

MANAGER'S BUSINESS REPORT™

MBR

Radio Business Report, Inc.

18 Years

February 2001

Bob Coen

The ad guru has seen it all...
sometimes twice.

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Strike two for the FCC's EEO rules.

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Programming & Positioning™

Vox partners give radio
the old college try.

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MBR Stats

Radio ends October with big gains over 1999

October's revenue gain was modest—3% all told—but it was a gain and it was no more than a speed bump in radio's march toward a double-digit gain for the year. YTD, revenues are up 14% for local business, 16% for national business and 14% overall. The dot-com companies which fueled radio's remarkable surge during the beginning of the year are largely responsible for the negative numbers which now are peppering the revenue charts on the national side. However, the continued strength of the local category is an indicator of a healthy industry.

Consolidation levels rose somewhat over the past two months. The biggest gain came in the smallest markets, which added 10 stations to the superduopoly category for a 2.5% gain.—Dave Seyler

Radio Revenue Index

October: Local is the treat, national the trick

Local business continued to build on the record-setting results of 1999, turning in a 6% gain over and above the revenue totals of the same month a year ago. The story was not the same for national, which continued to feel the effects of the dot-com weeding-out process and came in down 5%. Overall, the industry still beat October 1999 by 3%.

The Southwest enjoyed a 14% uptick in local business, easily the best number on the chart for the month. All regions did okay, posting gains from 4-8%. The story was not the same for national, where the Midwest led the way with a flat month. The Southwest and East, which had the best local results, made up for it somewhat by having the worst national results.

Oct 2000	Local	National	Jan-Oct 2000	Local	National
All markets	6%	-5%	All markets	14%	16%
East	8%	-11%	East	15%	16%
Southeast	6%	-2%	Southeast	11%	13%
Midwest	5%	0%	Midwest	11%	9%
Southwest	14%	-9%	Southwest	15%	21%
West	4%	-1%	West	15%	19%

Local & Nat'l revenue Oct 2000

All markets 3%

Local & Nat'l revenue Jan-Oct 2000

All markets 14%

Source: RAB

Superduopoly Dimensions

Industry Consolidation

(as of January 15, 2001)

Superduopoly: 58.9%			Total consolidation: 78.7%		
Market	# of stns	percent	Market	# of stns	percent
1 to 50	914	58.0	1 to 50	1,271	80.6
51 to 100	720	63.1	51 to 100	907	79.5
101 to 150	464	56.2	101 to 150	638	77.2
151 to 200	481	57.3	151 to 200	648	77.0
201 to 250	417	61.3	201 to 250	524	77.1
251 to 276	170	54.8	251 to 276	242	78.1
All markets	3,166	58.9	All markets	4,229	78.7

Full year 2000 stock performance

If there's anything good to be said about the way the stock market behaved in 2000, it's that things can only get better!—JM

Company	12/29/00 Close	2000 Net Chg	2000 Pct Chg
Ackerley	9.000	-9.125	-50.34%
Adelphia	51.625	-14.000	-21.33%
Alliance Bcg.	0.012	-0.238	-95.20%
Am. Tower	37.875	7.313	23.93%
Beasley	8.313	-7.188	-46.37%
Belo Corp.	16.000	-3.063	-16.07%
Big City Radio	2.188	-2.563	-53.95%
Ceridian	19.938	-1.625	-7.54%
Cir.Rsch.Labs	5.125	3.125	156.25%
Citadel	12.000	-52.875	-81.50%
Clear Channel	48.438	-40.813	-45.73%
Cox Radio	22.563	-10.688	-32.14%
Crown Castle	27.063	-5.063	-15.76%
Cumulus	3.625	-47.125	-92.86%
DG Systems	2.125	-5.000	-70.18%
Disney	28.938	-0.313	-1.07%
Ermis	28.688	-33.633	-53.97%
Entercom	34.438	-31.813	-48.02%
Entravision	18.375	1.875	11.36%
First Entertain.	0.016	-0.625	-97.56%
Fisher	55.000	-6.750	-10.93%
FTM Media	0.016	-12.734	-99.88%
Gaylord	20.875	-9.063	-30.27%
Gentner	11.750	-2.250	-16.07%
Global Media	0.063	-4.626	-98.67%
Harman Intl.	36.500	8.438	30.07%
Harris Corp.	30.625	3.938	14.75%
Hearst-Argyle	20.438	-6.188	-23.24%
Hispanic Bcg.	25.500	-20.609	-44.70%
Infinity	27.938	-8.250	-22.80%
Interop	3.500	-9.875	-73.83%
Jeff-Pilot	74.750	6.500	9.52%
Launch Media	1.563	-17.375	-91.75%
NBG Radio Nets	1.125	-1.969	-63.64%
New York Times	40.063	-9.063	-18.45%
Pinnacle Hldgs.	9.063	-33.313	-78.61%
PopMail.com	0.188	-2.813	-93.75%
Radio One, Cl. A	10.688	-19.979	-65.15%
Radio One, Cl. D	11.000	-19.667	-64.13%
Radio Unica	3.750	-25.125	-87.01%
RealNetworks	8.688	-51.469	-85.56%
Regent	5.938	-2.563	-30.15%
Saga Commun.	14.875	-5.375	-26.54%
Salem Comm.	14.938	-7.688	-33.98%
Sirius Sat. Radio	29.938	-14.563	-32.72%
Spanish Bcg.	5.000	-35.250	-87.58%
SpectraSite	13.250	2.375	21.84%
SportsLine USA	5.313	-44.813	-89.40%
TM Century	0.500	-0.125	-20.00%
Triangle	0.017	-0.003	-15.00%
Tribune	42.250	-12.813	-23.27%
Viacom, Cl. A	47.000	-13.438	-22.23%
Viacom, Cl. B	46.750	-13.688	-22.65%
WarpRadio.com	0.625	-4.000	-86.49%
Westwood One	19.313	-18.688	-49.18%
WinStar Comm.	11.688	-38.479	-76.70%
XM Sat. Radio	16.063	-22.063	-57.87%
Major stock market indices			
The Radio Index	125.360	-130.700	-51.04%
Dow Industrials	10786.85	-710.270	-6.18%
Nasdaq comp.	2470.520	-1598.790	-39.29%
S&P 500	1320.280	-148.970	-10.14%

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MBR Stats

The pace of consolidation

RBR issue	Stns	Super	Sup%	Consol	Cons%
6-24-96	4859	955	19.7	2552	52.5
9-30-96	4869	1238	25.4	2744	56.4
12-23-96	4877	1394	28.6	2847	58.4
3-31-97	4860	1634	33.6	2994	61.6
6-30-97	4866	1832	37.6	3104	63.8
9-29-97	4880	1952	40.0	3189	65.3
12-15-97	4878	2067	42.4	3250	66.6
3-30-98	4936	2237	45.3	3429	69.5
6-29-98	4955	2334	47.1	3489	70.4
9-28-98	4976	2399	48.2	3555	71.4
12-21-98	4987	2410	48.3	3599	72.2
3-29-99	4990	2475	49.6	3629	72.7
6-28-99	5201	2652	51.0	3836	73.8
9-27-99	5203	2730	52.5	3881	74.6
12-27-99	5209	2796	53.7	3916	75.2
3-27-00	5216	2876	55.1	3947	75.7
6-26-00	5352	3087	57.7	4168	77.9
9-25-00	5357	3107	58.0	4196	78.3
12-25-00	5370	3142	58.5	4221	78.6

