

MANAGER'S BUSINESS REPORT™

# MBR

Radio Business Report, Inc.

17 hours

July 2000

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Lots of radio stations have ecommerce on their website, but is anybody making any money?  
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## Programming & Positioning™

Sex and the Web: How men and women use the Internet differently.

## Broadcasting sans transmitter

Internet-only broadcasters are popping up everywhere. Are these stations a threat to traditional radio, a potential ally or what? MBR talks to NetRadio.com's Ed Tomechko and others about web-based audio services.





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# News in Review

**Radio ablaze in new business; consolidation moves up**  
Has radio ever been on a hotter streak than the one we are in the midst of? Early in the '90s it was a pleasure when we were not required to place a minus sign in front of revenue figures. Now, it's a rare thing indeed to only use one digit to the good. In fact, the year 2000 has yet to dip below a gain of 20% in overall revenues. YTD, the industry is up 21%, comprised of a 17% gain in local business and a 34% tsunami in national.

The second stat page includes a list of the advertisers who did the most to make 1999 a record year. Presumably, many of them are participating again this year.

We have completed a long-standing study tying ownership with Arbitron figures, which had an impact on our monthly consolidation chart. More stations are getting ratings, and thus are counting in our total. Coupled with that is the addition of several new small markets getting rated by Arbitron for the first time. These two factors pushed the number of stations in a superduopoly well over the 3,000 mark for the first time.—Dave Seyler

## Radio Revenue Index

**April revenues: Radio enjoys its Catch-22**

Radio revenues have been nothing short of astonishing at the start of the new millennium. The total gains for the first four months read as follows: 20%-22%-21%-22%. All of this represents an increase over and above 1999's take, which itself was far and away radio's best revenue year ever.

We're sorry to report that national figures slumped in April, merely registering a 32% gain. Yeah, right—32% would be the best month in an average decade, but this year it follows March's surreal increase of 40%. A surge in the much larger local dollar pool, coming in ahead of last April by 19%, caused April to tie for the lead as best overall month so far in Y2K.

April 2000	Local	National
All markets	19%	32%
East	20%	41%
Southeast	16%	20%
Midwest	21%	24%
Southwest	14%	37%
West	21%	35%

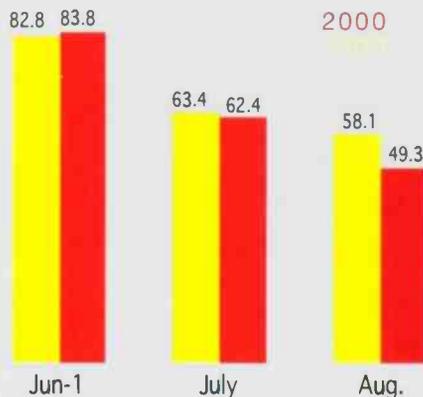
**Local & Nat'l revenue April 2000**  
All markets **22%**

Jan-April 2000	Local	National
All markets	17%	34%
East	20%	40%
Southeast	13%	24%
Midwest	15%	25%
Southwest	16%	39%
West	20%	38%

**Local & Nat'l revenue Jan-April 2000**  
All markets **21%**  
Source: RAB

## Forward Pacing Report

Advance time sales for June and July stands about the same as last year at the moment, but August sales are going through the roof. Put in your order now or start looking for billboards!



## Superduopoly Dimensions

Industry Consolidation  
(as of June 12, 2000)

**Superduopoly: 57.5%**

Market	# of stns	percent
1 to 50	924	58.5
51 to 100	697	61.5
101 to 150	460	55.4
151 to 200	456	54.4
201 to 250	399	59.0
251 to 276	148	48.7
<b>All markets</b>	<b>3,084</b>	<b>57.5</b>

**Total consolidation: 77.7%**

Market	# of stns	percent
1 to 50	1,260	79.8
51 to 100	885	78.1
101 to 150	638	76.9
151 to 200	635	75.8
201 to 250	516	76.3
251 to 276	233	76.6
<b>All markets</b>	<b>3,980</b>	<b>77.7</b>

## Year-to-date stock price performance

Never mind the record-setting pace of radio ad sales. Alan Greenspan has Wall Street scared, so stock prices are mostly down.—JM

Company	5/31/00	YTD	YTD
	Close	Net Chg	Pct Chg
Ackerley	12.125	-6.000	-33.10%
Adelphia	42.375	-23.250	-35.43%
Alliance Bcg.	0.02	-0.230	-92.00%
Am. Tower	37.125	6.563	21.47%
Am.Comm.Ent.	0.438	-1.437	-76.64%
AMFM Inc.	67.75	-10.500	-13.42%
Beasley	10.125	-5.375	-34.68%
Belo Corp.	16.063	-3.000	-15.74%
Big City Radio	4.5	-0.250	-5.26%
Ceridian	24.125	2.563	11.88%
Cir.Rsch.Labs	9.75	7.750	387.50%
Citadel	40.063	-24.812	-38.25%
Clear Channel	75	-14.250	-15.97%
Cox Radio	28.5	-4.750	-14.29%
Crown Castle	26.188	-5.937	-18.48%
Cumulus	11.375	-39.375	-77.59%
DG Systems	4.5	-2.625	-36.84%
Disney	42.188	12.938	44.23%
Emmis	34.125	-28.195	-45.24%
Entercom	45.5	-20.750	-31.32%
First Entertain.	0.31	-0.331	-51.61%
Fisher	73	11.250	18.22%
FTM Media	4.125	-8.625	-67.65%
Gaylord	22.625	-7.313	-24.43%
Gentner	12.5	-1.500	-10.71%
Global Media	4.781	0.093	1.98%
Harman Intl.	57.875	1.750	3.12%
Harris Corp.	30.563	3.876	14.52%
Hearst-Argyle	18.938	-7.687	-28.37%
Hispanic Bcg.	75.75	-16.469	-17.86%
Infinity	31.625	-4.563	-12.61%
Interep	5.5	-7.875	-58.88%
Jeff-Pilot	68.625	0.375	0.55%
Launch Media	8.688	-10.250	-54.12%
NBG Radio Nets	2	-1.094	-35.36%
New York Times	38.375	-10.750	-21.88%
Pinnacle Hldgs.	49	6.625	15.63%
PopMail.com	1.031	-1.969	-65.63%
Radio One	71.5	-20.500	-22.28%
Radio Unica	6.25	-22.625	-78.35%
RealNetworks	36.313	-23.843	-39.64%
Regent	5.688	-2.812	-33.08%
Saga Commun.	20.625	0.375	1.85%
Salem Comm.	10.125	-12.500	-55.25%
Sirius Sat. Radio	37.875	-6.625	-14.89%
Spanish Bcg.	17	-23.250	-57.76%
SpectraSite	16.938	6.063	55.75%
SportsLine USA	11.438	-38.687	-77.18%
TM Century	0.563	-0.062	-9.92%
Triangle	0.025	0.005	25.00%
Tribune	38.5	-16.563	-30.08%
Viacom, Cl. A	63	2.563	4.24%
Viacom, Cl. B	62	1.563	2.59%
WarpRadio.com	2.88	-1.745	-37.73%
Westwood One	33.188	-4.812	-12.66%
WinStar Comm.	28.375	-21.792	-43.44%
XM Sat. Radio	30	-8.125	-21.31%
Major stock market indices			
The Radio Index™	181.56	-74.500	-29.09%
Dow Industrials	10652.2	-844.920	-7.35%
Nasdaq comp.	3400.91	-668.400	-16.43%
S&P 500	1420.6	-48.650	-3.31%

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**News in Review**

**Dot-coms continue as number one radio category in New York**

According to the New York Radio Market X-Ray, prepared by Miller, Kaplan, Arase & Co., CPAs, dot-coms as a radio advertising category remains number one in New York, and extended its lead over number two, automobiles. In Q1, dot-coms represented 15.3% of radio expenditures—they totaled \$27.1M or a 434% increase over Q1 last year. For the month of March, dot-coms poured \$10.7M in radio, up 528.3% from a year ago numbers.—KM

**Top 5 Radio Advertising Categories, New York Market  
January-March 2000**

Category	Spending in Millions	% Change over '99
Internet/E-commerce	\$27.1	+434.0
Automotive	\$20.5	+ 42.6
TV Stations/Networks	\$12.6	+ 51.1
Comm/Cellular/Pub. Util.	\$10.0	+ 20.0
Health Care	\$ 7.8	+ 39.7

Source: NY Radio Market X-Ray, prepared by Miller, Kaplan, Arase & Co., CPAs

**Top 25 radio advertisers in 1999**

Interop's latest analysis of Competitive Media Reporting (CMR) numbers show that in 1999, radio's top 25 advertisers spent \$677M and accounted for about 24% of all national radio billing. Compared to 1998, these advertisers increased their spending in radio by 9%. This despite more than one third of the group increasing their budgets in radio by more than 25%. Dot-coms were absent from the top 25 list; however, on the individual brand basis, four out of the top 50 radio brands were dot-coms.—KM

AT&T	\$41,354
Daimler Chrysler Dealers Assoc	\$40,933
Berkshire Hathaway	\$37,729
Time Warner	\$37,171
Daigeo	\$34,430
GTE Corp	\$34,283
AllState Corp	\$31,175
News Corp	\$31,007
SBC Communications	\$30,128
General Motors	\$28,979
National Amusements	\$26,775
Daimler Chrylser	\$25,679
Walt Disney	\$25,416
Target Corp	\$24,893 (\$ thousands)
US Govt	\$23,580
Ford Motor Dealers Assoc	\$22,279
Albertson's Inc	\$22,021
Ford Motor Co	\$21,620
Procter & Gamble	\$21,105
Sprint Corp	\$20,581
Sears Roebuck	\$20,203
Bell Atlantic	\$19,595
Ito-Yokado	\$18,399
Airtouch Communications	\$17,486

Source: Interop



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## Carter appeals for free campaign time

Former President Jimmy Carter warned that mandatory free airtime for candidates will become more likely if broadcasters don't do more voluntarily.

