



When wildcat strikers set up picket lines outside the Hilton Works of the Steel Company of Canada in Hamilton, August 3, CHML Radio reported the illegal walkout and then put union leaders on the air, and on open-line telephones to help restore order.

Union President John Morgan, of Local 1005, credited CHML with helping re-establish contact between the union and the wildcatters, whom he described as a small minority within the 11,000 member local.

CHML Reporter Maurice Stazyk said he had seen Morgan picked up bodily by strikers on the picket line, as he tried to reason with them in the labor dispute that was characterized by clashes with police, 30 arrests, and overturned and burned automobiles.

It was at this point CHML Station Manager Bill Hall invited Morgan and Area Supervisor Stewart Cooke to go on the air, to try to re-establish contact with their rank and file. In the photo, CHML moderator Perc Allen (left) interviews Cooke (centre) and

Morgan (right).

In the four days that followed, CHML became the national information centre for the strike, while broadcasting over four hours of discussion, information and mediation. Over 800 listeners phoned the station, and 88 had questions answered on the air. Working round the clock, the news staff sent out over 40 voice reports across the country, via the CBC and the Broadcast News Voice service, as well as putting the union leaders back in touch with the membership spread over a 200 square mile area.

CHML also covered a mass meeting at Hamilton Stadium, where in a secret ballot, 80 per cent of the membership voted to return to work. A 90 minute news special was broadcast as the walkout ended.

Tom Darling, vice-president and general manager of CHML said, "CHML does not attempt to take credit for settling the strike, but we were the medium through which the good sense of the majority was able to prevail."

... "not just advertising but informative advertising."

Announcing . .



A fresh face, but by no means a new one, has reappeared at the new Broadcaster office, in the person of Assistant Publisher Ian Grant, who first broke into the broadcasting-publishing business with this paper at the age of 19, November 27, 1956.

After about five years, spent exploring the writing, advertising and all other aspects of the business, Ian decided his prime interests lay in promotion and statistics and felt he should explore these avenues farther afield.

This took him, in rapid succession, into the promotion departments of a station (CHCT-TV Calgary), a national sales representative office (Radio-Television Representatives Ltd.) and a research organization (McDonald Research Ltd.).

In 1962 he became promotion manager of the Television Division of All-Canada Radio & Television Ltd., Toronto. One year later he was invited to apply the same talents to the business of Paul L'Anglais Inc., Toronto, who represent their parent station, CFTM-TV Montreal and a number of other French language stations and publications.

The opportunity to add knowledge of the exploding French language market to what he

had already acquired, while continuing his career along the lines he had established, led to his accepting the Paul L'Anglais offer and he has functioned as their promotion and research manager for the past three years.

Ian Grant brings back to the Broadcaster the basic knowledge he acquired during his initial five years. During the second five years he has developed this knowledge and extended it from the viewpoint of the industry the paper serves.

As for the Broadcaster, our columns — both editorial and advertising — will be enriched by his practical understanding of the mysteries of research; his ability to set on paper the facts and figures which advertisers need to sell their products; his understanding of the many ramifications of available measurement devices together with a knowledge, born of long experience, of how they should be applied.

Ian Grant's re-entry onto the Broadcaster team will result in the Broadcaster becoming a more useful and more purposeful servant of the broadcasting industry. We welcome home this 19-year-old boy, now a 29-year-old man, along with his wife, Joanne, their four-year-old son, Lyle, and their yearling daughter, Lesley.

## BBG

### Applications are added for Winnipeg hearings

Applications to set up and operate two more AM radio stations and for various facility changes will be heard by the Board of Broadcast Governors at its Winnipeg public hearings, commencing September 13. These are in addition to 31 other applications already announced, (Broadcaster, August 4 and 18). There was also one deletion and one substitution announced. The eleven new items are:—

#### AM Radio Stations

- Brandon, Man., by a company to be incorporated represented by Gary Kirton, 1000 watts, DA-2, on 1220 Kcs.
- Dolbeau, P.Q., by a company to be incorporated, represented by Georges Villeneuve, 1000 watts day, 250 watts night, omnidirectional, on 1230 Kcs.

#### Power Increases

- Victoria, B. C., by Capital Broadcasting System Ltd., to increase power of CKDA from 10,000 watts to 25,000 watts, DA-1 on 1220 Kcs.
- Elliot Lake, Ont., by the CBC, to increase ERP and change frequency of CBFST-3 from 10,800 watts video and 5400 watts audio, directional on Channel 9+, to 18,600 watts video and 3720 watts audio, directional, on Channel 12+, EHAAT remaining -532 feet.

#### Stock and ownership transfers

- Ottawa, Ont., by CFRA Broadcasting Ltd., to transfer ownership of CFRA and CFMO-FM to a company to be incorporated represented by Kathleen Ryan.
- Halifax, N.S., by CJCH Ltd., licensee of CJCH-TV Halifax, and three rebroadcasting stations, to transfer 504 common shares of capital stock in CTV Atlantic Ltd., the majority shareholder in CJCH Limited.
- Calgary, Alta., by CFCN Television Ltd., licensee of CFCN-TV and three rebroadcasting stations, to transfer 64,312 common shares of capital stock in the company.
- Carleton, P.Q., by Télévision de la Baie des Chaleurs Inc., licensee of CHAU-TV and seven rebroadcasting stations, to transfer 5200 common and 860 preferred shares of capital stock in the company.

The BBG amended its public announcement of July 30, with the following deletion and substitution;

#### Deletion

Parry Sound, Ont., by Ralph Snelgrove Television Ltd., to replace existing low power (5 watt) rebroadcasting station CKVR-TV-1, with a rebroadcasting station having an ERP of 151 watts video and 75 watts audio on Channel 11.

#### Substitution

St. Basile de Portneuf, P.Q., by CJLR Inc., to establish and operate a new (add-daytime only) AM radio station, 250 watts, omnidirectional, on 1590 Kcs. with studios at CJLR Quebec, P. Q.