Source: Arbitron market definitions, RBR Source Guide database

Non-traditional Revenue Track

December NTR goes its own way

December is definitely a different animal when it comes to bringing non-traditional revenues to radio stations. After all, who wants to think about office-related products in the midst of Christmas shopping? On the other hand, everyone wants to know about fun (Leisure) and yummy goodies (Food/Grocery) for the holidays. Maybe Revenue Development Systems should add a Diet Program/Health Club category just for January.—JM

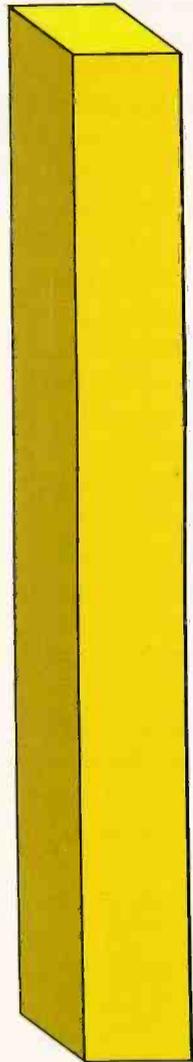
**% of vendor/new business by category
(December 2000)**

	June	July	Aug	Sept	Oct	Nov	Dec	2000
Automotive	18.91	12.50	11.63	5.17	10.19	12.11	1.55	10.27
Food/Grocery	34.59	14.57	23.50	40.42	28.90	19.52	29.28	26.38
Leisure	13.14	33.73	30.61	26.40	20.55	38.11	53.56	30.15
Health & BC	0.91	3.59	6.15	5.12	8.64	7.25	4.16	6.30
Home Improv.	19.12	7.64	7.88	2.17	5.23	4.97	1.81	6.39
Office	1.04	15.89	5.29	7.19	6.61	6.62	0.00	5.62
Clothing	2.44	8.07	6.39	0.84	1.42	1.05	5.63	4.67
Recruiting	9.85	4.01	8.55	12.70	18.47	10.37	4.02	10.22

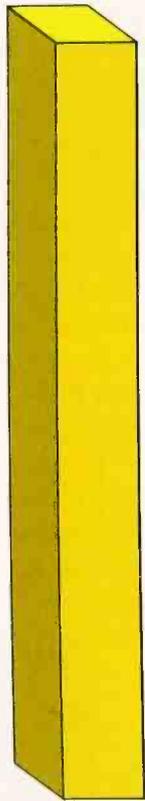
Source: Revenue Development Systems, based on revenues from 76 stations in 32 markets.

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New EEO rules struck down

In a final farewell to FCC Chairman William Kennard, the US Court of Appeals for the District of Columbia once again struck down the FCC's EEO rules. This is the second time that the EEO rules were declared unconstitutional.

In 1998, the 30-year-old rules were thrown out. Kennard led the charge to bring back new rules which were passed in late 1999 and implemented last year—despite protests from broadcasters that the new rules were just as flawed as the old ones.

This most recent case was brought against the FCC by all 50 state broadcasting associations on two counts. First, they felt that the rules created a large reporting burden and second, that they violated the Fifth Amendment by showing preference towards women and minorities. The court ruled that there was no proof on the first count, but the second does violate the US Constitution. The finding said "We hold that the rule does put official pressure upon broadcasters to recruit minority candidates, thus creating a race-based classification that is not narrowly tailored to support a compelling governmental interest and is therefore unconstitutional." The entire rule was vacated because the unconstitutional part could not be separated from the rest.

David Honig, Executive Director of the Minority Media and Telecommunications Council was disappointed with the court's decision and said that "Unless reversed, the decision could put a halt to 32 years of progress in desegregating some of the nation's most influential industries." FCC Chairman William Kennard called the decision a "defeat for diversity." Agreeing with the Chairman, FCC Commissioner Gloria Tristani felt that the rejection "will make it even more difficult to achieve a broadcast industry that reflects America's rich cultural diversity." —ED

Kennard retires

FCC Chairman William Kennard left the FCC 1/19, a day before President George W. Bush was sworn in. He will now serve as a Senior Fellow at the Aspen Institute where he will "advise on leadership, communications policy, and program activities and operations." Kennard will perhaps be most remembered for LPFM, which has dominated the radio world for nearly two years. Speaking on his three-year tenure at the FCC, Kennard said, "I



have devoted my Chairmanship to meeting the twin challenges of the Digital Age. The first challenge is to fight for a competitive marketplace in which monopoly is ended, innovation and entrepreneurship are cherished and consumers have competitive choice.

The second challenge is to make sure that the benefits of the Digital Age reach all Americans — from the business districts to the barrios; from those with every advantage to those with disabilities; from the young to the old; from suburban enclaves to the rural heartland." —ED

ship are cherished and consumers have competitive choice.

Court remands LPFM case to FCC

The US Court of Appeals for the District of Columbia has ruled that the record of the NAB's suit against the FCC over LPFM, be turned over to the FCC so that they can make the changes in the order as per Sen. Rod Grams' (R-MN) Radio Preservation Act of 2000. This bill, which is now law, requires third adjacent channel protection and further testing of LPFM stations.

With respect to the consolidated case of Greg Ruggiero, who sought to eliminate character qualifications, the court set a schedule for further briefs to discuss the constitutionality of the policies: Ruggiero must file within 21 days of any action by the FCC to implement character qualifications per the Act, the FCC must reply within 14 days of Ruggiero's brief and Ruggiero may file a reply to the FCC within 7 days of the FCC's brief. —ED

Tauzin announced picks

Rep. Billy Tauzin, newly elected Chairman of the House Energy and Commerce Committee announced his picks for subcommittee chairs. Rep. Cliff Stearns was the favored pick for the chairmanship of the Telecommunications subcommittee, however he is now the chair of the Subcommittee on Commerce, Trade and Consumer Protection. He Chairman of the Telecommunications Committee will be Rep. Fred Upton (R-MI). Last session Upton was the Chairman of the Com-

merce Committee Oversight and Investigations Subcommittee. —ED

New committee members

Seven new names were added to the roster of the Senate Commerce Committee. The three Democrats are Barbara Boxer-CA, John Edwards-NC and Jean Carnahan-MO. The four republicans are Gordon Smith-OR, Peter Fitzgerald-IL, John Ensign-NV and George Allen-VA. Subcommittees and chairmen are expected shortly. —ED

Citadel sets \$2B leveraged buyout by Forstmann Little

Citadel Communications (O:CITC) announced 1/16 it will be acquired in a leveraged buyout by Forstmann Little for \$2B. CEO Larry Wilson and the rest of the current management team will remain in place after the buyout.

Forstmann Little will invest \$1.5B of its own capital in the deal and J.P. Morgan Chase & Co. is providing \$500M of bank financing. Forstmann Little is an investment company which specializes in buying underperforming or undervalued companies.

"Forstmann Little's investment will provide us with the capital we need to support our stations and pursue our growth strategy, as well as to serve our audiences and the local communities in which we operate," said Wilson in announcing the LBO.

