is providing strong thought leadership on how broadcast radio remains competitive and relevant in the dashboard.



**Tony DeNicola, Chief Engineer, Clear Channel, TriState (Franklin, NJ)**

Tony is one of those increasingly rare engineers who can custom build to specifications on a component level, designing unique equipment tailored to engineering requirements. He is a really nice guy who loves the radio business and cares about it.



**Josh Hadden, Director of Engineering & IT, Clear Channel, New York City/Long Island**

Josh is a leader in adopting new technology in a market where pressure to perform would favor conservatism. He is always happy to share his knowledge, and exemplifies the organization, attention-to-detail, preparation, and execution that define a

successful broadcast engineer.



**Doug Irwin, Transmission Systems Supervisor, Clear Channel, New York City**

Doug is an amazingly talented engineer who after 20-plus years in the business still strives to learn new things. His knowledge, precision, and good humor in the face of pressure mark him as a special example of the engineering breed.



**David Layer, Senior Director, Advanced Engineering, NAB**

For more than 15 years, David has demonstrated excellence in radio engineering and made significant contributions to the industry. He is an effective and tireless advocate for the interests of radio engineers, and keeps the industry informed on technical and regulatory issues.



**George Marshall, Chief Engineer, WHTZ/Z-100 & Playout Systems Supervisor, Clear Channel, New York City**

One of the most clear-minded, common sense-oriented engineers, George always seems to have the answer. Working tirelessly to better the sound of the station and its Web stream, he is lightning-quick to respond to a question or concern.



**Tony Peterle, Technical Support Manager, WorldCast Systems**

Tony has worked in almost every aspect of broadcasting, and is on the cutting edge of technical progress. He is considered a leader in measurement and control systems, and has provided on-site installation, training, and troubleshooting around the world.



**Kevin Plumb, Senior Director, Engineering, ESPN Audio**

Highly respected, cooperative, and willing to fully address any issue, Kevin is a wealth of engineering knowledge and an expert in radio. Well-read and up-to-date, he can fix anything audio-related, fine-tunes audio chains and engineering budgets, and always thinks ahead.



**Stephen Poole, Market Chief Radio Engineer, Crawford Broadcasting, Birmingham, AL**

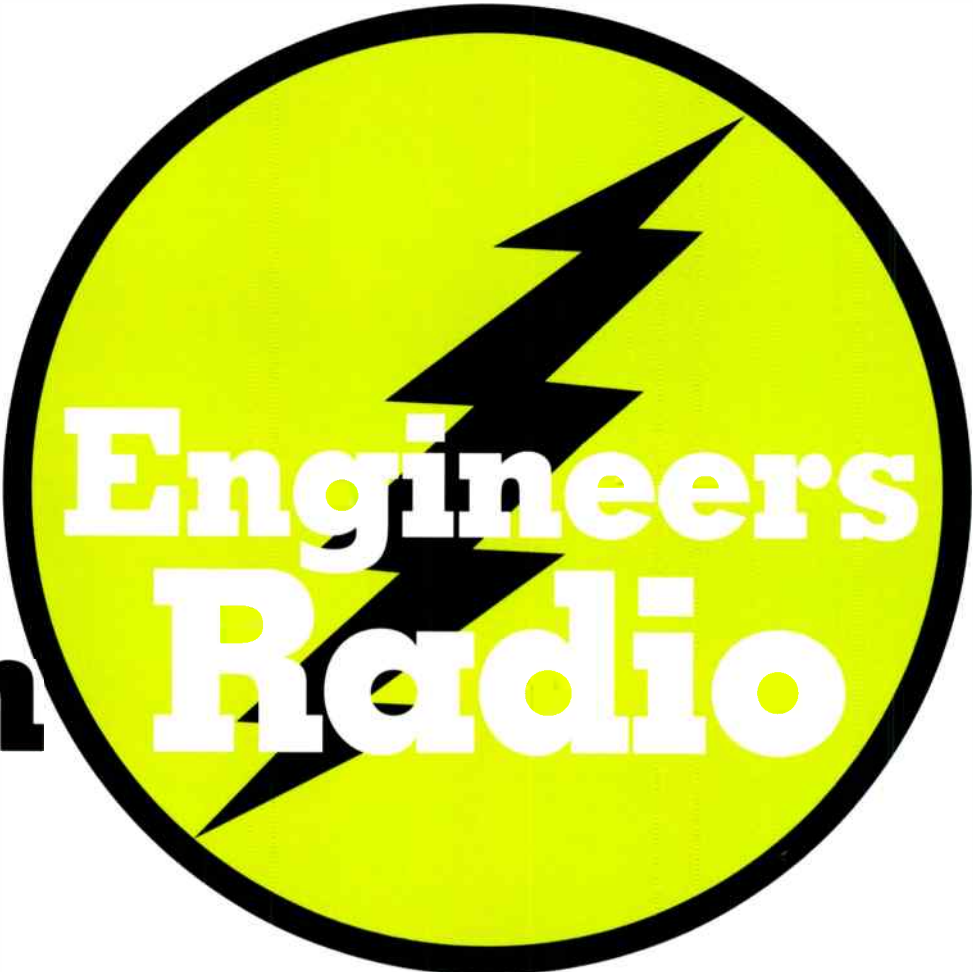
Stephen is a highly trained broadcast specialist known for his commitment to excellence. A multi-faceted engineer, he is an accomplished writer, computer programmer, and systems administrator. He is an excellent supervisor and is very well respected by his staff.