As the former President and his wife, Rosalynn, were honored by the NAB Education Foundation with the second annual Service to America Leadership Award, Carter used the occasion to appeal for more radio and TV stations to set aside five minutes of prime airtime daily for the 30 days leading up to each election for candidates to address public policy issues. Carter, former President Gerald Ford and retired CBS news anchor Walter Cronkite issued the five minutes/30 day proposal several months ago, but Carter complained that to date only 2% of all TV stations have embraced the idea. Although most of Carter's comments were directed at TV stations in his luncheon address, he pointedly added radio to the mix in his remarks at the evening awards ceremony (6/12).

Asked whether he supports the McCain-Feingold Campaign Finance Reform Bill, Carter told MBR "I'm for whichever one is for controlling soft money and has the best chance of getting passed."

Also at the NABEF symposium, NAACP President Kweisi Mfume said the civil rights group would "keep the pressure on" to get more minorities into the executive, production and talent ranks of the media. Although he said all broadcasting still has a long way to go in promoting diversity and equal opportunity, Mfume noted that "radio understood and got the message long before TV."

James Lee Witt, director of the Federal Emergency Management Agency, urged broadcasters to join Project Impact—a program that educates communities on how to be prepared for natural disasters, such as making school



Three Presidents and a First Lady

Former President Jimmy Carter and wife, Rosalynn, accept the Service to America Leadership Award from (l) NAB President Eddie Fritts and (r) Benedek Broadcasting President James Yager, who is also Chairman of the NAB Joint Board.

buildings stronger and hurricane-proofing homes. Witt stressed the importance of media in providing disaster warnings and evacuation directions. Not only do the stations sound the alarm sirens, but they "ring the bell of opportunity," Witt said, by working before disasters occur to help reduce damage and injuries.—ED, JM

## DOJ blocks HBC; Emmis & Secret grab spin-off resales

Three of the spin-offs from the Clear Channel (N:CCU)/AMFM Inc. (N:AFM) merger ran into a roadblock at the Department of Justice. DOJ's Antitrust Division killed plans by Hispanic Broadcasting Corp. (N:HSP) to buy stations in Phoenix, Denver and Austin for \$127M.

It didn't take Clear Channel (N:CCU) long to sign new buyers for the three stations. HBC announced the DOJ action late Monday (6/12). Just one day later applications were filed with the FCC to sell KKFR-FM Phoenix and KXPX-FM Denver to Jeff Smulyan's Emmis Communications (O:EMMS) for \$108M. A filing to sell KEYI-FM Austin to Frank Wood's Secret Communications followed Wednesday (6/14).

DOJ's Antitrust Division balked at the original transaction because of Clear Channel's 26% non-voting stake in HBC. "We had hoped that the DOJ would reach a decision on the merits as opposed to, in our view, creating a new rule and applying it retroactively to HBC," said CEO Mac Tichenor. "We understand that this ruling by the DOJ applies only in the narrowest circumstance of there being a sale of a radio station by Clear Channel to HBC in a divestiture situation mandated by the DOJ. We remain free to focus on our core mission, which is to acquire radio stations in the key Hispanic markets in the US."—JM

## Cumulus continues restructuring

The latest change at troubled Cumulus Media (O:CMLS) has Lew Dickey Jr. moving up to President and CEO and consolidating the company's headquarters in Atlanta. Dickey had previously been Executive Vice Chairman and he and Executive Chairman Richard Weening had repeatedly referred to each other as "my partner." The latest move makes it clear that Dickey, who took over day-to-day operations of the operating company, Cumulus Broadcasting, in March, is running the whole show. Weening retains his position as Executive Chairman and a member of the board of directors.

In addition, John Dickey is joining his brother in the executive suite as Executive VP of Cumulus Media. He had been Director of Programming and Executive VP of the operating company. Recently hired Martin Gausvik (RBR 5/22, p. 2) continues as Executive VP and CFO. All HQ and financial operations are to be consolidated in Atlanta by 10/1.—JM

## Inspector General clears Kennard

FCC Inspector General H. Walker Feaster has cleared Chairman Bill Kennard (D) of allegations that Kennard violated ethics rules and abused his office. Although Kennard was not named in the Inspector General's semi-annual report to Congress, Richard Lee, former head of the FCC's Compliance and Information Bureau, had gone public with his allegations against the Chairman (RBR 11/15/99, p. 4). Lee had accused Kennard of political favoritism in allowing a Texas racetrack operator to continue operating an unlicensed low-power TV station because a Republican Congressman had contacted Kennard on behalf of the track owner.

The Office of the Inspector General reported 5/30 that it "was unable to find any evidence of misconduct by the employees or that they had exceeded their authority in allowing broadcasting at the track."—JM

## ABC Radio Net President Andrews calls it quits

After seven years at ABC Radio Networks, almost three as President, Lyn Andrews has resigned her post, effective 6/9. She ends a grueling weekly commute to Dallas to stay in New York with husband and daughter. Andrews was appointed president when David Kantor left to head up the new AMFM Radio Networks 10/97.

A source close to ABC tells MBR Andrews' replacement will be internal and soon: "In all likelihood it will be an internal candidate. The decision will be made sooner rather than later. I think John Hare [ABC Radio President] is looking to make that decision within a couple weeks."

SVP Sales Traug Keller and EVP Daryl Brown are two possible replacements. Adds the source: "I would think the GMs of the radio stations might be possibilities. He has two guys that have been running the radio division—Mitch Dolan and Mark Steinmetz. These are all strong candidates."—CM

## WWI acquiring SmartRoute Systems

In a \$25M cash and debt assumption deal, Westwood One (N:WON) announced 6/13 it is acquiring SmartRoute Systems, a travel and traffic information services supplier that uses the name SmarTraveler. The company supplies its multimedia services over numerous wireless devices—pagers, PDAs, cell phones, wireless-capable laptops; the Internet and in-vehicle navigation systems. The deal is said to allow Westwood to expand its delivery of Metro Networks/Shadow Broadcast Services Networks' local traffic and other related con-

tent to new media outlets. SmartRoute's technology will be available under the Metro/Shadow name.

"We think that we're the premier deliverer of content over the air to radio and television stations and we think this is the next step for us in providing content to wireless devices, handhelds and the Internet. And SmartRoute has great technology," Westwood CEO Joel Hollander tells *MBR*.

Strategically speaking, this deal bolsters Metro/Shadow's offering to compete with new players like Traffic.com. With Traffic.com's new technologies like road radar sensors that provide free, real-time personalized commute estimates for listeners and a variety of incident and "flow data" for stations to report on-air, it would have been only a matter of time before significant numbers of Metro/Shadow affiliates would have moved over.—CM

## Dick Purtan hosting Marconi awards

Dick Purtan, legendary Detroit radio personality currently airing mornings on WOMC-FM, has been chosen to emcee this year's NAB Radio Show Marconi Awards. The event takes place 9/23 at the San Francisco Hilton. Purtan has received numerous awards, including the Marconi for "Major Market Personality."—CM

## AURN splits in two for next RADAR

American Urban Radio Networks has reconfigured its network and created two new ones to debut in the upcoming RADAR 65. Named American Urban Pinnacle Network and American Urban Renaissance Network, Jay Williams, President, AURN, believes that the two new networks will help AURN continue to grow and also to improve operations. Pinnacle and Renaissance are direct results of analyses of the network's audience-building and affiliate expansion efforts.

Jerry Lopes, President, Program Operations & Affiliations, adds that Pinnacle and Renaissance put AURN in the dominant position to serve the African American consumer, which bodes well for those advertisers trying to reach that group. Of the two, Pinnacle is the lesser unit network. Lopes explains, "The Pinnacle Network affords us the opportunity to provide quality program services to affiliate radio stations with lesser unit commitments."—KM

## Arbitron signs with Nielsen for People Meter use

Arbitron and Nielsen Media Research announced 6/1 an agreement that allows Nielsen the option to join Arbitron in deployment of its new Portable People Meter (PPM), a new radio, TV and cable technology Arbitron is testing in Philly Q4. Nielsen will supply both financial support and TV survey expertise as part of the deal. PPM is a pager-sized device worn by ratings individuals that detects codes broadcasters embed in their signals, aimed at eventually replacing the diaries. PPM has already been successfully tested in England in the last two years.—CM

## Clear Channel Radio team confirmed

The executive suite at Clear Channel Radio is being rearranged in preparation for closing of the long pending deal to merge AMFM Inc. (N:AFM) into Clear Channel Communications (N:CCU). To the surprise of no one, Clear Channel President Mark Mays has named current Clear Channel Radio President Randy Michaels to the top post. His titles will be Chairman and CEO. When Kenny O'Keefe joins the company from AMFM he'll become President and COO of Clear Channel Radio. The merger is currently on track to close in Q3.—JM



Mark Mays



Kenny O'Keefe



Randy Michaels

## Bob and Bob cash out for \$65.9M

America Online (N:AOL) President Bob Pittman is cashing out his radio investment along with partner Bob Sherman. The two former NBC Radio executives are selling the 29 small market stations of Roberts Radio LLC to Clear Channel Communications (N:CCU) for \$65.9M.

"He's very grateful to me for straightening out his financial situation," Sherman joked in referring to his partner. *Forbes* magazine ranks Pittman 348th on its list of the richest Americans, with a net worth estimated at \$725M.

What's next for Sherman, whose resume now includes the top position at a big market radio group (NBC Radio), a medium market group (WPX Radio) and a small market group (Roberts Radio)? "I would expect that there will be a number of possibilities," he told *MBR*, but first Sherman said he'll concentrate on seeing the sale through to closing.—JM

## FCC to re-examine market definition

Following months of complaining by Commissioners Gloria Tristani (D) and Susan Ness (D), the FCC is getting ready to re-examine how "markets" are defined when it comes to counting radio stations for the various local ownership tiers under the 1996 Telecommunications Act. "The NPRM (Notice of Proposed Rulemaking) will address whether the FCC should use Arbitron market definitions, rather than its current overlapping signal contours standard, to obtain a more accurate measure of radio markets," the Commission said in its Biennial Review report to Congress (5/30).