The \$26 per share offer was 49% higher than the pre-announcement closing price of \$17.50, but still well below where the company's stock had traded early last year. Citadel's last public stock sale was 2/8/00, when it sold 4.75M shares at \$51.50 each. CS First Boston advised Citadel on the LBO.

"Ted Forstmann's a long-term thinker," Prudential Securities analyst James Marsh told MBR. Although he said the price seemed like a pretty cheap multiple (13.5 times Marsh's estimate of 2001 broadcast cash flow), Marsh said there aren't many radio groups in a financial position to buy a group as large as Citadel and there's currently very little money from outside the radio industry chasing radio deals. Even so, Marsh said the Citadel buyout is good news for other "beaten-down stocks," such as Cumulus Media (O:CMLS) and Salem Communications (O:SALM), who could attempt to follow a similar course if their market valuations don't improve.

At UBS Warburg, analyst Leland Westerfield issued a research note which

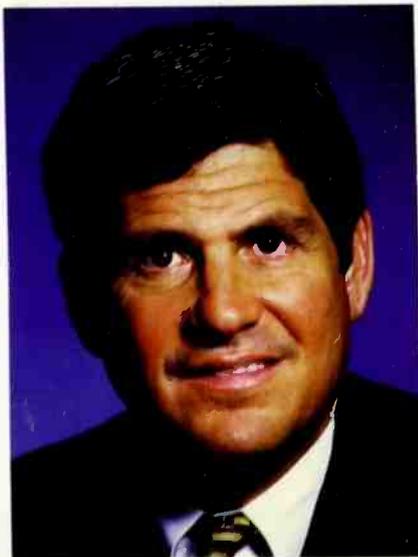
said the deal, which he estimated at 14 times BCF, "underscores the radio sector regaining ad momentum and sets the stage for Clear Channel (N:CCU) to buy pieces of Citadel later on."

"For a company like Forstmann to essentially set the floor at 15 times [his estimate] is really an endorsement of the industry," said Tim Wallace at Banc of America Securities.—JM

Radio One claims Urban in Indy

Radio One (O:ROIA) is consolidating all formats in Indianapolis aimed at African-Americans in an unusual deal with Emmis Communications (O:EMMS). Radio One has a non-binding letter of intent to buy the intellectual property of Emmis' Urban AC WTLC-FM and will move the calls, format and staff to 106.7, currently occupied by Urban Oldies WBKS-FM. Radio One is also buying Gospel WTLC-AM. Financial details of the transaction weren't immediately revealed, although the two companies said they will jointly donate \$1M to promote educational opportunities for minority youth in the Indianapolis area. A report in the Indianapolis Star & News put the price tag at \$8.5M.

"While it is personally painful to part with WTLC, we felt this decision was in the best interest of both companies,"



Emmis CEO Jeff Smulyan said in his company's announcement.

"We will now be able to offer advertisers a one-stop shop for reaching the Urban consumer in this very attractive radio market," noted Radio One CEO Alfred Liggins.

WTLC employees going to Radio One will also be guaranteed at least one year of employment. In the end, Radio One will have Urban-leaning CHR WHHH-

FM, Smooth Jazz WYJZ-FM and the WTLC combo. Emmis has not announced what format it will launch on the former WTLC frequency, 105.7.—JM

Infinity shareholders to vote

Deciding that it is better to be safe than sorry, Infinity (N:INF) delayed its merger into Viacom (N:VIA, VIAb) so minority shareholders can vote on the stock-swap merger. Although Viacom already owns 64.2% of Infinity and over 90% of its voting power, a recent court ruling in an unrelated merger case made Infinity's and Viacom's lawyers suggest letting all shareholders vote on the deal.

Everyone who was an Infinity shareholder of record 1/16 will be eligible to vote at a special shareholders meeting 2/21. Infinity notes that its two largest shareholders besides Viacom, Infinity Outdoor honchos Art Moreno and William Levine, have agreed to vote their shares in favor of the merger.—JM

Major reorganization at Westwood

A major management reshuffle took place 1/9 as Westwood One CEO Joel Hollander announced former EVP, Affiliate Sales and Programming Peter Kosann has been moved to EVP Ad Sales, replacing Peggy Belden for that title. Belden, who was brought on board in 1998 from The Wall Street Journal Radio Network, has been offered another position within the company, according to sources close to Westwood.

Ed Quagliariello has been upped to SVP, Advertising Sales Entertainment/Talk/Music and Sports from VP/New York Sales Manager; Paul Gregrey has been upped to SVP, Ad Sales, Networks from SVP, Eastern Region Sales. Before that, he was VP, Western Sales, AMFM Radio Networks. Fred Bennett, previously VP, East Coast Affiliate Sales, has been upped to SVP, Affiliate Sales.—CM

SMR buyout team in place

Troubled Strategic Media Research (SMR) has secured a buyout offer from a group of industry investors, basically in the last hour. The group includes former AMFM Radio President and now Ultimate Inc. CEO Jimmy de Castro former AMFM Radio Networks President David Kantor, Radio One CEO Alfred Liggins, record promotions exec. Jeff McCluskey, radio entrepreneur Jeff Trumper and Standard Radio (Canada) CEO Gary Slaight. All will become board members. Each investor will get a 10% stake in the firm. There is no word yet if any will join the company

on a day-to-day basis. "I think it's great for two reasons. One, clearly they're the premier research company in the industry and it would be horrible to see them no continue. Kurt and Amy have really led and had the vision of that company, so we're glad to see them both at the helm," Kantor tells MBR. "The second aspect is clearly being able to work with other significant current and ex-radio broadcasters to try to put this together offers some opportunities, of which this is the first."

The management buyout offer (pending SMR's Chapter 11 filing completion) was led by SMR SVP Amy Vokes. Debt was rumored to be \$8M. Chairman and founder Kurt Hanson will remain an executive there, but is no longer a shareholder. SMR managers David Becker, Kristen Ozenbaugh-Dale, Phoebe Pierson and Paul Kaiser are among those participating in the buyout.—CM

Jones Broadcast Programming reorganizes staff

Jones Broadcast Programming announced a reorganization of its programmer-consultants (1/16), part of a growth plan for the company's TotalRadio format services, under the direction of VP Programming and Consulting Ken Moultrie. The new appointments include Mike Bettelli moving from AC programmer-consultant to Director, AC Programming; Steve Young, who recently joined BP, has been named Director, Rock-Pop Programming. Young has worked at WNEW-FM and WAXQ-FM New York, KISW-FM Seattle, and CITI-FM Winnipeg. Ray Randall has been named Director, Country Programming. Before BP, Ray worked at KRPM-FM Seattle and KSSN Little Rock. Veteran talk programmer Tom Clendenning joined the company in December as Director, Talk Programming, replacing Tony Miner. Additionally, Moultrie has named Programmer-Consultant LJ Smith Director of Consulting.—CM

Liddy in defamation suit

Westwood One host G. Gordon Liddy is in the midst of a defamation suit in Baltimore. He is being sued for \$5.1M by Watergate figure Ida "Maxine" Wells, who says Liddy, at numerous speaking engagements over the years, claimed she ran a prostitution ring out of the DNC headquarters in the early 70s. Meanwhile, Chicago's WAUR-AM is the latest Liddy affiliate, taking the total to 170.—CM

"While we have certainly seen better quarters, all things considered, the fourth quarter of 2000 was not too bad."