**Chris Williams, Chief Engineer, Clear Channel, Sarasota, FL**

Chris is dedicated, takes pride in his work, and gets the job done ASAP, from RF issues to software matters. He has improved station operations, and keeps his stations running in a fashion that belies their market size.

# Best in Engineers Radio



*The industry weighs in with its endorsements of top techs.*

By Skip Pizzi

**W**elcome to *Tech Ink's* first list of the Best Engineers in Radio. The engineers presented here have been nominated by their peers in the industry. They come from radio stations and groups, as well as from other organizations that serve the industry.

Clearly radio is both highly collaborative and takes pride in its technologists, as evidenced by the glowing praise we received for all the nominees. Our thanks go out to the many nominators, and our congratulations to the engineers listed (in alphabetical order) below.

## Building an embedded antenna is actually pretty easy for cellphone hardware makers today.

### Benefits Of Embedded Antennas

As mentioned, one benefit of embedded broadcast antennas in cellphones is the ability to listen to the radio on your cellphone's built-in speaker. These speakers have improved in aural quality recently, and it's now almost impossible to buy a phone that doesn't include one. If you want to share your radio listening with others, or if you can't put on headphones, you can still listen to the radio with the embedded antenna.

Another advantage allows users to listen to the radio on Bluetooth headsets. These have also become very common among cellphones in recent years, but no one wants to also plug in hardwired headphones while using a Bluetooth headset just to get the radio to work.

On cellphones that support audio recording from the radio, embedded broadcast antennas would also allow users to record the radio while the phone is in a pocket or purse, for later playback when convenient.

Last, embedded antennas enable the use of emergency alerting systems like Alert FM. In emergencies, the cellphone network may fail, but an FM radio-based emergency alerting system could be users' only lifeline. For proper operation, the cellphone's broadcast receiver should pick up an emergency alert whether or not it has headphones plugged in, so embedded antennas are the best solution.

### Technical Requirements

FM and AM broadcast radio receiver antennas are very different from those used for cellular service, Bluetooth, WiFi, and GPS (most or all of which are already embedded inside today's phones), because the frequencies used for AM and FM are significantly lower. Some compromises are therefore necessary. The laws of physics are quite inflexible on this point, and they dictate that a small embedded antenna will not perform as well as a much longer headphone wire. But it is possible to build an embedded antenna that works pretty well, especially in urban environments where the majority of the population lives.

Building an embedded antenna is actually pretty easy for cellphone hardware makers today. For example, Silicon Labs is the world leader in tuners for cellphones, with close to a billion units shipped, and it has built several embedded antenna-equipped chips that are cheap, small, and easy to use.