When the final touches were being put on the wide-ranging overhaul of the nation's communications laws (the first in 32 years), House and Senate negotiators cobbled together the four-tiered local ownership limit on radio station ownership—eliminating national caps altogether and allowing a single owner to have as many as eight radio stations in the largest markets, those with 45 or more stations. To determine those tiers, the lawmakers grabbed the overlapping contours rule that the FCC had been using for three and a half years for duopolies, which had been allowed since late 1992. There was never any public hearing on the idea and it wasn't until after the bill was sent to

President Bill Clinton for his signature in early '96 that broadcast engineers began to figure out the implications of the new law—and how it could be used to create top tier combinations in many places and second-tier combos (seven stations) just about anywhere except the most rural sections of the nation.

Now the FCC wants to revisit the whole idea of how to count stations for the various tiers, although a separate statement by Ness notes that she doesn't want to recount existing combinations. "I believe, however, that any changes the Commission might make should be prospective only and should not undermine the legitimate investment expectations of parties who hold combinations lawfully assembled under our current rules," she said.

NAB will oppose any change in the market definitions. "We think the current definition is perfectly appropriate," said Dennis Wharton, Sr. VP, Communications.—JM

## Senators decry vulgarity

Four Senators are complaining about what they say is a "dramatic increase in graphic sexual depictions and vulgar dialogue" on broadcast TV. In a letter to FCC Chairman Bill Kennard (D), the Senators called on the Commission to launch "a broad reexamination of the public interest standard and the license renewal process" and to "review and rearticulate the Commission's indecency standard." They also asked for Kennard's thoughts on whether to resurrect the old NAB radio and TV codes (which were abolished in 1982 due to an antitrust ruling). The Senators who signed the letter are John McCain (R-AZ), Joe Lieberman (D-CT), Robert Byrd (D-WV) and Sam Brownback (R-KS).

The Senators' complaint focused exclusively on TV and quoted from several studies from 1982 through last year that tallied sexual content on network TV.

Kennard quickly replied: "I applaud Senators Lieberman, McCain, Brownback and Byrd for their thoughtful letter regarding the effect of violent and sexually-explicit television programming on America's children. We will carefully review their recommendations and look forward to the ensuing dialogue."—JM, CM

**“Now the way radio is set up, if you’re in you’re in and if you’re out you’re out.”**

*Amy Ray of the Indigo Girls at 6/8 Capitol Hill rally to support LPFM*



**“I can’t wait to be on these stations.”**

*Sen. Paul Wellstone (D-MN) at 6/8 Capitol Hill rally to support LPFM*



**“The issue of interference has been grossly exaggerated.”**

*Sen. Bob Kerrey (D-NE) at 6/8 Capitol Hill rally to support LPFM*



**“There’s only one group opposing Low Power Radio—it’s the media conglomerates and their high-powered lobbyists.”**

*Rep. David Bonior (D-MI) at 6/8 Capitol Hill rally to support LPFM*



**“LPFM is a way to serve many people and at a modest cost.”**

*Michael Brasher, GM, KANW-FM and Albuquerque City Council Chairman at 6/8 Capitol Hill rally to support LPFM*



**“Radio understood and got the message long before TV.”**

*NAACP President Kweisi Mfume, speaking to 6/12 NAB Education Foundation symposium.*

*Although Mfume says radio is ahead of TV on diversity and inclusion of minorities, it still has a long way to go.*

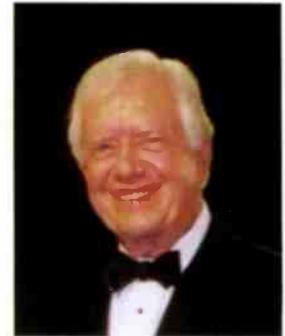


**“Generally, the problem of doing software by people who are not specifically in the software industry is becoming more and more troublesome as the software complexity increases. And I think FCC is very much caught in this problem”**

*RadioSoft (signal mapping company) President Peter Moncure on the FCC’s database problems*

**“In effect, elections in this country are bought.”**

*Former President Jimmy Carter, speaking out for campaign finance reform at 6/12 NAB Education Foundation symposium*



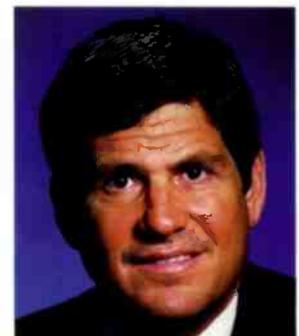
**“Dr. Laura mused that as conservative as she is perceived to be, she has no desire to be the ‘woman behind the man’.”**

*Dr. Laura Schlessinger (through a spokesperson) on Presidential hopeful Pat Buchanan’s interest in her as a running mate.*



**“I can pledge to you as broadcasters we will continue to make a difference in the lives of our communities every day.”**

*Jeff Smulyan, CEO, Emmis Communications, accepting NAB Education Foundation “Friend in Need Award” for KPWR-FM Los Angeles*





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Each month we ask a few general managers from around the country to share with us, and you, their views of the industry. This month we quizzed: Allegheny Mountain Network Stations' Cary Simpson of WTRN-AM Tyrone, PA; and Bonneville International Corporation's Joel Oxley of WTOP-AM/FM Washington, D.C.

## 1

### Do you conduct e-commerce on your website? If not, do you think it's important to incorporate e-commerce into your site soon?

Cary Simpson:

We do not do e-commerce. We are setting it up as an adjunct to our stations to benefit the local advertisers who have long supported our stations. The interest of linking to national concerns is very small. We are first striving to create a "busy street" concept for our website to drive people to the site which will be called a community information center. This will then hopefully generate traffic through our site to go to other sites so people will not have to memorize or key in long burdensome website names. Our interest is less in promoting disc jockey photographs or linking to national e-commerce but to generate traffic. We are now working with local businesses that have websites on the idea that we will generate and drive traffic to your website. These people pay our bills. They must survive for us to survive.

We're pushing aggressively right now, we have half the sites up and running with links and we are contacting and working with advertisers. One of the problems is that a lot of the local businesses do not have websites and we are investigating the various companies that provide custom designed sites for local businesses. As a local station, we are right now uncertain if we should provide web pages for new businesses that do not have them or if that is their own business.

Joel Oxley:

We've done a little bit of it; we have an outside vendor handle that for us. We don't see it as a significant revenue stream. We've had a lot better luck selling sponsorships of certain areas and certain pages. That type of thing has really been the most lucrative part for us so far. It's actually been very lucrative for us. When you say e-commerce, meaning selling retail merchandise on our website, it's just something that we've gotten very, very little revenue from. There are plenty of places selling retail merchandise. We have some links to local retailers to find out more information about them but as far as us getting a cut of their sales, that's just not something that we see a lot of future in or making much money there. A little bit maybe. But you need to sell what's good about your own website and that's what's been good for us. There are a lot of people that are coming to our website every day. They're coming to get up-to-date on news, information, sports, weather, traffic—now that's what we're

selling. From what I've seen, I think we're pretty far ahead of the curve on making some money off of our website and we've also started an Internet-only radio station, WTOP2 which serves the federal government. We're going to have revenues well in excess of a million dollars this year. It's not coming from e-commerce. Things could change but I don't see that; at least not for this year. Why in the world would you go through WTOP to get to Amazon.com? Maybe you'll go into TOP so you can buy TOP hats and golf shirts, but how much money would you make out of that? I don't see that as a real viable way for us to pull in much revenue. One thing that would be interesting is to try and find out who's really making any money off of this? Who's really getting any revenue. We're really making money. With e-commerce, no. But even with their websites, I don't think many stations are making money.

## 2

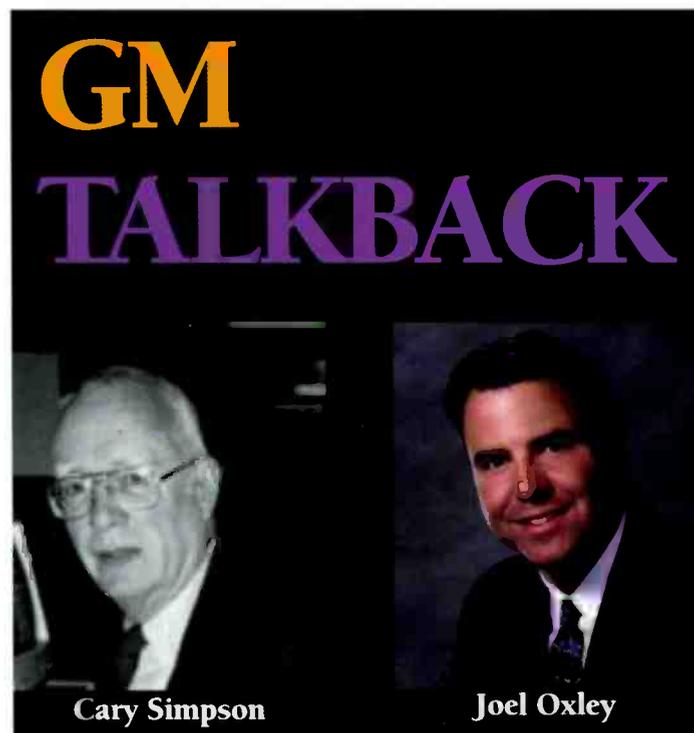
### How did you get into radio?

Cary Simpson:

I decided at age six. I happened to see a radio station in a department store and my Mom and Dad let me look through the glass window. I knew at that moment that I wanted to have one of those. I saved up enough money from being in the service for a brief time and going to school on the GI Bill and working at the hometown station.

Joel Oxley:

I got into radio in college. I started doing a DJ shift and then I needed money so I started selling for my college radio station, WUVT at Virginia Tech.



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# The Radio Edge's Kim Vasey: ensuring the edge when advertisers use radio

by Karen Maxcy



Kim Vasey joined The Media Edge in July of 1998 as VP/Associate Director, Local Broadcast. In April 2000 she was named Senior Vice President for The Radio Edge, a recently created division of The Media Edge. The Radio Edge is a unique consolidated unit which will focus on all aspects of radio including spot, network and the Internet. Prior to joining The Media Edge, Vasey was VP, Spot and Network Radio for Horizon Media for nearly eight years. She has been in the advertising community for over twenty years and shares some of her insights with *MBR*.