Alfred Liggins, CEO, Radio One, in a Wall Street conference call.

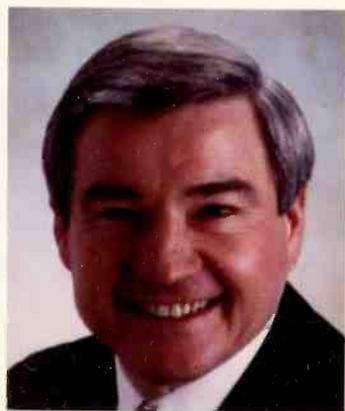


"The strength of an organization is only as strong as the strength of the people in the organization."

Former FCC Chairman William Kennard, thanking FCC staffers as he announced his resignation.

"We are seeing the private owners' expectations come down pretty dramatically. They always lag what happens in the public marketplace, but we have seen expectations of sellers come down to a lot more realistic levels. We're even seeing opportunities in the 10-12 times 12-months forward broadcast cash flow, which is significantly lower than the 17-18 times if you went back to the first of 2000."

Terry Jacobs, CEO, Regent Communications, in a Wall Street conference call.



"Forstmann Little's investment will provide us with the capital we need to support our stations and pursue our growth strategy, as well as to serve our audiences and the local communities in which we operate."

Larry Wilson, CEO, Citadel Communications, announcing a \$2B leveraged buyout by Forstmann Little which will cash out Citadel's public stockholders.



"The NAB also strongly endorses Congressional passage of legislation that would reinstate the minority tax certificate program."

Eddie Fritts, President/CEO of the NAB, following release of a Commerce Department report showing a modest increase in minority station ownership from 1998 to 2000.

"Ida Wells was persuaded by John Dean on the last day that it was legally possible for her to do so to sue me. Dean provided the information and Dean provided the lawyer. It's Dean's lawyer who is representing Ida Wells. "The nice thing about a defamation case is that truth is an absolute defense to any charge of defamation. So, we are not worried at all. We are just going to prove it and that's that. I mean, we've got all kinds of stuff—we've even got a letter in her own handwriting which says something to the effect: 'Oh my God! If the Republicans get a hold of this, I'm in trouble.'"

Westwood One host G. Gordon Liddy on his January defamation suit. He is being sued for \$5.1M by Watergate figure Ida "Maxine" Wells, who says Liddy, at numerous speaking engagements over the years, claimed she ran a prostitution ring out of the DNC headquarters in the early 70s.



"Competition has created a little indigestion for the company."

James Marsh, analyst, Prudential Securities, after issuing a rare "Sell" recommendation on the stock of Hispanic Broadcasting Corp.



"Unless reversed, the decision could put a halt to 32 years of progress in desegregating some of the nation's most influential industries."

David Honig, Executive Director of the Minority Media and Telecommunications Council, reacting to a US Court of Appeals rejection of the FCC's EEO rules.

"We are extremely excited about this investment because it validates our position as the leader in the streaming media ad insertion market. Nokia was very thorough in their research of our technology, our marketplace and our position in it."

Lightningcast CEO Tom Des Jardins on getting his second round of funding from Nokia.





From L to R: PD/Morning Host, Jay Charles; Morning Co-Host, Chrissy Donaldson; MD/Afternoons, John (The Lama) Oakes; Night Jock, Brian Mack (not pictured - Middays, Tori Taylor)

Station: KWTX-FM
Frequency: 97.5 MHz
Web address: www.975online.com
City of License: Waco, TX
Market served:
 Waco, Killeen, Temple TX
Power/antenna height: 100kW @ 1,480 ft.
Format: CHR
Owner: Clear Channel Communications
GM: Michael Oppenheimer
PD: Jay Charles
MD: John Oakes
SM: Evan Armstrong
Webmaster: Jay Charles
Streaming provider: VVM Online Services

How would you describe your format and programming? Any unique shows?

(all Jay Charles) Today's Hit Music 97.5 FM is a Mainstream CHR that leans slightly Hot AC in the midday, and a touch more rhythmic during the night show. We own the 80s niche in Central Texas with our Wayback Wednesday's and our Wayback Lunch shows. Both put a heavy emphasis on retro cuts, while still keeping our contemporary hits in the mix.

How would you describe your listeners?

Our listeners are the most loyal women I've ever met! The average is a 31-year-old female. When programming the station, I keep moms in mind. We know that the music gets the kids, and the content and promotions keep their moms!

Describe any events you sponsor.

I will be living in a box again this year to benefit a local homeless shelter. Last year I slept

in the box for 4 nights, raising over \$10,000. We will also be participating in Waco's first "Susan G. Komen Race for a Cure" to benefit breast cancer research. We are excited about getting in locally on the ground floor of an event that is huge nationally. We have also been sponsors of the Heart Association's heart walk. We understand how important it is to give back to a community that has given our company so much support over the years. We have also spearheaded blood drives, and champion Big Brothers/Big Sisters.

Tell us about your local advertiser base.

40 percent local. Consisting of everything from car dealers to restaurants to night clubs. Traditional local businesses.

Who is your national rep and what percent of your advertising is national?

Clear Channel Radio Sales. 30 percent of billing is national.

What is the maximum number of spots you would run in an hour and why?

We have a strict policy of 12 minutes/hour maximum. Listener fatigue would be a big concern of mine if we were to play more.

Describe your website and streaming strategy.

We are still developing our streaming and web strategies. Corporate will take us into the fold this year, and help us with content and updates. We recently did a survive it and drive it promotion with 10 listeners living on an island to win a car. Our website

got 45,000 hits from listeners following along at home. Website development will be a big priority this year.

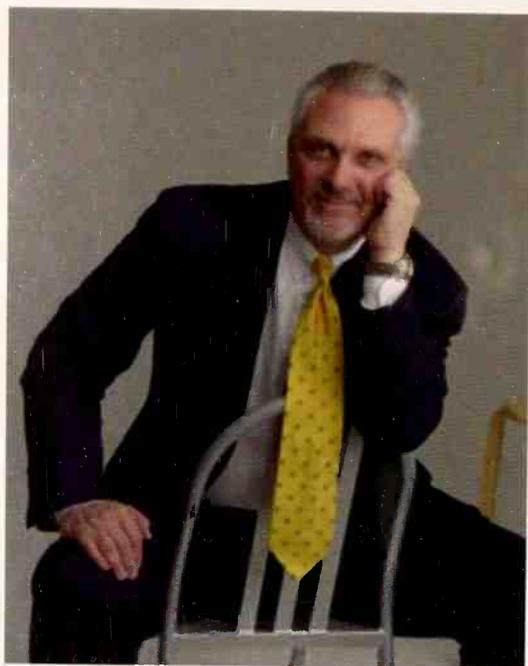
Tell us about the station's imaging and on-air talent.

Our imaging is my pride and joy! My night jock Brian Mack is amazing with SAW (an editing system), and never ceases to amaze me with the stuff he can do in the prod room. I also have a few hired guns on the West coast that send me some sizzle when asked. My staff is awesome, because I always know they will get the job done. Chrissy from my morning show does everything from writing up station promos to booking guests on the show. Tori Taylor is my midday host. She voice tracks her show from Star System in Austin, and does a tremendous job keeping in the loop to keep our sound local. My music director "Lama" dominates afternoon drive. He has been doing afternoons here for a decade, and the station wouldn't be the same without him. Brian Mack brings his twisted humor and listeners through the speakers nightly, and is a great bookend to our personality-driven morning show. They help 97.5 sound major market.