### Add CFCM and CJOH to color approvals

Two more television stations were granted approval to transmit in color, in a public announcement by the Board of Broadcast Governors, August 22.

CFCM-TV Quebec, owned and operated by Télévision de Québec (Canada) Ltée, was approved in Category C, to install and operate color videotape equipment, in addition to film and slides, and color feed from a network.

CJOH-TV Ottawa, owned and operated by Bushnell T.V. Co. Ltd., was approved in Category D, to receive and telecast by every possible means in color, including live local cameras, tape, film, slides and the network.

# B

## A Declaration of Independence

### CANADIAN BROADCASTER

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**CCAB**

Typography and Make-up by  
Canadian Broadcaster

As we move into the final and often most active semester of the year and as, with this 560th edition of this paper, we approach completion of our first quarter century (at the end of December), we should like to disclose some of our plans for the future and elicit the co-operation of our readers and advertisers in helping us make them materialize.

Through these years, *Canadian Broadcaster* has lived up to its claim that it is the voice of the independent broadcaster by maintaining its own independence in every respect, and this it will continue to do.

*Canadian Broadcaster* is not a subsidiary or auxiliary of any other corporation or concern. It has one dual interest—advertising in general and broadcasting in particular.

Twice a month it publishes a paper reporting to advertisers and their agencies, as well as the industry itself, all the news concerning the broadcasting media, which is of such significant importance to everyone who manufactures, buys or sells just about anything. Commercial ideas, programs, research, government regulations all fall in this category and will continue to do so, but what of the future?

Color television and world broadcasting by satellite are only two of the symbols of the developments which lie ahead for the broadcasting industry and everyone who owns or rents a radio or television receiver as well. It falls to *Canadian Broadcaster* to keep pace with these developments and the countless others which will be zooming in, in the immediate future.

In keeping with these symbols of progress, this paper has already moved into bigger and better offices; it has added a senior officer to its staff; it is preparing a new and modern look for the paper; it is working on new editorial departments designed to cover regularly and completely the activities of such industry organizations as the CAB, BBM, RSB, TvB, ACA, ICA and so forth.

It will also report on the techniques and other developments of independent research organizations other than those of the industry-owned Board of Broadcast Governors.

It will report movement of personnel in stations, agencies and advertising departments.

It will view and report the news objectively and factually and without bias.

It will record its editorial opinions fairly, candidly and without prejudice.

It will keep in pace with the developments of

the day, maintaining its reputation for reliability in its reporting.

It will continue its annual exposition of the accomplishments of broadcasters in their field, with its presentation of its "Beaver Awards for Distinguished Service to Canadian Broadcasting."

It will increase its activity in the area of employment problems, from the standpoint of both employers and employees, in its efforts to bring together the right people and the right stations.

It will operate without subsidy of any sort, maintaining itself on its ability to serve the industry usefully, thereby selling its subscriptions and its advertising to those who can derive benefit from it.

Information is our most important product, and information, in this sense, means *fact* which will interest those who read it as opposed to *puffery* which will only please those who write it.

There is a fine but defined line of demarcation between editorial and advertising material. Speaking generally—over-simplifying a trifle perhaps—on account of a station's superiority is an advertisement, but a story indicating the power of the industry or medium is an editorial contribution which is always welcome.

There are other kinds of advertisements and other suitable news items of course, but here is a ground rule.

Operating this trade paper—any trade paper—requires interesting reading material, much of which starts as a tip-off from a reader. It requires something else too—not just advertising but *informative advertising*.

To have the best effect an advertisement, especially an advertisement in a trade paper, should be as interesting, which usually means as informative, as the items and articles. Advertising—even the meaningless superlative-laden variety—is a welcome source of revenue, but our quarter century of experience tells us that advertisers gauge their success on the impact they make on their market, and, generally speaking, those advertisers who stay with us year after year are, more often than not, those whose advertisements contain information (or possibly entertainment) designed to interest the readers.

We apologize for subjecting you to an editorial which may contain a smidgin of integrated commercial. But we are going places at *Canadian Broadcaster* and we are hoping to have you along.





John R. Malloy, TV Sales Director (English Network) announces the following appointments effectively immediately.  
 George Epworth, Manager, TV Network Sales.  
 Tom Nash, Manager, National Selective TV Sales (National Sales representatives for the Corporation's owned and operated English Television Stations).

## All-girl format wins sponsors other stations are interested

Canada's first all-girl radio station, CHIC Brampton, Ont., reports ten new national sponsors and a number of new locals have resulted from the first 20 days of operation under the new female format.

CHIC Commercial Manager Harry Allen says the new program policy is definitely here to stay, and judging from the phone and mail response from listeners in the coverage area, they are happy about it, too.

Allen said he has also had calls from other stations, as far away as Miami and Dawson Creek requesting details of the programming switch.

The former male announcers still read the news, or have been absorbed into off-mike departments, and all commercials now being produced at CHIC are being handled

by the girls. Allen said some of the national sponsors are trying out the girls' voices in favor of prepared tapes from outside production houses.

Allen declined to reveal the CHIC budget involved in the advertising and promotion of the new schedule, but said over 200 actresses, models and career girls had been interviewed during the six months of research prior to the program switch. The basic new staff includes five girls, but more are being added in specialized fields. This week, Maggie Morris (*CBC Flashback*) was signed to do a daily hot-line show from 10-11:00 am, and another girl, Wendy Howard, will do a dance-remote once a week from the Constellation Hotel in north-west Metro Toronto.

Music Director Ken Clarke said with the girls, CHIC had gone "modified-middle-road", in its music policy, playing hits, other than rock-and-roll, about five times each hour.

"We were schmaltzy before, but now have a new brighter sound, about half-way between CFRB and CHUM," Clarke said.