## Why was The Radio Edge created?

With the departure of the former head of the Network Radio Division, Bob Igiel, President/National and Local Broadcast, took the opportunity to bring together the Spot and Network Radio Divisions under my direction. Under the current rash of consolidation in the radio industry, Bob's vision was to consolidate everything under one roof in order to bring a united radio division together for the benefit of our clients. This strategy enables me to have a pulse on the prevailing conditions in each of the radio medium (spot, network, satellite, Internet) during any quarter, and thus capitalize on opportunities across the different entities. It will enable us to build integrated programs for our clients, to maximize our client's budgets, to take advantage of promotional opportunities and develop an innovative approach to building multi-level platforms with some of the strongest ownership groups in the industry.

My background has been in both spot and network radio and, over the past year or so, I have been pretty diligent in trying to stay current about Internet radio, satellite radio and all of the new advances in the technology of streaming. Thus, with my prior background in spot radio and network and my newfound interest in streaming, Bob felt confident that I could lead the team under this new structure. This is an extremely exciting opportunity for me because I always enjoyed both the spot and the network side of the business. I am certain that the growth of the Internet/streaming properties will provide a wide array of creative outlets that can target specific audiences and deliver results for our clients.

## How will it be different from your radio division under The Media Edge?

The Radio Edge is the radio division of The Media Edge, but it is an enhanced group by

virtue of the fact that everyone in the department will have the benefit of learning and understanding all aspects of spot radio, network radio, satellite radio and Internet radio. My goal is to spend a great deal of time educating, not only myself, but also every member of the department in order for them to be able to understand and evaluate packages that may have several components to them. The Radio Edge will be unique in its approach to having an integrated team. I believe we are the first and only agency to have such a department.

### **What will The Radio Edge be focused on?**

The Radio Edge will be focused on all aspects of radio. This may include fully integrated programs that potentially could have spot, network, Internet and/or satellite radio components to them. Additionally, it will be focused on developing new and creative approaches to utilizing each medium.

### **Do you consider Internet radio a new medium?**

Most definitely, as does the rest of the advertising community. It is a very exciting dimension to the area of radio broadcasting. It is radio with an added twist. It's audio, it's visual, it's interactive, and it's an e-commerce engine. It's truly multi-dimensional. Internet radio (webcasters) enables broadcasters to be more creative in content and in format.

Of course some content is better than others and very often the strength of the consumer's computer will have an impact on their ability to listen to streamed content. But the technology is improving every day. A product like Kerbango, which is about to be launched this summer, will enable a consumer who may not have a home computer or a computer at work (with a sound card and speakers) to listen to a station that is streaming. The consumer must have access to the Internet to use the product, but even the cost of that service is coming down at a rapid pace. This unit will open up the world of streamed media to a whole new audience. My understanding is that it will retail for under \$300. The unit is no bigger than that the size of your average table radio and it's very portable. I can run a line to any room in my house from the phone line that I have for my Internet access and I will be able to bring my Kerbango unit into any room of my house. This is very exciting for me because I live in upstate New York and cannot

get some of the New York stations on my traditional radio dial. Now I will be able to tune in to any radio station that is streaming its content and have CD quality sound with none of the inherent problems such as having my computer crash or having the signal interrupted.

### **Can you recommend media plans that include media other than radio with The Radio Edge?**

No, per se. However, while my department is

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**M**any stations are now coming to the table with an Internet component as part of their media package and are looking to get a fee for it. It is no longer a "throw in." Your once "traditional" media buyer needs to be educated about this new medium so that he can analyze the numbers, evaluate the cost efficiencies and negotiate a package that incorporates one or more components of radio.

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responsible for all of the radio activity, we have been approached by some of the major groups that own properties across several media. We have taken advantage of some of the cluster packaging and will continue to explore and take advantage of these packages. We have worked with CBS Plus, which is a sales division that specializes in implementing packages that incorporate other CBS/Infinity owned properties (TV, outdoor, etc.). My group would evaluate the radio portion of the package. The other components would be evaluated by each respective department here at The Media Edge and then we work together internally to bring it all together to make it work.

### **State of the local and network marketplace – what do you think in the near future?**

Oh, if only I had a crystal ball! It's very hard to say, actually but one thing I can say for cer-

tain is that it will be very exciting! At least that's my feeling. In May I attended the Radio and Internet Conference that was hosted by Inside Radio in Scottsdale, Arizona. I was amazed at the vast array of products and services that are about to be launched and I feel that what I saw was only the tip of the iceberg. The technology is advancing at a very rapid pace. Some of the major players in the industry were in attendance at this conference. This was an indication to me that the stations are waking up to the realization that the Internet is a viable source of additional revenue and a powerful tool to keep their listening audience tuned in, whether it be on the Internet or the dial. It was only just a few years back that the stations would include banner ads or use their web page as an "added-value" enticement with their media schedule but we see that changing already. Many stations are now coming to the table with an Internet component as part of their media package and are looking to get a fee for it. It is no longer a "throw in." Your once "traditional" media buyer needs to be educated about this new medium so that he can analyze the numbers, evaluate the cost efficiencies and negotiate a package that incorporates one or more components of radio. I know there will come a time that they may receive a sales pitch for an Internet-only package from some of their local stations.

New technology enables a terrestrial station to play one commercial that is heard by a consumer listening from a standard radio, while another listener on the Internet will hear completely different ad. I know that most of the radio networks and the syndication companies have started up interactive units and I fully expect to receive proposals that will incorporate their "traditional" terrestrial properties along with interactive properties.

Then, of course, there are the two satellite radio companies that will launch late 2001 or early 2001 which are expected to eventually have about 100 radio formats on their service. This will be another avenue of potential audience.

With permission-based marketing there will be many applications that can be used to know the consumer and target commercials to their particular interests. It is a changing environment and our role at The Radio Edge, is to keep current with the changes in the industry and to take advantage of these changes to the fullest extent possible.

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# INTERNET-ONLY BROADCASTING: A NOT-SO-SILENT REVOLUTION

by Carl Marcucci

Internet-only broadcasters continue to gain audience, slowly eroding traditional radio's at-home and at-work listening, because the net isn't mobile for audio streaming, erosion of drive time is still a ways off. With some webcasters sporting up to 230 basically commercial-free formats, listening is tough to resist for those jaded with short playlists and long spotsets.

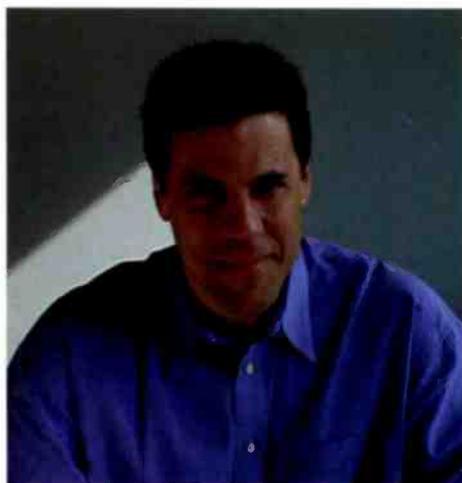
While not a big threat yet, broadcasters should keep an eye on this industry—as much as with Sirius and XM Satellite Radio. We talked to three top names (also see sidebar: "Paid to Listen") in the field—AOL's (N:AOL) Spinner.com, NetRadio.com (O:NETR) and Soundsbig.com—to learn the revenue models, how they are changing and what kind of threat they pose to traditional broadcasters.

## Is Internet-only radio a threat?

Web broadcasting is expanding the reach of music in people's lives, offering an unprecedented variety and control to the listening experience. "In traditional radio where, in a specific market, if you are offering Jazz, it has to be a broad spectrum of Jazz—almost generic in sense to appeal to that wider audience. We have 19 Jazz channels, so that you can get very specific in terms of a preference that a listener might have," says Ed Tomechko, NetRadio.com (launched 10/95) President/CEO. "The Internet also avails you the opportunity of providing very deep playlists, similar to the ones we have. Our average channel or playlist is 400 cuts deep and we have some as deep as 1,000. Whereas traditional radio playlists are probably 40 to 80 cuts from all those syndication packages."

To the web-savvy listener, it's stiff competition for radio. "As terrestrial stations continue to experience consolidation and playlists become more and more 'vanilla,' consumers will continue to seek out alternatives online," adds Jim Van Huysse Director of Radio Programming, Spinner.com (launched 3/96).

"I think that the streaming of formats—that most of the groups are going to become involved with—is going to provide another outlet with unlimited ability to target those audiences that choose to listen to radio over the Internet," Katz Radio Group President Stu



Olds predicts.

Chris Albano, President, Soundsbig.com (launched 8/99) agrees. As the net becomes more viable as a broadcast medium—especially when it becomes a mobile medium—radio broadcasters will have to take notice: "Streaming your radio station over the Internet is not going to cut it much longer to where consumers are thinking, 'Wow, this is really cool.' I think ultimately, the sophistication of Internet-only radio programming is going to get to the point where the terrestrial guy is going to look at that and go, 'Hmmm, there is something of value here from a programming perspective.'"

Here are some sobering figures: NetRadio.com claims an 87% increase in traffic in Q1, on top of a 25% increase in Q4 of last year, its first quarter as a public company. 70% of its audience is over 25, all above average education and income levels and web-savvy—on the web four+ years and very active, over five times a week.

On the other hand, Q1 revenues from those 100+ channels were only \$565K and the loss from operations was \$4.8M. NetRadio.com still has a long way to go to get into positive cash flow.

## Advertiser vehicles

The power of the Internet offers advertisers a myriad of options. While people come to these sites mainly for the music, a truly interactive multimedia experience is what they encounter. Says Van Huysse: "We have advertisers of all types that can choose from a variety of vehicles including banners, buttons, audio ads as well as unique promotional opportunities such as customized players and channels [see "b2b," below]."

Tomechko details: "If you look at the combined experience on NetRadio, we are truly a multimedia platform. We have traditional banner ads and sponsorships. We have tiles and buttons. We have a newsletter that goes out to our listeners and our purchasers. We have the capability for audio ads that we insert in our streams and we also have video ads—if you are aware of our players that come up on our site, there is that black box, while it is buffering and engaging. It's a screen that fits into the player that we really control the timing of. We drive probably 10 million impressions a month just through that one vehicle alone on our site."