What do you think about your station adding a digital broadcast signal, should the FCC approve it?

Sounds great to me! And who do I send that bill to? Seriously, with XM's launch this year we should be willing to do what it takes to compete.

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:



Bruce Pollock:
VP of Simmons
Media Group,
Albuquerque and
Market Manager

Gary Radcliffe:
President of High
Impact Communi-
cations, Inc., GM
of WTON-AM/FM
Harrisonburg, VA



2

What did you learn in 2000 that will help you in 2001?

Pollock: I learned how to make money. I think that, for me and for our cluster, was the main thing we learned.

Radcliffe: I didn't learn much new in 2000 but only re-learned, as I think we all should, the tried and true rules that have been true since day one. If you are passionate about your work, hire people with the same passion, and work on "relationships," you'll enjoy the heck out of radio, as I have for 34 years, and make a great living.

3

How did you get into radio?

Pollock: I got into radio in February 1979. I was hired by Carl Butram with Eastman Radio. I started as a national rep and spent 14 years in the rep business. The last 8 years I have spent locally.

Radcliffe: I got into Radio the way most people did...by accident. I was the chairman of the Social Committee at my college and we wanted to promote a dance open to the public to raise money. I called the #1 top 40 station in our area and the PD asked me to come by and "voice" the PSA. When I arrived (at 6PM) the 6P - 12M DJ was just going on and, as I peered through the glass, I was in awe. Being a daytime student, I asked that DJ if I could come by in the evenings to watch and he said yes. I went by every evening. Anyway to make a long story short, that announcer took a job a few months later in another market and, since I knew just enough to get by the station Manager offered me the job and the "NightHawk" was born.

Within a year, I was moved to the top morning spot. I noticed that the sales reps had better cars and more leisure time than the announcers so I asked the GM if I could sell in the afternoons. He said "You bet!"

The owner "retired" the GM and made me the GM and in 1972, I ran those two FMs and 1 AM for 18 years then, in 1986, joined what was then the largest group owned by an individual. Then, in 1988, I realized I was making all these owners rich so I applied for and got my own medium market, 100,000 watt, FM and have owned a total of four since. It's much better to be the owner, believe me. Now I'm working on a very large, broadcast related, Internet project.

1

What is your #1 objective for 2001?

Pollock: As the general manager, first and foremost, you always have to deliver the cash flow budget for your corporate office. But also for us, I hope to grow our ratings and continue to serve Albuquerque and the community. We do a lot of community work such as sponsoring the New Mexico Aids Foundation and work with the Children's Hospital.

Radcliffe: My top objective for 2001 is to show the very large group owner who just muscled into my hometown market that a small guy with great people and "good ol boy" hometown connections can compete quite nicely. (Standalones UNITE!) I'm also a "trainer" at heart and will enjoy helping others to advance along the path that I, and many of us, have taken.

Get your atlas ready because *MBR* is heading out to find out what makes state associations tick. In our section, "State of the States," we will discuss the hot topics and concerns of each state association. This month, *MBR* associate editor Elisabeth Derewitz spoke with Scott Smith, Vice President of the Alaska Broadcasters Association about their convention which was held October 5-6 and with Whit Adamson, President of the Tennessee Association of Broadcasters about their convention which was held October 5-7.



A L A S K A

What concerns did the broadcasters have both locally and as an industry?

We are concerned, of course, about low-power FM and the launch of that. We have a lot of questions surrounding that, both from the standpoint of policy decisions coming out of Washington as well and what is going to happen when the bill comes out about third channel adjacency.

Another local concern has to do with the local FCC monitoring station that is located in Anchorage and its effect on keeping several stations below their licensed power. We have to maintain an interference tolerance with the local monitoring station, so there is a move to get the station moved out of the Anchorage metro area. That way all of the stations can operate at their licensed limits.

What was discussed in the session on the Internet?

We had a session put together by the RAB and it was a conversation about the Internet as an emerging media and how it can be developed as a partner for the radio broadcast industry, rather than a competitor. It was an overall session on why to watch the Internet. We spoke about the growth in the advertising industry for the Internet and how much money was being funded through Wall Street.

How is consolidation affecting Alaska?

We now have a wider variety of programming available than we have ever had before. There are more radio signals and there are more opportunities for people to enter into the industry in more levels than there were before. I think that this is fairly common across the country, regardless of what the FCC says. Anchorage, for ex-



Former ABA President Bob Sommer presents the President's Award to Master Sergeant Larry White

ample, now has 24 radio stations for a community of 270,000. We have one of everything and two of some, and we are up near the Arctic circle.

What was the consensus on streaming?

The buzz I picked up was that streaming is something that is not going to be an option in the future. We don't have a ton of streaming going on a wholesale basis because the cost of streaming is still outrageous. It requires a very large pipe and we have to run it through the West Coast in order to get enough bandwidth. So as a result, everybody knows they

need to stream, but we only have a few stations streaming where about 25 listeners can be on at a time. The reality is that stations need to get on the web, but right at the moment it is a very tough road.

What was the highlight of the convention?

Our local awards dinner is almost always the highlight. We had a huge turnout and it's an opportunity to see what goes on across all the markets in Alaska.

Were there any failures?

Our convention was affected this year by our Executive Director being diagnosed with cancer, as well as a simultaneous relocation by our president and vice president. As a result, we were a little behind on almost every detail. That will take care of itself by everyone being focused next year.

Do you know next year's dates and location yet?

September 27-28 at the Marriott in Anchorage.

T E N N E S S E E

What concerns did the broadcasters have both locally and as an industry?

Our biggest challenge right now, is to get our US Senator Fred Thompson to co-sign Sen. Grams' LPFM bill. We signed a petition as a board and faxed that to him while we met. (Editors note: the measure passed 12/15/00.) Our state senator, Bob Rochelle met with our managers to discuss state issues, such as the finance package that included a sales tax on newspapers and periodicals: a 1.5% tax on advertising services and a 6% gross receipts tax on broadcast and newspaper revenue over half a million dollars. That really got our attention and we discussed that with him.

We had some terrific sessions on DTV, satellite radio, streaming, and taxation. With the new digital stations coming online, there are a lot of questions. That was one contribution we made to the advertising community because there is so much confusion in our state on sales and use tax.

What was discussed at the Commission's breakfast?

FCC Commissioner Harold Furchtgott-Roth spoke to us about how broadcasters can be competitive in the current regulatory environment, when most of our competition is not regulated. He sympathized with us that we are bogged down with regulation and legislation, although he basically said that there is not much that he can do about it. He



(l-r) Mark Barron of BMI, John Garziglia of Pepper & Corrazini Attorneys, Bud Walters of the Cromwell Group, John Berry of BMI, FCC Commissioner Harold Furchtgott-Roth, Sharon Tinsley of BMI

couldn't even suggest how we could go about changing the current atmosphere.

How is consolidation affecting your attendance?