Dan Roman, production manager, estimated CHIC's listening audience at about 700,000, covering all of Peel County and Metro Toronto, but said an accurate figure would not be determined until November, when BBM takes a measurement of CHIC as part of the Metro Toronto area.

"Up to now, we have not been included in Metro surveys," Roman said. He said the station is presently operating on 1000 watts, daytime, and 500 watts night.

Allen said CHIC is plugging its girls and new policy with its remote studio at the Canadian National Exhibition. He said CHIC had hired TV star Phillis Kirk (*The Thin Man* series) to conduct live interviews over CHIC, from the CNE. Also, the other girls make daily appearances.

Regarding promotion, Allen said his original press release was picked up by broadcast and news media nationally in Canada and the U.S., and phone and mail response from listeners has been "fabulous." He said some of the new national advertisers on CHIC are: Carling's Red Cap Ale, Popsicles, Fabergé and Brut toiletries, Pepsi-Cola and Puritan Meats.

The trend is to balanced programming  
**G. N. MACKENZIE LIMITED HAS *the* SHOWS**  
 TORONTO 433 Jarvis St. • WINNIPEG 171 McDermott

### Stations are cited

### for accident prevention

Ten television and eleven radio stations in Ontario have won awards from the Industrial Accident Prevention Associations, for outstanding services to public safety in 1965.

The awards are made by IAPA for free use on the stations of one minute television shorts or radio spots and flashes publicizing safety during the annual October Safety Drive in Ontario.

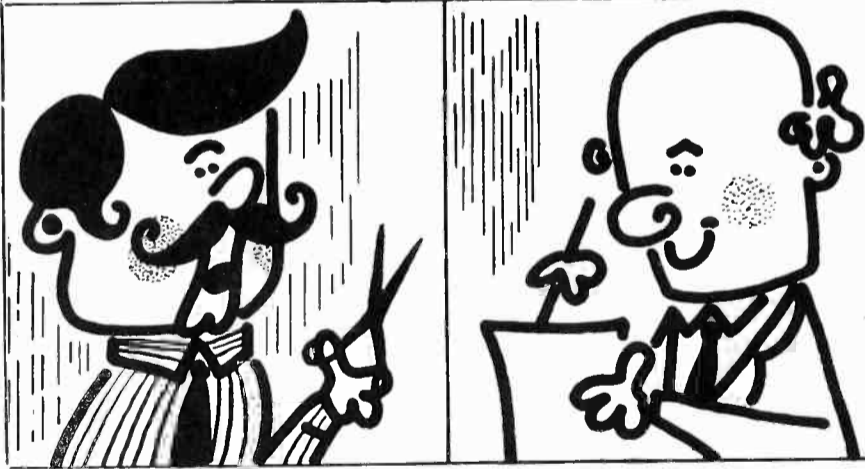
Basis of the awards to the broadcasters is: Television, \$2500 free-air time—radio, \$500 in gratis spots and flashes.

Radio winners for 1965 are: CKBB Barrie, CJBQ Belleville, CFTJ Galt, CHIQ Hamilton, CKLC Kingston, CJSP Leamington, CKLY Lindsay, CHEX Peterborough and CKEY, CFRB and CKFM Toronto.

Television stations: CHCH-TV Hamilton, CKCO-TV Kitchener, CJOH-TV Ottawa, CKPR-TV Port Arthur, CHEX-TV Peterborough, CFCH-TV North Bay, CFCL-TV Timmins, CBOT-TV Ottawa and CFTO-TV and CBLT-TV Toronto.

IAPA has presented the awards for two years, and estimates in the past ten years the broadcast media have provided over a million dollars' worth of free-time to promote industrial safety.

*If your brother is a*



*Barber or a Clinical Psychologist,  
tell him about SASKATOON.*

*Saskatoon is just about the fastest-growing place in Canada. But not all the newcomers are engineers and scientists for the potash and chemical booms. People for every trade, profession and business are needed to make a bigger, better Saskatoon.*

*These new people have two things in common with the old-timers:*

1. High pay
2. Preference for the sound of CFQC.

*Every day there's better business for advertisers on the most popular (by far!) station in Saskatoon and for hundreds of miles around.*

**CFQC**  
 radio saskatoon

The trend is to balanced programming  
**G. N. MACKENZIE LIMITED HAS *the* SHOWS**  
 TORONTO 433 Jarvis St. • WINNIPEG 171 McDermott

Here is a new twist to an old question -- what must an employee do to get along with the boss?

In his talk to the August meeting of the Canadian Broadcast Executives Society, Earl Hawkins, vice-president, administration, The Imperial Tobacco Company, offered management some guidelines regarding the nurturing of the "uncommon man" a company must have to prosper.

## Management's most vital problem is the "People" factor

The "Expectations of Employees" are Great Expectations, each year growing greater, and it is up to management and managers to help employees help themselves.

So said T.E. (Earl) Hawkins, vice-president, administration, Imperial Tobacco Co., Montreal, to the August meeting, at Toronto's Park Plaza Hotel, of the Canadian Broadcast Executives Society.

Key point was the "people factor" in employee-management relations.

Mr. Hawkins cited as "a neglected fact" that people increasingly are becoming as important to the success or failure of a business as financing, physical assets and markets.

"Not too many years ago," he said, "one man could build and maintain a successful business. Today, the varied skills and knowledge required to ensure success in a business make this increasingly difficult.

"As a result, management must take advantage of the new knowledge in the behavioral sciences—such as psychology, sociology and anthropology—to get the most benefit from its available human resources.

"Pressures to keep up technically often make us ignore what we should know and do about people," he said. "We can put a man into space, but we can't keep necessary public services functioning because of 'people problems'.

"Farm production can be trebled through science, but the most technically advanced nation in the world can't remove the cause of race riots."