## Spots between songs?

The majority of format channels offered by the Internet-only broadcasters contain little,

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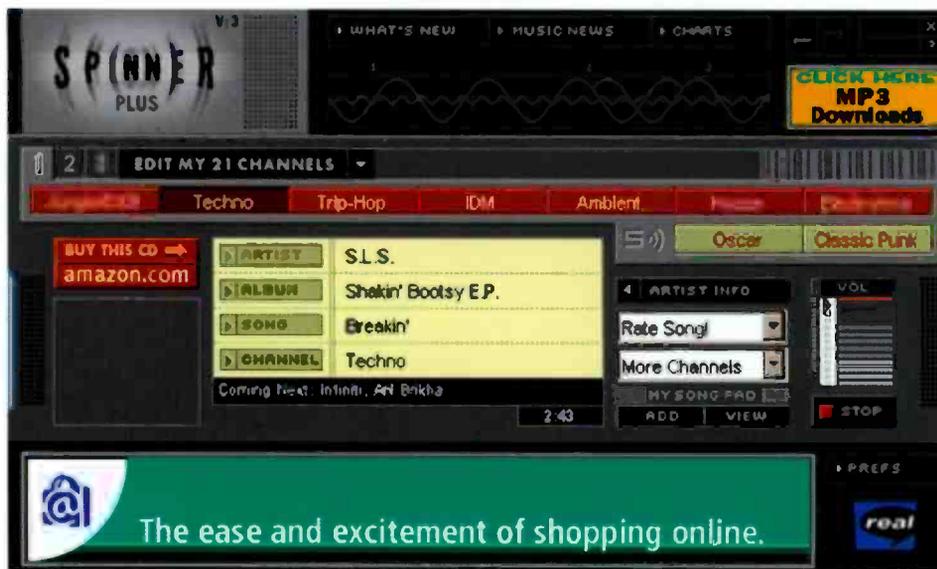
if any spots—at minimum a periodic self-promotional message. However, that isn't the long-term plan. Some of the more popular formats have audio ads, but still nowhere near the level of commercial radio. "We do some, but it will remain limited to a fraction (about 1 minute per hour) of the programming time and it will not approach the 14 minutes of advertising per hour that traditional radio typically entails," Van Huysse explains.

Soundsbig has just started inserting audio ads. Winstar Global Media is the rep. "We offer audio ads in between songs in the format, but in a much-less saturated way than traditional radio. In addition, we certainly are not going to do it on all channels. I mean there are some channels that will lend themselves well to some advertising and there are others that won't at all. Dub (a Reggae subformat) is probably a good candidate for not putting advertising on."

Winstar Global Media's (WGM) entry (6/1) into the Internet audio marketplace, in fact, leverages Soundsbig as its first client. Winstar Global Media, a unit of Winstar Radio Networks, is the first independent radio advertising sales operation to focus on this emerging market. WGM has "two or three other" webcasters they are trying to sign at present, according to President Lou Severine. "The recent increase in Internet audio broadcasts creates tremendous opportunities in advertising sales, as more listeners become available through this Web-based programming," he tells MBR.

How do they take this fairly new buy to the agencies? "Right now, what we do as a company, is package inventory to the advertisers in the different demos. That's the beauty of a Soundsbig.com—they have 100 different formats. And they may have five formats in one area, but they have young formats, middle formats and they have older formats," Severine tells MBR. "We will take however many of their formats that fit a particular demo by that we have up, and we will put all that together in with our other programming and services and packages. That's one of the reasons we want to get into this—because we really realize that this is a perfect extension of what we're doing now and is really part of a future of where it's going. National advertisers are concerned with one thing only—the number of ears that you can bring to them, and that's all we're trying to do here."

Severine has talked extensively with Arbitron. They are starting to survey Soundsbig this month. Says Severine: "By January, we'll be able to start to see what type of audience all of this derives."



Winstar Interactive Media Sales handles banner ad sales for websites, and may be packaged with the buys.

Having so many formats does offer extremely narrow, niche targeting—something radio can only take so far, given spectrum limitations of the AM and FM bands. "We can put them in with whatever lifestyle segment that our clients want," Temechko explains. "So many times on traditional radio you get these disjointed messages—a funeral home, a mattress company, etc. Whereas part of our platform is when you tailor a message to a market, it's in harmony with their lifestyle. It isn't out of left field. It's something that appeals to them."

#### Revenue models

Like radio station websites, Internet broadcasters rely heavily on a mix of e-commerce derived from impulse-buy CD sales (click to buy as the song is playing), and banner ads. As you'll read, that mix is changing with audio ads, more sponsorship and a b2b (business-to-business) approach. Says Temechko: "If you look at our revenue mix right now, it's almost 50/50 between e-Commerce and advertising. The e-Commerce we are doing right now is primarily selling CDs. Over time, we see advertising growing at a faster rate than e-Commerce."

"Soundsbig is a media outlet. We are a broadcast network. As such, we follow the traditional revenue models of broadcast networks, those being advertising and sponsorship," says Albano. "We really see that being a lion's share of our revenue going forward. We do generate commerce revenue from CD sales. Soon, we will be adding digital downloads and merchandise. Clearly, the rich media opportunity, the audio and video ad opportunity we

think will result in very steep growth patterns. When you look at the online CD sales business, it is something that we never wanted to get into directly, obviously that is why we partnered with Amazon."

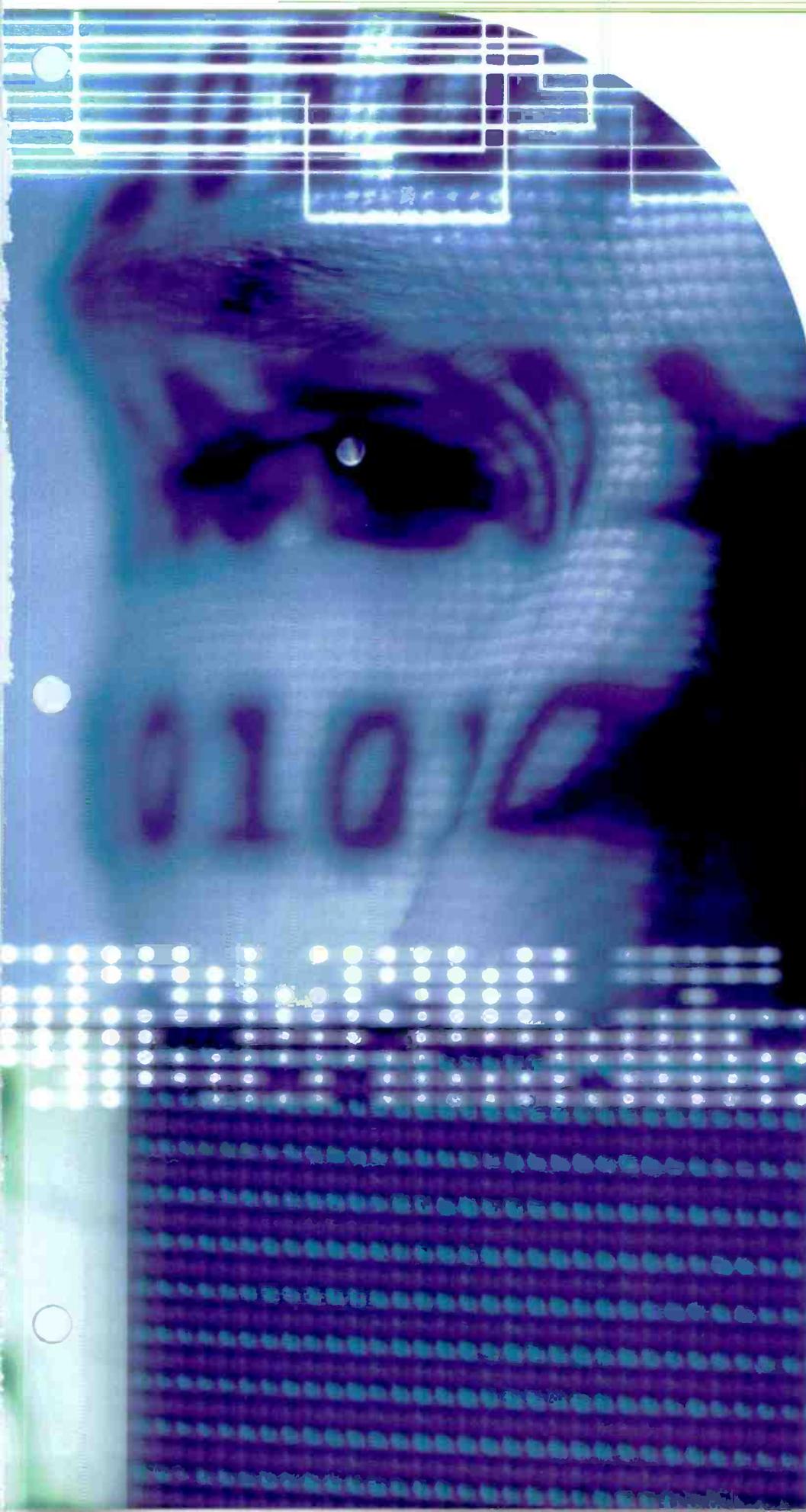
#### b2b

How is the revenue model changing? One of the common threads is a b2b approach. 100-120 choices of music, with average listening sessions of 70-80 minutes can lend quite a bit of stickiness to just about any website. "We've been fortunate because our business model is beyond a destination site, for example, just a site that sells CD-ROMs," Albano attests. "In fact, we do have a very robust b2b component which allows us to take the content and services and provide them to various partners, be they portals, regional portals or vertical sites. This allows us to focus in on revenue generation and value the company on a revenue model vs. a strictly traffic model."

Soundsbig's client-branded formats also come with a suite of products and services, including the Soundsbig player, back end broadcast services, programming and content. The model is free to its clients by leveraging audio ads and banner ads.

"Where we see an opportunity in commerce is being able to partner with other destination sites on the web to provide a front-end," agrees Temechko. "And to really provide the opportunity to stream for them through a co-branded player. If you go to Playboy, you'll see that we have a co-branded player on their site—Playboy presents NetRadio.com."