In the last two years, we have been affected. We find it more and more difficult as the top of the corporate pyramid becomes narrower, to get that level of management in attendance. Then as budgets become restricted, we find that there are less and less dollars applied to general conference attendance. Now that doesn't include sales training or job fairs, or even engineering sessions. Still, we had about 275 total attendees. This was up slightly from years past.

What was the highlight of the convention?

We had a job fair that was probably our single biggest event. We had the public involved, with about 25 vendors set up from television, radio and associate members. About 250 people went through the job fair.

Were there any failures?

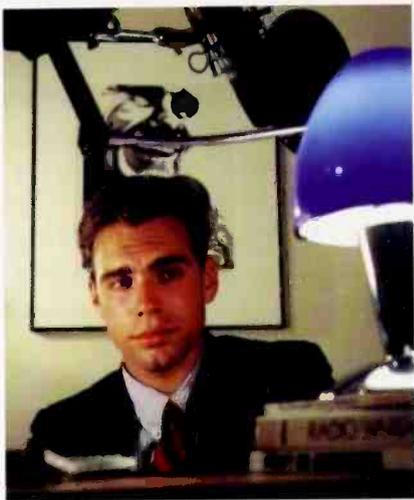
We need to get more people to attend. With the restrictions in budgets, it is more and more difficult to take time away from personal and professional life.

Do you know next year's dates and location yet?

During the summer, again in Nashville.



TAB Chairman Jack Dempsey, WJLH-TV Johnson City, TN



Stalin and the Big 8: Radio's secret weapons in the Age of Immediacy

by Franklin Raff

"How can we establish an audio-link right along the front-line? [We must] record every rustle, every whisper, the sound of a waterfall, a public speaker's address, etc. In the broadcasting program of every radio station, a fixed ratio can be established between radio dramas, radio concerts, and radio news from the life of the peoples in every land. A radio-newspaper minus paper and limits of distance: that is radio's basic significance."

—Dziga Vertov (Mikhail Kaufman)
Kinopravda & Radiopravda, 1925.

It has been 75 years already since Vertov wrote his Leninist 'new technology' treatises and manifestos; it has been some 55 years since his ideas were suffocated by Stalin's bureaucracies. But in his own formalist-propagandist way, Vertov predicted our strongest selling proposition: as catalysts of imaginations *en masse*, free from the financial and temporal constraints of outdated (paper) delivery systems. Vertov maintained radio news should fundamentally serve as "an audio link right along the front line," an aggressive observer and participant in the lives of its listeners.

Many of our programmers have come to believe that contemporary demographic targeting and music repetition-programming trends have indoctrinated us with certain false ideas, one of them being that stations should strive to appeal to an inattentive audience. We are increasingly forced to defend this philosophy, as its practical execution has helped generate a nation of inattentive listeners. At the same time, contemporary targeting practices dictate that programming shouldn't try to be all things to all people (12+). We all play the pinpoint demo-

graphic/psychographic targeting game, of course, and the quality movement instructs us to benchmark—to chase—our industry leaders while carving a niche and cutting costs. But in the face of radio's declining national audience shares, many business professionals wonder whether we lemmings are not simply trying to mount each other *en route*.

I do not mourn the days when radio was new, when national networks were new, or even for the infancy of free-form FM Rock 'n Roll radio. But allow me, at least, to hearken to the hard-hitting, blood-and-guts style of CKLW AM 800 in the late sixties and early seventies. I am thinking of CKLW's 20/20 News—news on a top-40 station—pioneered by Byron MacGregor, Grant Hudson, and the silent board-ops that ensured 'heavy' audio element layering with a 'no air failure' mandate to seamlessly wage an all-out audio attack. CKLW—The Big 8—was a madhouse of sound. It demanded active listenership, it did try to be everything to everybody. And CKLW was a ferocious success. Under Bill Drake, CK held at number one (and only occasionally number two) in Detroit, Cleveland, Toledo and Akron/Canton. All while garnering equally astonishing numbers north of the border.

Of course it was the 'little things' that made CKLW win. While competitors read the news at the top of the hour, for instance, CK's hits broke at the top-twenties for news bits that were as brief, wrenching, and compelling as gunfire. Hudson's news copy was legendary. Former CKLW DJ Mike Rivers recalls Hudson's reporting a local pedestrian-traffic fatality: The victim was "strained through the grille of a '65 Cadillac." And though copy was hypercreative, CK's teletype-clacking, SFX-bedded, caller-eyewitness cutaways would launch in and out of the hits in seconds minimizing the tune-out factor, maximizing TSL. The sound was big-time, the content was local. CK broke the news. It was said: First you called the cops, then you called The Big 8.

Today's radio has a new advantage when it comes to reporting the news, a secret weapon the Big 8 would have eagerly employed: cell phones. Each is a microphone and a Marti; each listener is an eyewitness. From the standpoint of production, it takes no more than a few minutes to verify a story (call volume, police-band monitoring, etc.), edit, and break the news. Compare this with the clip-gathering, layout, and postproduction times of our TV, print and Internet competitors! Today, rapid response is more important than ever: In an age of limitless media choices, news consumers expect immediacy.

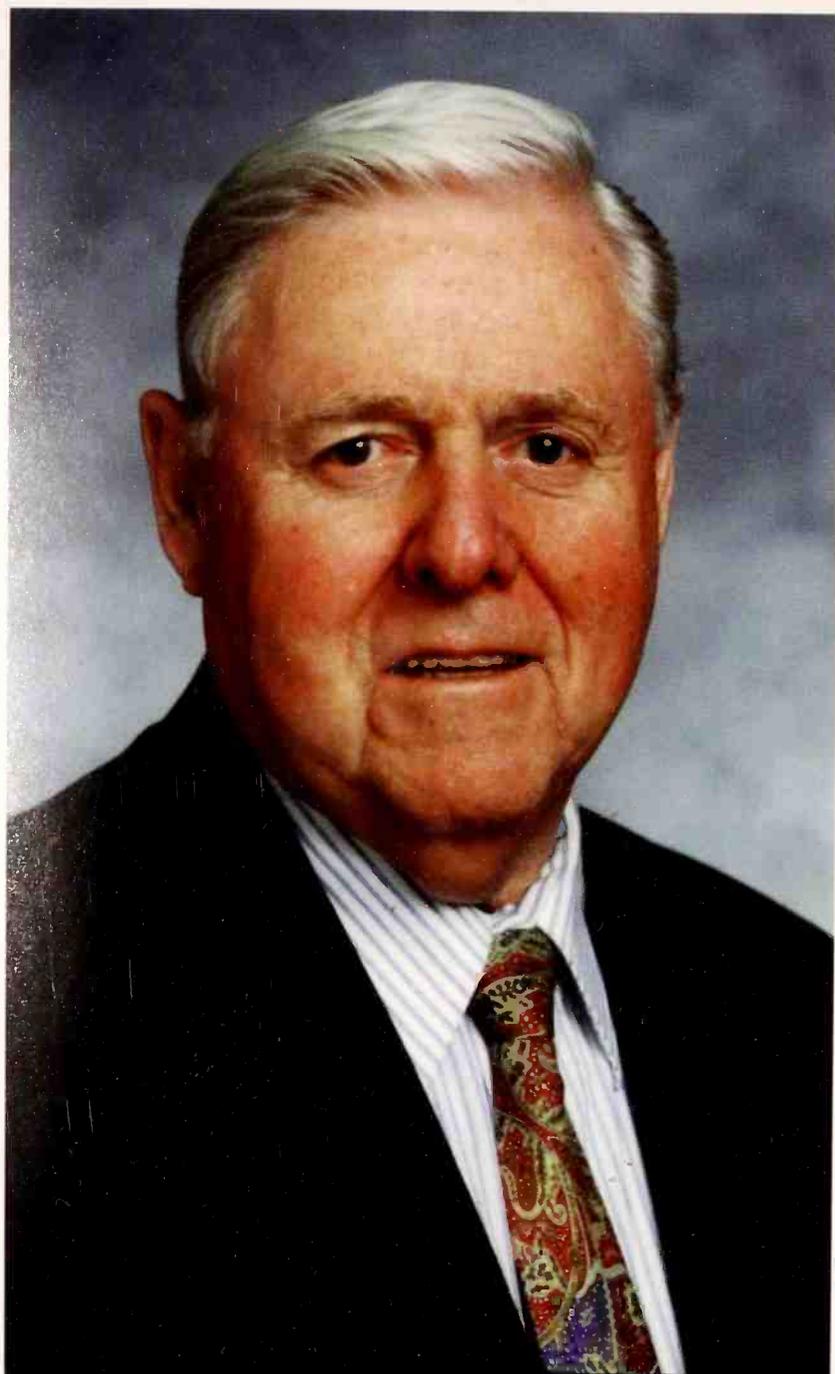
Convergence has armed radio with an unprecedented capability for nearly instantaneous on-line eyewitness action reporting.