A number of key inventions were required, with the most important being one that makes the antenna tunable by the receiver chip so it can maximize its sensitivity around the currently selected station's frequency. Similarly, building lots of computing intelligence into the radio chip also helps, allowing the tuner to dynamically adapt to its environment.

Finally, while most of the discussion around this topic in the U.S. has focused on FM, there is also interest in AM radio reception on such devices. There are some

places in the world (most notably India) where large numbers of people live too far away from FM radio stations to be able to receive them effectively. For these users, AM is their only option, and interestingly, this population base is one of the few remaining pools of potential cellphone customers that largely don't yet have cellphones. So there is significant interest in including both AM and FM broadcast reception capability in cellphones targeting such emerging markets.

Embedded broadcast receiver antennas are now easy to include in cellphones and other handhelds, and they provide an optimal solution to the addition of radio reception capability to these popular devices. ■

*Danny Mulligan is FM Handset Marketing Manager at Silicon Labs.*

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# Embedding Broadcast Antennas In Cellphones

*While most handheld devices use headphone wires for radio antennas, this is not the best — or only — possible approach.*

**M**ost cellphones shipped today have radio tuners built in — unless you're in the United States (a subject that has been covered in these pages recently). But most of the cellphones that do include radio tuners are still missing a key component — the antenna. In most cases, cellphones, (and many other handheld devices that include radio tuners) require you to plug in headphones, which are then used as an antenna for broadcast radio reception.

This is non-optimal for a number of

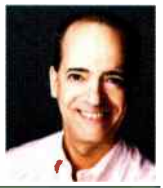
reasons. First, it usually implies that a user can't listen to the radio on a cellphone's speaker. Second, it means a cellphone can't pick up radio signals while it's in the user's pocket or purse. Third, requiring that headphones be plugged in to listen to the radio is a usability nightmare, because most users just don't understand why they can listen to MP3s on the cellphone's speaker, but not radio.

It doesn't have to be this way. The technology now exists to embed an FM or AM antenna inside the phone, allowing the

radio to work when no headphones are plugged in, and enabling other user benefits. This can be done cheaply, with little impact on the industrial design or battery life of the phone.

And it's happened before. Remember how many cellphones used to have a pull-out antenna for cellular service? Designers figured out how to embed that antenna inside the phone, thereby solving many usability problems. None of them would dream of going back to the old way today.





# Three Steps Forward

*Some fundamental processes have emerged to guide successful new technology operations.*

**I**n talking with smart engineers and managers recently, I've heard a lot of good ideas for how to cope with the massive change that permeates our industry today. By synthesizing these concepts, we can observe three steps that provide useful guidance for our efforts toward radio modernization.

## Optimize

The first step is a basic process common to all good engineering, and one that is critical to current digital processes. Simply put, we need to employ best-of-breed techniques throughout the enterprise, to maximize productivity and minimize cost.

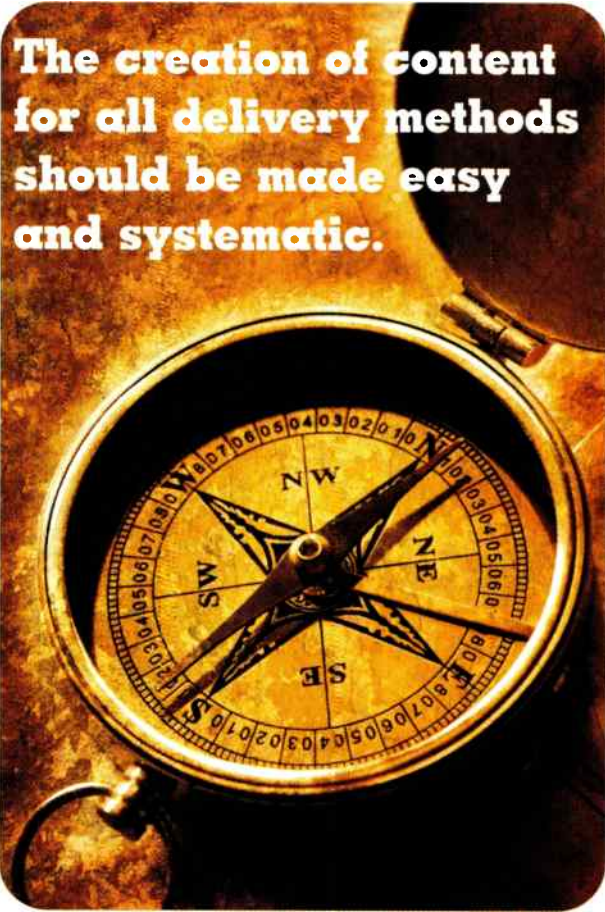
The new wrinkle on this familiar process is that it must be almost continually performed. Today's tools are frequently updated, and while we may not like to repeat this reevaluation effort very often, we must stay current and verify we are using the optimum process *of the moment*. Remember, if you aren't doing so, your competitors may be. Of course, it's also imperative that any new practice or product used is thoroughly vetted for robustness before wide implementation. Yet this reasoning is often used as an excuse to avoid change. Balancing these opposing forces is key to optimal navigation along this necessarily constant migration path.