He says there are a variety of offerings to take to some of the destination apparel shops, Gap, Victoria's Secret, Abercrombie. "You go to those now; they are just vanilla catalogs—



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check the boxes. Whereas if you think about it, look at the campaigns, lets say what The Gap has waged on network TV. It is very music-oriented, lifestyle oriented. That is just what we have. We've got our audience segmented according to channels, which represents a lifestyle and an attitude. So we could provide a portfolio of relevant channels that mixes with their target markets, adds some ambience and stickiness to their site, give them an opportunity to actually cross-merchandise and attract those specific lifestyles from our existing audience."

And there are two options on revenue there: "Do either revenue share on the transactions or just stream for them and earn revenue from a streaming perspective," Tomechko adds.

Soundbig is in negotiations with numerous companies for b2b format deals, "from a national portal site down to smaller regionals," says Albano. "We did a deal with Boston.com. We supplied them with a branded player and all their backend broadcast services. So if someone comes to a site, they click on a player

and they can hear their favorite tunes or most all of them are channels."

**Profitable?**

While we have talked about all the benefits the Internet-only broadcasters can offer listeners and advertisers, radio is hardly at a competitive disadvantage with great cash flow and very high valuations. Of the three we've talked to, only one claims profitability yet—Spinner.com—which, along with the streaming media company Winamp, was purchased by AOL 6/99. Also, unlike traditional radio, the more people that are listening, the higher the cost of delivering bandwidth so they can listen.

Says Albano: "I think that the kind of business we are building is clearly capital-intensive, but no where near as capital-intensive as the satellite businesses. It does, however, dictate that we commit to building out a business over a two-year timeframe and continue into the future. We expect to see profitability sometime after that buildout, so somewhere

after the two-year timeframe."

"I wish we were profitable right now," says NetRadio's Tomechko, which went public last year, "We aren't."

He faces two challenges: lowering the cost of bandwidth and convincing advertisers to buy. "We have continually dropped the cost of bandwidth by using multiple provider services and by using flexibility to maneuver within contracts throughout. That is probably our biggest cost right now. If you could draw a perfect line or set of lines, as bandwidth becomes more ubiquitous and as we continue to become more efficient, our cost of operations are going to continue to drop. There also needs to be a migration of off-line traditional advertisers coming on to the web. What we have now is the multimedia capability to work with them. We serve our own ads. We have our own trafficking department. We give proof of performance to all of our clients. We have everything, in our mind, in place—the table is set and we're waiting for the guests to come to the table."

**Paid to listen: RadioFreeCash.com geared up for official launch**

A new model is officially launching this month (7/15): RadioFreeCash.com pays listeners a minimum of 20 cents an hour to listen to its 200+ formats. The site has been up and running since January, but not paying out cash. The more people that you, the listener, get to sign up using your name as the referrer, the more money you can make. It's eight cents more an hour for the first listener, four cents an hour thereafter for others, up to four generations. RadioFreeCash's main revenue stream is audio ads.

Says CEO Chip Stevens: "Membership growth is substantially explosive. We're well on our way to three quarters of a million right now, we'll have 1M by the end of this Summer. In terms of time spent online and unique members, in the month of April, we were the number two entertainment website in terms of TSL, behind ESPN.com. We're the number one Internet radio website by leaps and bounds for TSL [Source: PC Data Online]."

Stevens' revenue model shares ad revenue with its members, "as opposed to other content players where they tend to rely on having the most robust content and the best artists and try and monetize that by banner advertisement and e-commerce. We monetize that by audio advertisements, primarily, and then a whole host of b2b-type rev-

enue streams."

At the official launch, RadioFreeCash will display a downloadable "radio bar" that requires listeners to respond to a celebrity voice prompt periodically (i.e., you will have to click the "D" key). "That guarantees to the advertiser that Joe Blow, XYZ demographics, heard Advertiser X's message 35 times in the month of June," explains Stevens. "On a CPM basis, relative to terrestrial radio, that is a much more valuable audience by virtue that you can guarantee the fact that the message was heard."

While Stevens won't tell us at presstime which advertisers are on board for launch, "we've got contracts—I can't tell you their names—but there's a couple major, major ad agencies who are on our board of directors who have placed space for us already. We also have our own in-house ad sales force which is looking to establish a lot of contractual work with regional advertising. That's sort of the elegance of the model—as you achieve economies of scale, you can get local advertising matched with local members, and also, na-



tional advertisers putting spins on local campaigns."

He adds that in a year or so, RadioFreeCash (also being looked at by the other webcasters) may go mobile: "As broadband goes beyond the desktop, we've actually got a couple of things lined up with PDAs [Personal Devices]—there's a few companies out there that do translation of various broadband distribution into cell phones, Palm Pilots, the Blackberry thing—just think of how the truckers out there listening to the radio all day would react to getting paid to do it."—CM

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It was just a few years ago that the Web was a guy thing. Just five years ago only 9% of Internet users were women. The other 91% were men, guys going online to look at stock quotes, sports data, pornography and... well, five years ago there wasn't really a whole lot on the Internet except stocks, sports and pornography.

Much has changed in those few years. A new study by the Pew Internet & American Life Project found that women now comprise about half of the Americans who have Internet access. Men still use the Web more, though, and men and women tend to use the Internet quite differently. Access to the World Wide Web also varies considerably by demographic group—whether categorized by ethnic group or age.

According to the Pew study, women are big on e-mail and are more likely than men to use e-mail socially to contact family and friends. Women are also more likely to seek health information and job information on the Internet. Surprisingly, they're also slightly more likely than men to play online games.

Men, on the other hand, use the Web to get news, buy and sell stocks and seek data about products or services on line. (Apparently, the Pew researchers didn't ask about porno.)

### Internet access by population group

	Number (millions)	Web access percentage
<b>Gender</b>		
Male	46	51%
Female	45	46%
<b>Ethnic Group</b>		
Whites	80	50%
Blacks	7	35%
Hispanics	8	46%
<b>Age</b>		
18-29	27	66%
30-49	46	58%
50-64	15	41%
65+	4	13%

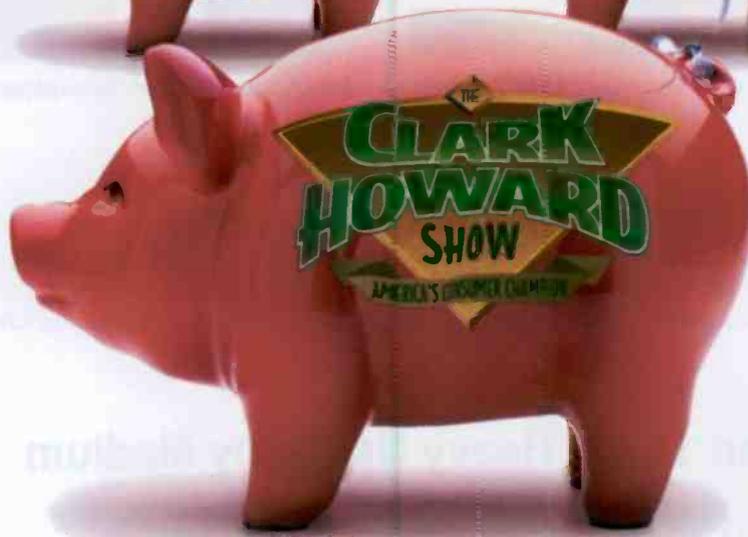
Source: Pew Internet & American Life Project March 2000 Poll

### Daily Internet users by population group

	Daily Users (millions)
<b>Gender</b>	
Male	29
Female	26
<b>Ethnic Group</b>	
Whites	50
Blacks	3
Hispanics	4
<b>Age</b>	
18-29	15
30-49	28
50-64	10
65+ 3	

Source: Pew Internet & American Life Project March 2000 Poll

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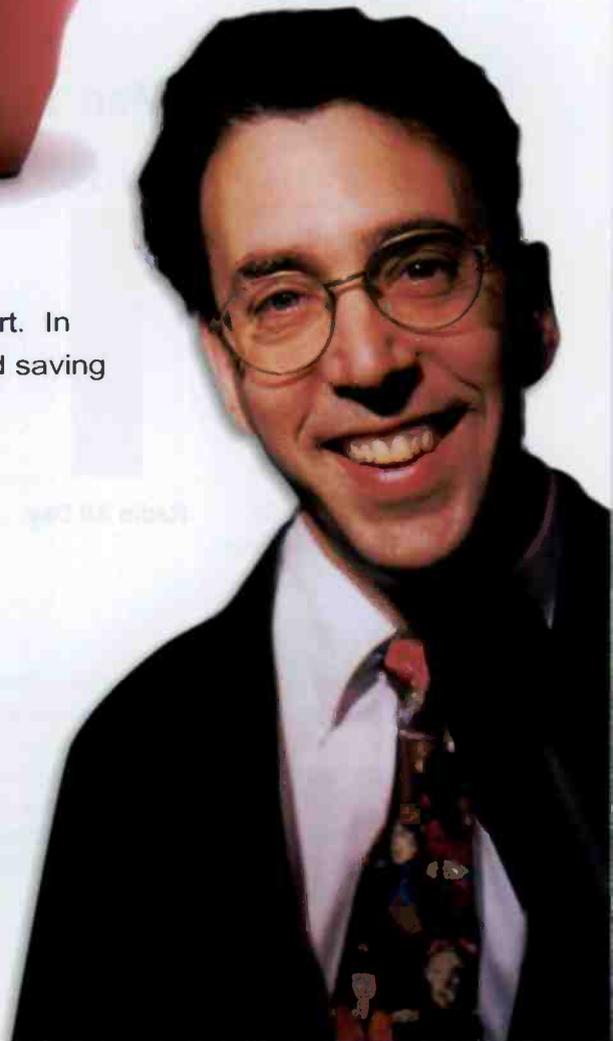
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**404.962.2078**