Mr. Hawkins noted that the "lead time" for solving social problems—like the "lead time" in preparing for attack in time of H-bomb warfare — has all but disappeared.

"As a result of advertising and political promises of 'the good life,'" he said, "people today want more and must have more in less time."

"As more people are better educated, their requirements increase — and today's college grad wants and expects more than the college grad of the depression years."

### The need for uncommon people

Mr. Hawkins spoke at length on the "uncommon man" and the "uncommon woman."



T. E. R. Hawkins

"...today's college grad wants and expects more than the college grad of the depression years."

"...a highly motivated employee must be matched to highly motivating work."

"There is a growing need for these uncommon people," he said, "and a limited supply. We can't afford to waste a single one. We have to find a better way of finding them, and of nurturing them."

On motivations, Mr. Hawkins pointed out that the boss does not motivate his employees—but rather provides an environment and work which in themselves should provide positive motivation.

He described these motivators as "internal" and "external".

"Internal motivators are intensely personal factors," he said, "which most highly motivate the 'uncommon man' and the 'uncommon woman' of whom I have spoken."

He listed these as personal growth, opportunity for advancement to higher order tasks, achievement and recognition in these tasks, and opportunity for additional responsibility.

"A company's environment must be permissive and encouraging," he said, "but at the same time, employees must understand and accept the responsibility for their own growth."

He said the work itself must be meaningful, and the job well-designed for a human being.

"How many of you, in planning your last job to be assigned someone, really stopped to consider that a human being had to do it?" he asked.

### Motivated employees need motivated work

Mr. Hawkins said further that a management's style has to be developmental and provide earned recognition.

"An employee must see his company as a growing company," he said, "with continually increasing opportunities for him for the future. He must understand the company situation, with some knowledge of his potential and future prospects."

Going back to the "uncommon man" and the "uncommon woman", he said a highly motivated employee must be matched to highly motivating work.

Under the heading of "external motivators", Mr. Hawkins listed status, orientation, and social, physical and economic security.

He described these as "already well-recognized in our society" and requiring little comment.

"There is an insatiable appetite in North America for external motivators," he noted. "Management, unions and Government are all involved in a great big giveaway contest concerning 'the good life'. Have it here, now, and pay for it later—or not at all."

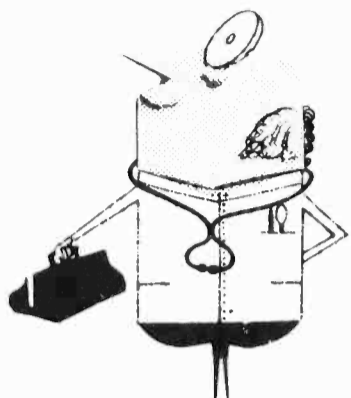
He said many managers seem to think this is the only area of 'people problems', and while it is important, it can serve alone only to limit dissatisfactions and create new needs.

"Some research seems to indicate that concern for these external motivators is resulting in less concern for the internal ones," he said. "If this is so, our society is indeed 'over the hill'."

Mr. Hawkins said every business must think out its employee philosophies, policies and practices, as related to the needs of the business and the needs and expectations of its employees.

"The people you hire, the people you lose, and what you do with the people you have," he said, "is increasingly becoming directly related to the success or failure of your business."

**HARDY** has the  
**PULSE** of the  
**MARKET . . .**



Every Hardy station is a community station, with a loyal local audience. Every Hardy man is a specialist, with complete background information on the market you're after.



Toronto 363-9433

Montreal 861-5461

## McKnight retires from 'RB after 38 years

An era in broadcasting will end next January when Wes McKnight, 57, retires from CFRB Toronto, the station he has served for 38 years.

This pioneer broadcaster ran up an impressive list of firsts during his career at CFRB, particularly in the sports field, although he has held many positions, starting in 1927 as an operator-announcer, and later becoming sports and program director, and in 1958, vice-president and general manager. He is now vice-president in charge of public relations.

Highlights of his career include: the first daily sports broadcast in Canada, 1931 (which was and still is sponsored by the St. Lawrence Starch Co., a record 35 year association); moderator of the NHL Hot Stove League for 23 years; Toronto Argonaut Football home and away broadcasts from 1945 to 1962, including Grey Cup games; World Hockey playoffs from Oslo, Norway, and 1964 Olympics from Tokyo, Japan; first Queen's Plate Race broadcast, 1931; and an up-in-the-air broadcast from the first

Lancaster bomber in Canada, 1941. McKnight said the broadcasts he found most thrilling in his long



career were two carried over the entire CBS network in the U.S.: the Shrine convention in Toronto in 1931, with Ted Husing, and the Return of the Mace by American troops to old Fort York in Toronto.

He estimates he has interviewed over 3000 sports personalities and broadcast almost every type of sport. He heads the list with NHL hockey and the Millar golf tournaments.

### Jack of all trades

Wes McKnight was born in Tottenham, Ont., where he attended public school, later moving to Barrie Collegiate. While studying Commerce and Finance at the University of Toronto, he got his first broadcasting jobs, at the age of 17, at the long-gone Toronto stations, CJYC and CKGW.

He joined the fledgling "Rogers batteryless CFRB" in 1928, and recalls in those days broadcasting was "more or less a sideline" for large companies, and a lot of fun." He said pioneer staffs had to do just about any type of job around the stations, and announce everything from symphonies to stock market quotations.

"Today, broadcasting has become a giant business, and as such, very serious. From the versatile era, it became a highly specialized field in the 1930's. Then block programming changed it back again. Today with personality shows, the pendulum has swung back to specialization," McKnight said.

He said after the doldrums in radio in the 1950's, and the advent of TV, radio had found its place again and each year sees the opening of more stations and more diversification.

"At one time all stations were basically alike; today, all have different formats, and there is a place for each in the community."

Next year, McKnight plans to free-lance in TV and as a consultant for CFRB, thereby keeping active in broadcasting.