## Systematize

It doesn't exactly roll off the tongue, but this incremental process is perhaps the area we need to concentrate on most today. Consider that all radio stations have a pretty well-oiled machine working for their legacy on-air services, but many new-media offerings are still quite labor intensive and not yet routine.

For broadcasters to really settle into the multi-platform world, the creation or repurposing of content for *all* delivery methods should be made easy and systematic.

This is not as hard as it sounds, although the initial challenge may be simply realizing how much the problem already



**The creation of content for all delivery methods should be made easy and systematic.**

exists. Many of us have already become used to the fact that digital content creation is unwieldy compared to our traditional work, but it needn't be. Strive to make these new forms of service as simple and fast to create and deliver as plain old radio. Don't quit until you're there — and remember, this is another process that may benefit from frequent revisiting.

## Monetize

This is the most difficult, and one that requires the most creativity and collaboration across the enterprise. It is ultimately the most important to our continued success. After all, the two above processes require time and effort, and therefore generate a cost. So any new product or service we create must at least cover these costs that are required to do them well, and then generate profitability beyond (if not immediately, at some reasonable future interval).

Finally, in addition to overcoming the barriers to entry and sustainability that the above

processes enable, any new strategy should also include a method to minimize the barriers to *exit*, as well. This implies that any new (or for that matter, *traditional*) product or service should be frequently reassessed to verify that it is operating with efficiency. If such optimization and systematization are assured, and if the process's revenue results (both direct and indirect or intangible) remain or become inadequate, then the enterprise should move quickly to curtail or eliminate it. Quoth Cicero, "More is lost by indecision than by poor decisions."

These three high-level steps serve as a foundation upon which radio broadcasters can formulate a strategic plan that charts them a continuing successful course along the digital frontier. ■

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

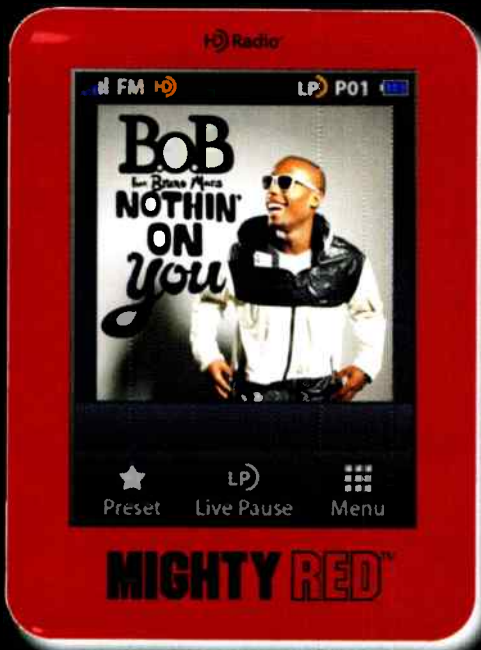
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- 2010 Technology Review
- The RDS Renaissance
- Skip Pizzi's *Cliff Effect* column
- And more...



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Eric Rhoads, *RADIO INK*



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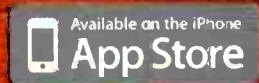


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The Best Engineers In Radio T6