Amy Bolton, Jones Radio Network  
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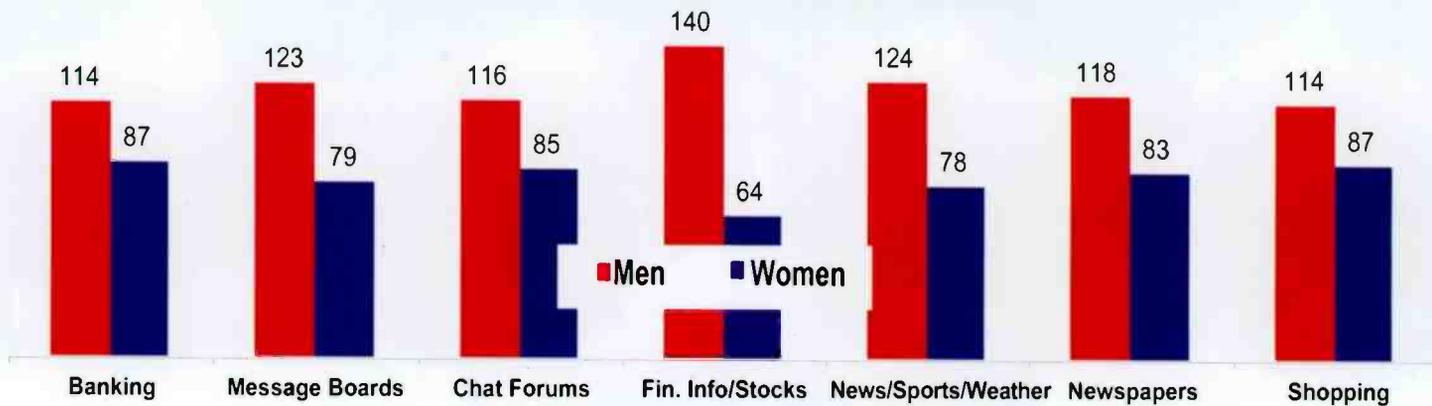
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Interop has also been looking into how people are using their time on the Internet. Based on Simmons data from Fall 1999, the rep firm found that men are not only online more than women—they tend to do more of just about everything online.

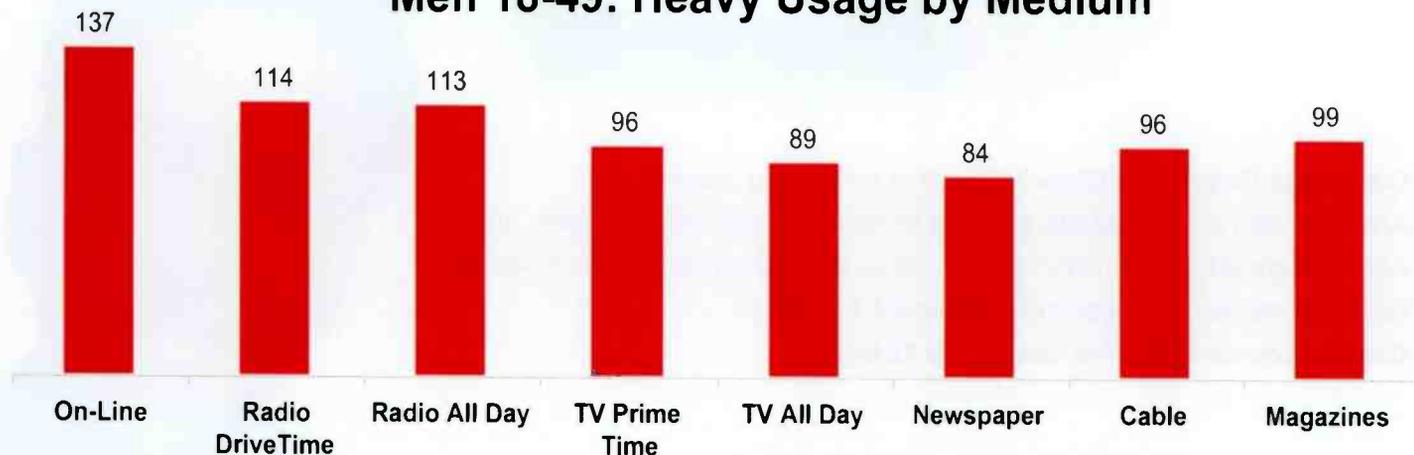
## Men vs. Women Web activities



Source: Interop

Is this worrisome for stations with formats that target men? Apparently not. While Web-surfing may be taking time away from TV and cable, radio is still king in the car and listening to the radio at home isn't mutually exclusive with most Internet activities. Thus, the male demos that other media find increasingly difficult to deliver to advertisers are available from radio.

## Men 18-49: Heavy Usage by Medium



Source: Interop

The figures in this chart are for Men 18-49, but the figures are virtually identical for Men 25-54. Prime time TV creeps past the 100 mark (to 101) and newspapers make it up to 93, but radio and the Internet also do a bit better.

There's no surprise in which radio formats are strongest for reaching men, but Interop does index the various male-dominant formats in its report, "About Men... Demographic, Spending and Media Profiles." For Men 18-34 the big winner is AOR, followed by Modern Rock, Classic Rock, CHR and Urban Contemporary. (Hey, now you know why they say "Rock on, dude!") Sports stations index highest for both Men 25-54 and 35-64. The rest of the top five for 25-54 are Classic Rock, AOR, Jazz/NAC and Modern Rock. For the older guys, Sports is followed by Jazz/NAC, News/Talk, Oldies and Classic Rock.

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## CAPTURING CASUAL LISTENERS

What makes marketing work? Effective marketing campaigns begin with a thorough understanding of consumer behavior with the product category. The foundation of any marketing plan articulates how the target consumers currently behave along with the desired changes that the marketing plan will attempt to create.

For a radio marketer, that begins with the basics of how people use radio. Although we all inherently know how people use radio, amazingly few can translate or apply that understanding to marketing. Let's try. Long-time radio researcher and consultant Kurt Hanson distilled radio listening research into two basic categories, core listeners and non-core listeners. After several years of studying tracking studies (Birch, Arbitron, and then AccuRatings) Kurt determined that most people use radio about three hours per day (roughly twenty-one hours per week). He demonstrated that the vast majority of that listening went to a single station, their "partisan" or "core" station. Rhodney Bosley followed with an enormous analysis of tens of thousands of Arbitron diaries that reached a similar conclusion: people listen to an average of about three stations in a typical week, and spend 75-90% of their time with one station—i.e., their P1 station.

As the chart illustrates, the typical radio listener spends about 17 hours a week with their P1 station. The remaining four hours are split, unevenly, between the other two stations. Since AQH is a measure of the total amount of listening, not the total amount of listeners, listeners that spend more time are more valuable.

The concept of heavy users applies across many different consumer categories. In his book, *The End of Marketing As We Know It*, Coca-Cola Chief Marketing Officer Sergio Zyman said that much of the 50% increase in Coca-Cola sales in just five years was driven by their strategy to gain and maintain heavy users. Zyman writes, "heavy users are obviously more profitable than light users. So once you recognize them as a specific segment, you can tailor your marketing to maintain and increase the usage of your heavy consumers and to win your competitors' heavy consumers... develop programs that address heavy users."

In radio, heavy users typically account for a large majority of the listening to a station. In fact, transpose the math and you'll see that you need 22 P3's to equal the listening of just one P1! Where would you put your shrinking

dollars: attempt to bring in 22 P3's or try to convert a P2 or P3 into a P1? Easy answers, yes, but we often forget this concept in our marketing and promotional plans.

We think that by running a contest or on-air promotion, we can "increase TSL." There are two problems with that concept. First, the P1's are already spending 17 hours per week with you. Can you get more than 17 hours? Unlikely. The other problem rests in the fact that the very people you want to influence most aren't likely to hear the contest or promotion.

P2's and P3's are your best target—they're already familiar with the station (you won't need to start from zero awareness) and they're already sampling the station (albeit a short time). Finally, you know who and where they are—they're your competitors' P1's

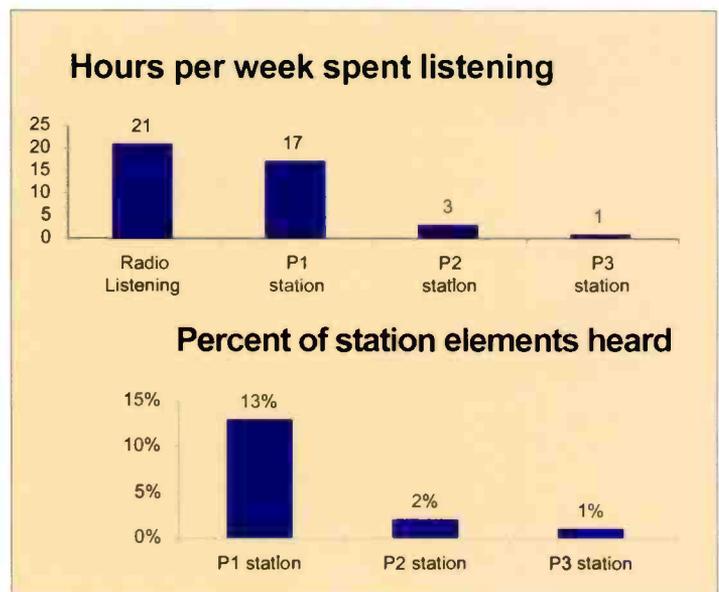
However, as P2's or P3's to your station, they're not listening long enough to hear the contest or promotion! Using the example above, if I'm a P3 to a station, I spend about one hour a week listening to that station. That's equivalent to listening less than 1% of the time (1/126 available waking hours). That means, you'll have to run over 500 promos for me to hear just five of them (1% of 500 is 5). The sales manager can't even get that kind of frequency.

When you convert a P3 or P2 to P1, you massively increase your total TSL because each conversion effectively brings 14-16 hours of increased TSL. Converting P2's and P3's to P1's is by far the most efficient and effective strategy for increasing TSL and therefore AQH. But, as you can see, you need to use outside marketing to do it.

Now that you know that you'll need outside marketing to convert your P2's and P3's into P1's, how do you choose the correct marketing tools? The answer is: it depends. It depends on your competitive scenario, it depends on where your station is in the product life cycle, and it depends on your financial and ratings goals.

Still, as marketer Zyman points out, you always want to "fish where the fish are"

Zyman might likewise suggest that a station would be far better served to win people who listen to the format, but to a competitive station, because they are more likely switch to your station, rather than try to get someone unfamiliar with the format to listen a little.



That concept has major implications for marketers. Your market potential is the sum of your competitors' shares. Let's say you have a six share and combined, your direct competitors have a 12 share. That means your market potential is an 18 share. That means—even if all your competitors shut off their transmitters and every listener came to you—82% of the market would still not be listening. So why try to reach them in the first place?