"Broadcasting has been my whole life. I've never wanted to do anything else," he said.

**The  
Largest  
Audience  
of any  
Western  
Canadian  
Television  
Station**

**CFRN-TV  
EDMONTON  
ALBERTA**

Representatives:  
**RADIO-TELEVISION REPRESENTATIVES LTD.**

### Help Wanted

All-round announcer. Command of English, French and one other language, man or woman. Ability to write in all languages. University grad preferred.

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Canadian Broadcaster  
17 Queen St. E., Suite 128  
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IN THE BROADCASTER**

The trend is to balanced programming  
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MONTREAL 29, QUE.  
CABLE: PAPPACO

**CTV Network**

*Schedule 42 hours of color*

The CTV network is entering the fall season with 62 hours of weekly television programming, of which 42 hours will be in color. This figure will rise as the schedule progresses, with 24 hours of prime-time night shows per week in color to start.

At a press conference, August 22 in Toronto, CTV announced the National News will appear in color every night, with two hours of other color shows daily, Monday through Friday.

CTV said color percentage will rise as more new equipment is delivered. The new schedules list 24 Canadian-produced shows, 12 of which are new, and these account for 35 hours of programming a week, mostly in color.

**OK 8 more for color**

Eight more television stations in Ontario and Quebec have been granted approval to telecast in color by the Board of Broadcast Governors.

In a public announcement, the BBG said it was amending its announcement of June 29, in which it granted CBC stations CBOT and CBOFT Ottawa, and CBFT Montreal, permission to telecast under Category B, programs received from the network in color, as well as film and slide commercials. The stations are now granted permission under Category D, to telecast in color by every means available.

The BBG also announced approval of color applications under Category A (network feed only) of five private stations. They are: CJSS-TV Cornwall, Ont.; CKRS-TV Jonquière; CKRS-TV-1 Port Alfred; CKRS-TV-2 Chicoutimi and CKRS-TV-3 Roberval, all in Quebec.

The BBG noted that stations applying for color telecasting in one category may later apply for additional facilities, so they may offer a wider range of programs in color, as in the case of the CBC stations approved in this announcement.

Other color shows in the line-up are: seven new U.S. series and 15 more continued from last season; an Australian series, a British series, and two series of first-run movies.

Michael Hind-Smith, vice-president of programming, said Canadian production is being expanded in all programming, including public affairs, news, music, sports and drama (*Broadcaster, July 7.*)

Some Canadian programs announced by Hind-Smith are: *It's Happening*, (rhythm and blues, Thursday nights, with Robbie Lane and the Disciples); *Magistrate's Court* from Vancouver; *Fractured Phrases* with Peter Parker, weekday mornings; and *Mr. and Mrs.*, with Parker in the afternoons.

ANNOUNCEMENT

**HARDY RADIO & TELEVISION**



**ROY GREEN**

Arthur C. Harrison, General Manager, Hardy Radio & Television Limited, announces the appointment of Roy Green to the Hardy radio sales staff in Toronto.

Mr. Green has had over ten years' experience in the field of radio sales in the Toronto market in national representation, and is well versed on all markets across Canada. He has also had vast experience in representing stations in French Canada.

**KINGSTON'S**  
most powerful station  
with  
proven sales results



**CKLC  
RADIO**

A  
HARDY  
STATION

KINGSTON'S INTERNATIONAL AWARD STATION

**NOW!**

**EFFECTIVE SEPTEMBER 1<sup>ST</sup>**

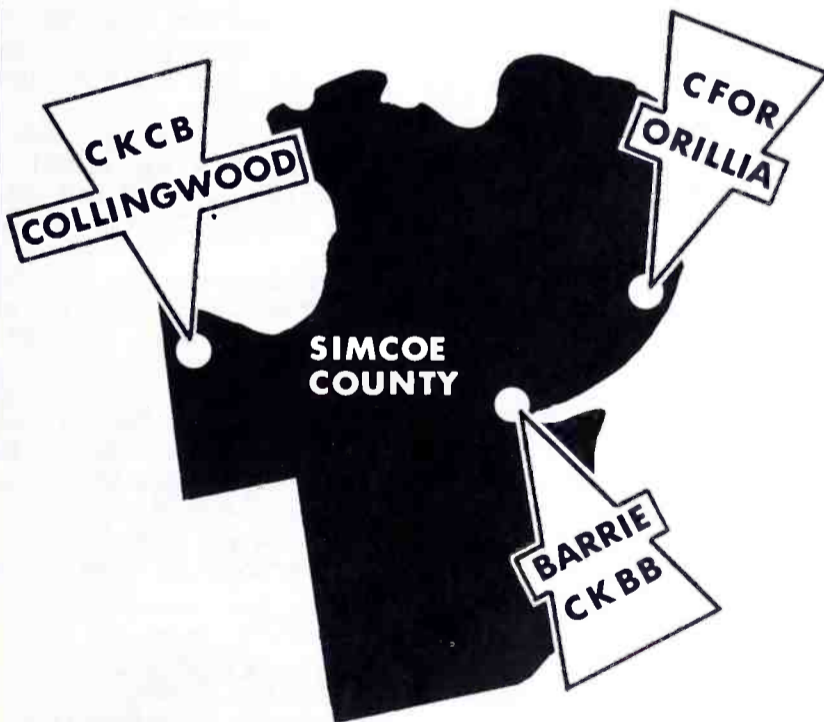
**CKBB BARRIE  
CFOR ORILLIA  
CKCB COLLINGWOOD**

**BECOME**

**ONE RADIO BUY**

**TRIDENT  
RADIO**

**delivers all Simcoe County**



**FOR INFORMATION CONTACT  
PAUL MULVIHILL & CO.**

**TORONTO  
363-8814  
AREA CODE 416**

**MONTREAL  
UN. 1-7987  
AREA CODE 514**

# Recharging your battery

The best watch in the world will run down if it isn't cared for.