Radio is still positioned, technologically, to dominate the front lines of information media: to break the news, to scoop the press, to get local. Yet this potential seems to be largely unfulfilled. In small, medium, and major market stations nationwide, air talent (where they remain) pull 'news' from the wire services and regurgitate—often tracking the VOs hours before airtime. We are usually last to report the news, and concurrently suffer from chronic local content deficiency. Do we believe that radio news must be preceded or validated by the national networks and print? Or are we just too shortsighted to properly staff the air, production, and news departments of our stations?

To be sure, we are presently more interested in benchmarking our immediate competition (other radio stations) than in redefining our approach to radio programming. Al Ries and Jack Trout, at least, maintain that benchmarking doesn't work. An earnest study of national media audience trends might induce us to agree with them. It is better to be *first*, they say, than it is to be *better*. History would agree: From a programming standpoint, at least, it may be said that radio's victors, news-breaking stations like CKLW, were relentless, radical, and fearless in their pursuit of the *new*.

Radio is softly losing the war for national media audience shares, and this is not altogether due to the inherent strengths of competing media. Maybe it is that we are relinquishing our most crucial weapon: content. News is important: News/Talk stations still garner a greater total national audience share than any other format. But if we resign ourselves to regurgitative parasitism, how can we hope to reposition ourselves at the top of the food chain? Let us remind ourselves, at least, of Vertov's old idea: Radio technology has intrinsic, immutable strategic advantages with regard to the collection and delivery of news and entertainment. We are *gatherers* and *providers* of compelling audio content. Convergence has multiplied our potential in this regard. Times have indeed changed, but the old question remains: Does our potential come with a special duty? Is it our duty to serve on the front lines?

Franklin is President/Executive Creative Director of Raff Radto Marketing Group, Inc. He can be reached at franklin@raffradio.com or (703) 925-5921



**AD GURU
BOB COEN
FORECASTS
MODERATE
GROWTH**

By Jack Messmer

He's seen it all. Irrational exuberance, recession, the rise of dot-coms, the rise of cable TV and, for that matter, the rise of broadcast television. Over the course of five decades, Bob Coen has been taking the pulse of advertising-driven media. Since 1979 he's been Senior Vice President and Director of Forecasting at what's now Universal McCann, formerly called McCann-Erickson, one of the companies owned by advertising and public relations giant Interpublic Group (N:IPG).

“Advertising did grow faster than the economy, but not much faster,” Coen noted about 1997. “That’s probably the kind of year we’re looking at for the year 2001.”

“Nobody is expecting a recession in 2001,” Coen reassured his audience, as the closely-watched ad guru began his annual December presentation to the 28th Annual UBS Warburg Media Conference (the first 27 carried the PaineWebber name) in New York. “On balance, we think the advertising marketplace looks pretty strong.”

Although he'd had to twice revise his numbers upward in 2000, Coen was once again more conservative than most other forecasters in his expectations for ad spending in 2001.

Noting that he'd expected total national advertising to gain a “better than average” 9.1% in 2000, Coen admitted that the year came in much stronger, with a gain of 11.8%. “Much more intense political spending than we could have anticipated and we really didn't factor in enough for the emergence of a lot of new online marketers who spent heavily in traditional media,” he explained.

While local radio was a stellar performer in 2000, newspapers “stumbled” in Coen's view and overall local ad sales finished the year with a gain of 6.8%, missing his projections of 7.1%.

Combining national and local, Coen's original forecast of 8.3% growth was a percentage point and a half shy of the final figure, 9.8%.

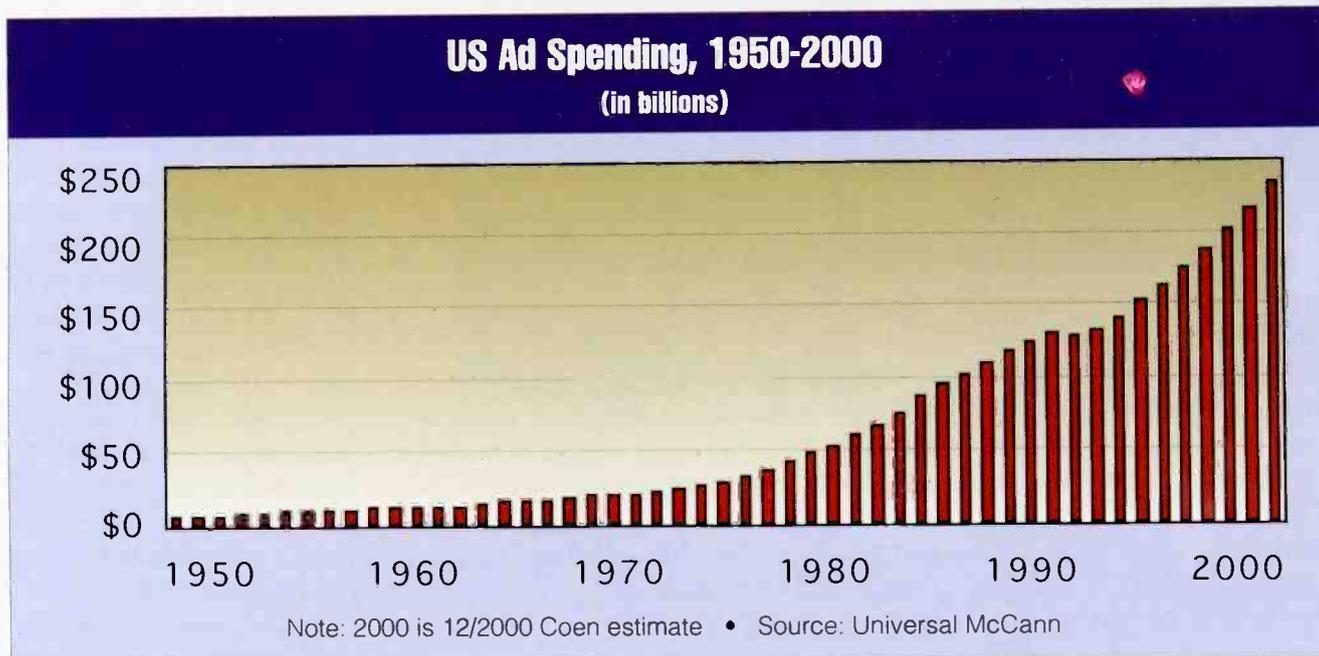
No Y2K, no election, no Olympics

"Although economic growth will be moderate next year [2001], it still will be a year of real economic expansion," Coen wrote in his semi-annual "Insider's Report," which despite its name is widely distributed and now even

posted on the Internet. It's not that 2001 is going to be a bad year, Coen and many other forecasters emphasize, it's just that 2000 is such a tough act to follow.