Silly as that seems, most marketing plans do just that. They target the whole market of 25-54 year olds or 35-64. In the example above, 82% of those marketing dollars not specifically targeting people who listen to those two or three competitive stations end up being wasted. As Sergio Zyman says, "no matter how good your bait, if the fish aren't there, they won't bite."

Tripp Eldridge is Executive Vice President and COO of Direct Marketing Results.



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14-16  
Alabama Broadcasters Convention.  
Gulf Shores, AL (800) 211-5189

22-25  
NAB Executive Development Seminar for  
Radio Broadcasters. Washington, DC  
(202) 775-3511

23-25  
North Carolina Broadcasters Convention.  
Wrightsville Beach, NC (919) 821-7300

27-30  
Idaho Broadcasters Convention. Sun Valley  
(208) 345-3072

### August

10-12  
Michigan Assoc. of Broadcasters Annual Con-  
ference, Thompsonville, MI  
(517) 484-7444

15-18  
Texas Broadcasters Convention,  
San Antonio, TX (512) 322-9944

16-18  
Nebraska Broadcasters Convention, Lincoln,  
NE (402) 778-5178

25-27  
Arkansas Broadcasting Convention,  
Hot Springs, AR (501) 227-7564

26-29  
American Women in Radio & TV Conven-  
tion, Los Angeles, CA (703) 506-3290

### September

13-14  
North Dakota Broadcasters Convention,  
Bismarck, ND (701) 258-1332

14-15  
Alaska Broadcasters Convention,  
Anchorage, AL (907) 258-2424

20-23  
NAB Radio Show, San Francisco, CA  
(202) 775-3527

### October

3-4  
Society of Broadcast Engineers, Pittsburgh,  
PA (317) 253-1640

5-6  
Minnesota Broadcasters Association Annual  
Conference, St. Paul, MI (612) 926-8123

5-7  
Oregon Broadcasters Convention,  
Bend, OR (541) 343-2101

9-10  
Indiana Broadcasters Convention  
(317) 573-0119

9-10  
Kansas Broadcasters Convention, Wichita,  
KS (785) 235-1307

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Bayliss Foundation Media Roast,  
New York, NY (831) 624-1536

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## Upped & Tapped

Roster moves at the top of Clear Channel: Preparing for the assimilation of to-be-merged AMFM stations, CCC has clarified how the top of its executive chain will look. Randy Michaels will be Chairman/CEO of the Clear Channel Radio Group; coming over from AMFM, Ken O'Keefe will be President/COO.



SBS hands the reins to Reyes: The sales efforts of the SBS FM duop in New York will be handled by NSM Mickie Reyes, who moves up to the GSM slot.

ESPN makes a Snyder remark? Yes, as it turns over the day-to-day operations of Sports WMVP Chicago to Bob Snyder, who helped to bring Sports radio to Washington, DC with the launch of WTEM several years back. His business card will say Station Manager.

KARP passes Litt-mus test: Stephen Woodbury, GM of Blue Chip's Minneapolis FM move-in, is bolstering his staff with Jeffrey Litt, who will sit in the GSM chair. He had been at crosstown WLTE-FM.

Klotz raises its cup to Kupczik: Broadcast equipment manufacturer Klotz Digital has tapped Juergen Kupczik as Market Manager for Product Solutions & Services. Working in Germany, he has been employed by several competing companies since 1986.



Barnstable gets its Barron necessities: Dan Barron, GSM for WSRR-FM Memphis, will expand his workload with the new title VP/Director of Sales, adding oversight of WGKX-FM and WRBO-FM to his WSRR duties.

El Salvador? San Salvador? No, it's Raul Salvador, longtime executive with the Z-Spanish radio group. He's been inked by Rodriguez Communications as President/COO.

Clear Channel's Dave Pugh is transferring from Phoenix to Milwaukee, where he will be VP/Market Manager for the group's four-station superduopoly cluster.

South Central Communications has tapped Randy Grossert to up its gross in the Knoxville market. He has been named Director of Sales for its one-AM, four-FM station cluster.

Cheryl Salomone is departing Portland to transfer to the General Manager desk at Clear Channel's five-station cluster in Yakima, WA.

Picks and Vallies? Veteran radio programming consultant Dan Vallie has joined the Radio Advisory Board of Pick The Hits.Com, an Internet site which allows browsers to check out new music.

Matt DeGelormo has agreed to toil with Doyle, as he joins station broker Hadden & Associates as VP/Partner.

Hoffman switches letter clusters to join Shoup shop: Adonis E. Hoffman is trading in the letters FCC for four As. He will work in AAAA's Washington office as SVP/Counsel, reporting to EVP/Director Hal Shoup.



Radio One crowns Brown: Urban-specialist Radio One has lured Wayne K. Brown away from Infinity's Charlotte cluster with a pair of hats. One will be the GMship for its Atlanta FM pair, WHTA and WAMJ. The second, and larger, will be VP/Regional Manager for its stations in both Georgia and North Carolina.

Beasley makes sure Miami is Mr. Rogers' neighborhood: WQAM Talkmeister Neil Rogers began his run on Sports WQAM in 1997, and now Beasley Broadcast Group has inked him to a deal that will keep him in front of the mic through 2004. He can also be heard on WWCN in the Fort Myers market.



Root Communications has named Dana Harmon General Manager of its eight-station cluster in Florence, SC. He exits the DOS slot he had occupied for Cumulus in Augusta, GA.

Land ho! Omaha cluster gets direction. Journal's journey in Omaha will be guided by a new pair of execs, each with a title new to the company. Dale Franz is now Director of Sales, and Tom Land is Director of Operations. Each reports to VP/GM Jim McKernan.

NBG Radio Network will be editing sales VP Dean Gavoni's business card with a promotion to Executive VP, which will get him more involved with long term strategic planning.

Bicoastal Westwood action: Paul Gregrey has been upped to SVP/Eastern Region Sales, and Liz Hoffman has risen to VP/Western Sales.



Workin' on the Chang gang? You will be if you get your paycheck from marketing department of The Satellite Broadcasting & Communications Association, where Eric Chang has been named Director.

# As I See it,

Jim Carnegie, Publisher

“  
Rush is the next  
Howard Cosell  
and could  
revive MNF  
”

*USA Today's* 6/9 front page has Rush Limbaugh voted the best candidate for Monday Night Football color analyst. But will ABC go with Rush or retired 49er quarterback Steve Young? As I see it, Rush is the next Howard Cosell and could revive MNF. So, will ABC blow it again?

Don't tell me there is no political cash around. TV in NYC and Philly cleaned up with Jon Corzine, running for NJ Senate primary by dropping \$20 Million in ads. If TV is expected to have its best political money year ever, then radio get it in gear.

I agree with *RBR's* Dave Seyler and his analysis on Contours or Arbitron in the 6/5 issue. FCC people, get a life.

Besides the non-compete agreement that Bob Sillerman has not to own or operate radio and TV stations, my question is, "why pick on poor Bob?" Just because he is shrewd and a pain in the ass? Or is it fear or greed from others? Can someone answer this?

If you haven't heard the rumble from talk hosts Don and Mike about why their parent Westwood One is not advertising their syndicated program, well join the crowd. I too don't understand why any network wouldn't market their syndicated programs to the radio executives who make the decision to become an affiliate. I always thought that networks needed more affiliates for their tonnage buys.

Last, during the fall NAB Show in 1991 I was on the Larry King show, when it was on Mutual, talking about the radio business. Everybody remembers the problems. The last question Larry asked me was, "Who in radio is making the money?" My answer was, "The doctors who are writing the RX's for valium to the poor schmucks losing money because they don't know how to run their business." Funny how great quotes still hang around today almost ten years later.

---

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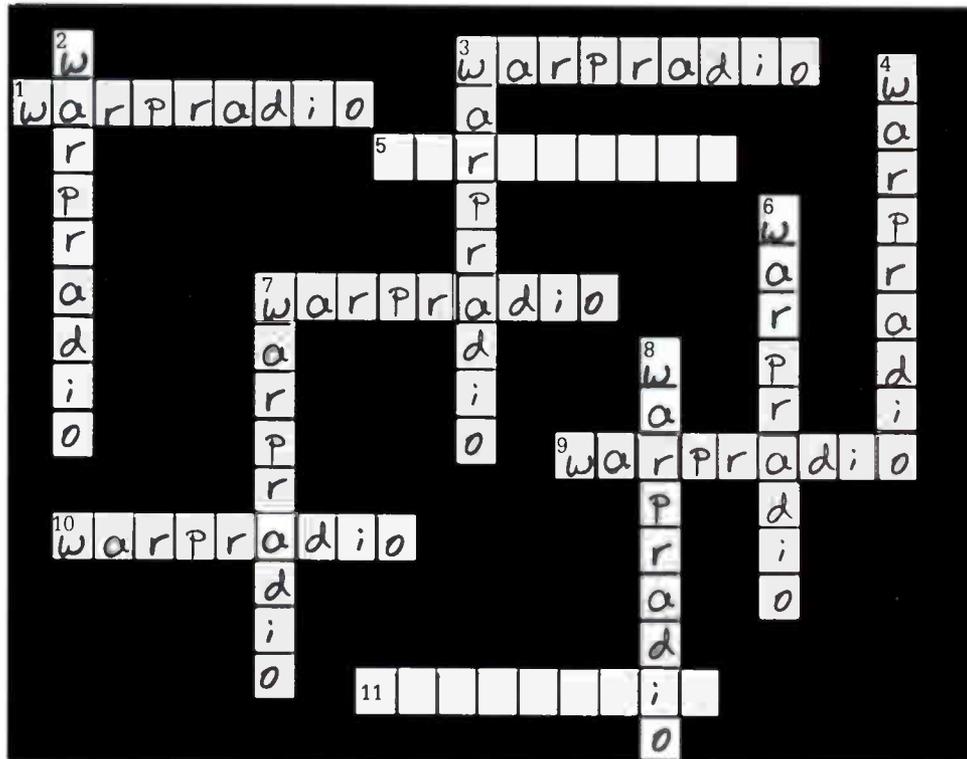
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