In this respect we are no different. If we don't take care of ourselves we'll run down, too - physically and mentally.

Our physical well-being depends largely on getting enough food and rest. When we're sick we go to a doctor and usually follow his advice.

The solution isn't so easy for mental stagnation. This is especially true of salesmen, many of whom are subjected to periodic slumps.

Maybe you know the feeling. You become listless, apathetic. Your volume drops off; you haven't

nailed a prospect in weeks. New ideas won't emerge like they used to.

This is when a salesman needs to revitalize himself. He needs his battery recharged.

I have a cordless shaver. I plug it into a wall socket at night and in the morning it's raring to go. But if I forget to recharge the batteries I have to go to a barber-shop the next morning.

just like a vacation for me. I return to work the next day full of steam and raring to go."

These men have learned the importance of getting away for a while from the stress and strain of their jobs. Their hobbies serve as nourishment, just as food and drink take care of physical needs.

Don't feed the body and neglect the mind.

Battles or brouillabaisse may

oping a hobby or avocation. This type of individual is likely to say:

"Work is my hobby."

And they're right. They are only happy when they are working.

If you're in this category you still might find that you are not operating at full capacity. You love your work but the edge seems to be off your sales technique. Your sales talk falls flat and the repeat orders aren't coming in the way they should.

You need a new outlook - a different slant on your job. Perhaps you are not being creative enough. Perhaps you aren't taking enough interest in the customer's problems. Instead of getting immersed solely in your situation, poke your head out once in a while and find out what the buyer has on his mind.

There is always excitement in a challenge. Grappling with the customer's problem offers the salesman a superb challenge. The salesman can put himself in the buyer's place and attack the problem as if it were his own business. Let's say, for example, that you have a customer whose business is falling off. He cuts his regular order to you in half and the situation threatens to become worse. You could walk away from it, listing it as just one of those things. Or you could study the man's setup and try to arrive at some solution that would help both of you. By such a step you not only maintain and possibly increase your earnings but you add a new dimension to your selling. You become a consultant as well as a salesman and the new role will make your job more stimulating and enjoyable. That's another way of recharging your batteries.

### Never stop learning

Education is one of the most revitalizing forces in the world. Whether it's in the form of regular classes or self study the learning process can do marvelous things for a salesman. Take philosophy,

### Beyond the line of duty

A sure road to mediocrity is to do just enough to get by on. The salesman who wants success, must put forth extra service for prospect and customers. He must think of new ways to make himself valued and useful. Examples are shown of salesmen who made extra effort and prospered. The importance of creating a warm, friendly relationship with the buyer is stressed.

for example. You might think that such a subject would hardly contribute anything to a presentation. You would be wrong. An understanding of philosophy can improve your personal relations.

You don't have to return to school to expand your interests. Libraries offer a wealth of material for study. Educational television



This is the twenty-eighth in a series of 36 articles on "Smooth Selling" written by George N. Kahn, who heads up his own firm of marketing consultants in New York. He is the author of the recently published "The 36 Biggest Mistakes Salesmen Make And How to Correct Them". His articles on selling have appeared in several publications including "The Harvard Business Review", "Sales Management", "Industrial Marketing and "Printers' Ink".



DONNA PARSONS

Donna Parsons is one of the improvements in the new Broadcaster office. Starting at CHML Hamilton in 1960, she worked up to FM traffic director. Last year she moved to the media department at Vickers & Benson, Toronto. At the Broadcaster office she will devote her time to circulation and accounts with time out to charm visitors in the reception area.

So it is with a salesman. If he wants to maintain a successful pace he must "plug" himself in from time to time. Otherwise he'll have no power.

### Get away from it

I know a salesman who is an excellent gourmet cook. He can turn out brouilla-baisse or a bergundy sauce that would do credit to a French chef.

Another of my selling friends is a Civil War buff. He can tell you the exact movements of both sides in the battle at Gettysburg or Bull Run.

Both these men are high producers. But they also hit low spots. It's at these times when their hobbies serve to recharge them. A two-hour stint in the kitchen will do wonders for Frank Sanders, the fancy cook. Bob Clancy, the Civil War expert, said of his avocation:

"When I get wrapped up in a new book about the Civil War it's

not be your idea of an outside activity but there must be something that is. Perhaps you like to run model trains or make color slide pictures. If you have no hobby now perhaps there is one you could develop. Or maybe there is one in your past that could be dusted off.

Gerald Ormond, a steel products salesman, got bogged down one year to the point where he was hardly moving anything. His boss advised him to take a week off. So Gerald and his family went to the seashore. There he became interested in shells, so interested that he began collecting and painting them. He even sells a few, so well done are they. The money he gets for them is minor compared to the wonders the hobby has done for his mental outlook. His low periods now are of short duration. His shells give him exactly the outlet he needs.

Reading provides a satisfactory form of relaxation and pleasure for many salesmen. They carry books or magazines with them and read them whenever they have the opportunity. I've been picked up by something I've read while waiting to see a prospect. I got excited and enthusiastic about what I had read and this feeling carried right into the interview. Biographies of great men can be a source of inspiration to the salesman.

It seems to lighten your load a little when you realize that other men had it tougher than you and became rich or famous despite their tribulations. It's easy to sink into self pity as a salesman, but to do so jeopardizes your career. You don't get orders by feeling sorry for yourself.

### A new outlook

Some men are incapable of devel-



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also offers marvelous opportunities for home study.

### Take a trip

The man who brags about not having had a vacation in 10 or 15 years probably needs one more than he thinks.

Salesmen travel a lot but their trips are not for pleasure. It's a good idea to get away occasionally just for the fun of it. Whether you take a sea voyage to Italy or an auto trip to the Grand Canyon you will have an opportunity to unwind, to give your brain and body a needed rest. At the same time you can learn new things and meet new people. This will enable you to return to your job fully recharged.

### Use your imagination

John Masefield, the English poet laureate, said:

"Man's body is faulty, his mind untrustworthy, but his imagination has made him remarkable."

Your imagination can recharge you like nothing else if you give it a chance. It can also put you on the highway to success in selling. Your understanding of your customers and your knowledge of yourself.

For the more practically inclined, there are courses in accounting, retailing, advertising and public relations. These subjects are of immense help to the salesman. They can broaden his grasp of the selling process and give him an advantage over his competitors. Such classes are available at night in many institutions or they can be taken through correspondence schools.

Floyd Pearson, a furniture salesman, enrolled several years ago for one marketing course taught at night. The experience whetted his interest. He matriculated at

the university and six years later received a degree in business administration. He was promoted to sales manager and eventually became vice-president of marketing.

When a person takes up anything new he automatically recharges his batteries. Even if you acquire an interest in marine biology your vocation will be served. Plunging into a subject unrelated to sales will refreshen you for selling. Some of the top marketing men in the country have outside interests that range from bird watching to the study of ancient Greece. One executive has become an expert in the science of rock formation and has contributed to geology journals.

I am talking about creative imagination, the kind that produces new ideas or insights. Everything in our civilization started with an idea. The electric light was once an idea in Edison's mind. Computers, color television, disease vaccines, nylon and plastic all sprang from someone's imagination.

As youngsters we all had soaring imagination. Remember the things you used to dream about? What happened to this imagination? As we get older we tend to use our imagination less and less. The tendency to think creatively diminishes. Adults prefer to play it safe, thereby stopping the flow of ideas.

A salesman, after achieving some measure of success and security, feels he doesn't have to be creative. Let somebody else take the risks, he reasons. He becomes too lazy to even make the effort. The result is atrophy. He becomes stale and run down. He goes along by habit. After a while he doubts his ability to produce original ideas. He is afraid of making mistakes.

Anyone who is creative, who is dealing in ideas is bound to make a few errors.

I would suggest that salesmen re-examine their relationships with their customers to see if there are possibilities for improvement.

Take yourself as an example. If you put your mind to it there are probably several new ways you could increase your volume and pick up fresh accounts. Some time take an hour off. Don't do anything but lean back, prop up your feet and think. Reject old methods and solutions. Look at your situation as if you were seeing it for the first time. Start from scratch. You might ask yourself: Is there anything I can borrow or adopt to solve my problems?

You don't have to have a special time or place set aside to generate ideas. They can come to you while walking, shaving, mowing the lawn or driving your car. But you must

"turn on" the idea machine during these times. That is, you must consciously resolve to try to come up with a new idea about your job. Perhaps you have a sticky problem with one customer who appears to be disenchanted with you and your company. In your idea session you should try to produce a thought that will restore his confidence in you.

Here is an important point to remember: when you develop a new idea your whole attitude will change. You will be recharged by feeling happy and proud. You can say to yourself:

"I figured this out all by myself." This will do more for your morale than a bonus.

Does your battery need recharging?

Here is an exercise to determine if you are getting that needed power. If you can answer "yes" to at least seven questions you are probably well recharged.

### YES NO

1. Do you believe the mind needs the same kind of care as the body?
2. Do you have an interest outside your work?
3. Does this interest or hobby revitalize you?
4. Are you interested in learning new things?
5. Do you make it a point to broaden your knowledge?
6. Can you lift yourself out of a slump?
7. Do you take a creative look at your customers' problems?
8. Do you give your imagination a chance to work in producing new ideas?
9. Do new ideas recharge you?
10. Are you able to borrow or adapt ideas for your problems?

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## CKRN-TV





# The TROUBLED AIR

*A frank, thorough and sometimes disturbing look at  
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by a noted broadcaster*

*Don Jamieson*

*President of the Newfoundland Broadcasting Co. Ltd.  
Four years president of the  
Canadian Association of Broadcasters*



- **THE TROUBLED AIR** is 'the book of the moment' in its topicality. On July 4, 1966 the Government of Canada tabled its White Paper on Broadcasting in the House of Commons, and exactly three weeks later, on July 25, the book was being distributed, its 237 pages printed and bound by Brunswick Press and issued to the book trade of Canada at \$5.75 subject to the usual trade terms.
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- Brunswick Press is the publishing division of University Press of New Brunswick Limited, publishers of *The Atlantic Advocate* and *The Daily Gleaner*, at the Gleaner Building, Fredericton, New Brunswick.
- Inquiries are invited.

*This is the book which somebody had to write,  
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*President, The Canadian Association of Broadcasters*

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**39-45 group  
outbuys 18-34**

A new survey on the supermarket buying habits of U.S. adults reveals that the age group from 35-49 years are the biggest spenders for the most goods, and not the 18-34 years age group, as previously believed.

The survey, entitled *Who Buys More?*, was conducted by Burgoyne Index Inc. for Peters, Griffin Woodward Inc., radio-TV reps.

Burgoyne reported they interviewed 4316 supermarket shoppers in seven major U.S. cities (Detroit, Des Moines, Fort Worth, Miami, Minneapolis, New York and San Francisco). The report contains age and sex breakdowns of the interviewees, as well as cataloging

the items purchased.

"The most important thing we learned from the survey is that it is impractical and perhaps even dangerous to concentrate on, or direct advertising to, any one age group," said Dr. John Thayer, director of research for PGW and who directed the survey.

Dr. Thayer said the purchasing power of the two age groups was so closely matched that advertisers should consider them as one in assessing them for media usage. He said also the "over 50" age group represented a large productive market for certain products.

The survey found the 35-49 age group bought 42.2 per cent of all items sold and the value of their purchases was 42.5 per cent of the total bought by all shoppers interviewed. The 18-34 group accounted for only 37.6 per cent of the items and 36.8 per cent of the value.

39.1 per cent of the shoppers were in the 39-45 age group and only 32.1 per cent in the 18-34 group. The older shoppers bought the largest percentage of household cleaners and detergents, which Thayer said was contrary to current marketing concepts.

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**JUST AROUND THE CORONARY**

Motivation for this hack's office and house move the same week is the fact that we would rather have one major heart attack than two minor ones.

**HELL-P!**

Earl Hawkins' remark (page 7) that "...the job (must be) designed for a human being" brings up the question "does anyone know where we can get one?"

**DOUBLE TALK**

The reason MPs are always answering questions no one asked is because they are incapable of answering the ones that are.

**SAILSMANSHIP**

When the angry Florida lot buyer wanted a refund because his land was under water, the salesman cooled him off by selling him a boat.

**REFLECTIONS**

PR tycoon Phil Stone just equipped his color TV set with a mirror so that he can see what his kids look like from the front.

**BASIC REQUIREMENT**

One of the functions of Donna Parsons, our new distaffer, will be to provide this columnist with inspiration for "Audrey Stuff", our gal-who-was-so-dumb department.

**PAN MAIL**

Sir: I gather you have just refurbished your office and hope you have not disturbed your desk because, without all that rubble, your visitors would have a clear view of what sits behind it.

-:A. D. Mirer

**IN REPLY**

Lookit A.D. Keep your cotton-pickin' fingers off of my mahogany, because I can never find a damn thing unless I have some place to lose it.

-:Uno Hoo

**BOOZANZA**

Best way to watch a TV western - take a shot every time they do.

# TV nets feature polychrome symbols and images

Butterflies, circles, squares and triangles are flying about on Canadian television screens as both networks, CBC and CTV, launch the first season of color programming with new logos, catchy musical themes and slogans.

The on-screen images will be backed up by extensive print advertising in national magazines, rotogravure weeklies, stationery, point-of-sale posters and mailing pieces.

The new CBC network symbol will feature a column of light that folds out into the image of a multi-colored butterfly. It was designed by CBC graphic artist Hubert Tison of Montreal and won a corporation contest.

For promotion of its fall color programs, CBC is using an all-encompassing melody of folksinger Oscar Brand entitled, "Something to Sing About," which is sung by CBC groups on the air and plugged on billboards, car cards, in print and at the Canadian National Exhibition.

Incidentally, Brand would appear to be one of the busiest performers in Canadian TV, having acquired a half-hour color show each week on

both networks. He wrote the "Something to Sing About" melody for a CTV show three years ago, but it has been adopted by the CBC this season to plug stars, programs, the net and even the Centennial and the 1967 Pan American Games. Brand will appear on CTV, Sundays from 5:30-6:00 pm, on *Brand: New Scene*, while his previous show, *Let's Sing Out*, moves over to the CBC network Fridays at 5:30-6:00 beginning October 7. In his spare time, Brand has written the score for a new musical, *A Joyful Noise*, which opens on Broadway with John Raitt, October 3.

### Geometric symbols

Geometric symbols have been chosen by CTV for the new network logo, because of their timeless aspect and pleasure to the eyes.

"The final design came about by sheer coincidence," said Ed Hausmann, CTV promotion director, "as we commissioned Al Guest Animation to work out a number of 60 second promotional color spots with animated geometric effects, while Stewart and Morrison were designing a logo with the CTV letters. Someone suggested a super-

imposition and that's the way it worked out, a red circle, a blue square and a green inverted triangle," Hausmann said.

Hausmann said a catchy theme created by M&S Music Productions of Toronto will accompany the spots, with a shorter version on the eight second program intros. He said the voice-over announcement, "A CTV Program-In Color", would be a straight piece of business.

CTV has also commissioned Canadian artist Tom Hodgson to create a pop-art program poster, for national ads in the print media and direct mailing to 2600 names on the agency, press, advertiser

and trade list. Hausmann said the same press-kit, a file-card box of biographies, would be sent out later, wrapped in copies of the poster. He said the poster would also go to television set dealers, with the caption, "It's Happening—on CTV, and in Color," and additional space for the names of individual stations, dealers, dates and programs.

Hausmann declined to reveal the CTV budget for the new promotion because of company policy, but did say, "It's about double what we were spending before, which seems reasonable since the network is doubling its programming."

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2	MA SORCIERE BIEN AIMEE	96,100	326,400	8:30	monday	"	
3	GRAND PRIX MUSICAL	95,700	246,700	9:00	monday	"	
4	CINEMA KRAFT	94,800	262,700	8:30	thursday	"	
5	ALORS RACONTE	89,500	232,500	9:30	monday	"	
6	JEUNESSE D'AUJOURDHUI	84,000	286,500	7:00	saturday	"	
7	EN PREMIERE	82,200	239,300	7:30	friday	"	
8	TELE-QUEBEC	81,400	238,800	6:00	wednesday	"	
9	TELE-QUEBEC	81,000	233,600	6:00	friday	"	
10	TENTEZ VOTRE CHANCE	80,400	213,900	9:00	tuesday	"	
11	LA FAMILLE STONE	79,600	228,800	7:00	friday	"	
12	JEUNES TALENTS	78,700	276,900	6:30	sunday	"	
13	TELE-QUEBEC	77,700	212,900	6:00	thursday	"	
14	SOIREE DU HOCKEY	77,000	231,000	8:30	wednesday	"	
15	FURIE	76,900	200,600	5:30	monday	"	
16	RIN TIN TIN	76,600	195,900	5:30	wednesday	"	
17	TELE-QUEBEC	76,200	229,000	6:00	monday	"	
18	SUR BOUM	75,800	217,500	7:30	tuesday	"	
19	PERRY MASON	75,400	220,900	9:00	sunday	"	
20	DENIS LA PETITE PESTE	75,300	213,900	7:00	tuesday	"	

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