"The first year of the new century began with advertising spending growing at an exceptional pace. Over most years in the preceding century advertising usage has trended upwards with advertising's role in marketing being continu-

ously expanding. However, the exceptional growth in advertising during this year has been influenced by the elections, the Olympics, the census, special millennium-year events and heavy introductory advertising in traditional media by many new dot-com marketers. Ad Growth in 2000 is expected to finish well above the current upward trend line."—Insider's Report, December 2000



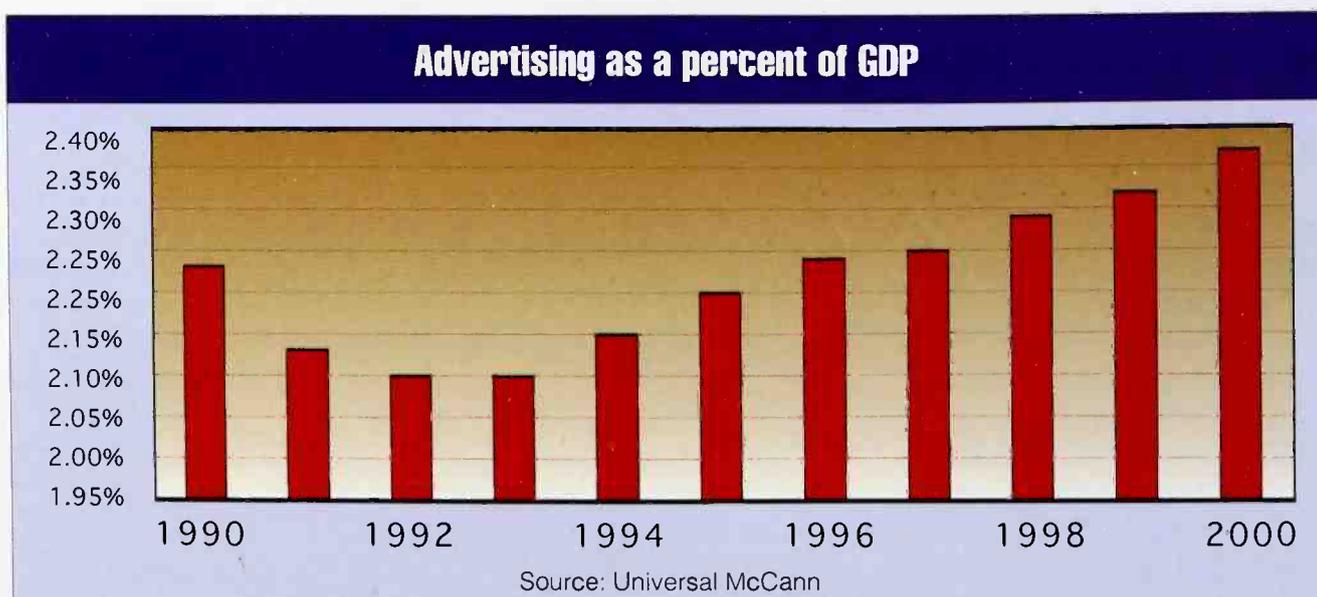
Over the last half of the 20th Century, US ad spending grew steadily, from \$5.7B in 1950 to around \$233B in 2000. During that time, spending decreased only twice—from \$12B in 1960 to \$11.9B in 1961 and from \$129.6B in 1990 to \$127.5B in 1991—and was flat at \$10.3B in 1957 and 1958. It was just 30 years

ago that total advertising for all media (\$19.6B in 1970) was about equal to ad revenues for radio alone today.

Advertising has also been growing when measured as a percentage of the Gross Domestic Product.

"I use advertising as a percent of GDP as a barometer of the health of

the advertising industry," Coen noted. Using that thermometer to check the patient's temperature, it appears that the advertising industry had the flu in the early '90s (which should come as a surprise to no one in radio), but became much healthier by the end of the decade.



If you want to see what 2001 may look like, Coen suggests looking back at 1997. That, too, was a post-election, post-Olympics year. "Advertising did grow faster than the economy, but not much faster," Coen noted about 1997. "That's probably the kind of a pattern that we're looking at for the year 2001, but there are a lot of other factors that are going to be different in 2001 relative to the year 1997."

Like most Wall Street and Washington forecasters, Coen is expecting the US economy to slow down a bit. "Real GDP, instead of being up a nice 5.2% [in 2000], will be up a relatively modest 3.4%. That's really not modest. That's pretty good, historically," Coen was quick to add. "Consumer prices will moderate."

The ad industry guru notes that "anything can happen" to throw off forecasts. He's seen pesky developments like wars, oil embargoes and, most recently, a surprise wave of dot-com money throw ad spending forecasts out the window.

You might say that the successes of early 2000 will be coming back to haunt ad-supported media in the first half of 2001.

"During the first half of 2001 spending in many media will be flat in con-

trast to the special spending peaks registered in the first half of 2000," Coen said. "There will also be some shakeouts in some highly active industries as there always has been in the past. By mid-year, the trends should begin to move upwards again, and as has always been the case in the past, new strong aggressive marketers will emerge and lead the way in expanded advertising usage."

That's what being senior guru is all about. Coen has seen it all before. The players change. New media come into the mix—although it seems the old ones adapt, rather than fading away. New product categories arise to take their place alongside the products (repeatedly made "new and improved") that Grandma used.

Many in radio may think Coen is underestimating radio's strength again in 2001 as he did in 2000. As the chart below shows, the guru had to revise his 2000 forecast for radio sharply upward as the year went on. He's projecting that radio will once again do better than the overall advertising universe, rising 6.2%—compared to 5.8% for all media—but that's still less than the 7-10% growth being forecast by other analysts.

What may be more important to note from Coen's forecast, though, is how he views radio prospects against its major competitors.

Sure, advertising on the Internet is growing by huge percentages, but from a very low base. Also, that pie is being cut into more slices than anyone can count. The big bucks still go to newspapers, broadcast TV, cable TV (a big gainer at the expense of broadcast TV in recent years) and, of course, radio.

At the local level, where radio gets three-quarters of its revenues, the men and women pounding the pavement for local stations nearly tripled the growth rate of their newspaper counterparts in 2000 and beat local TV by a healthy margin as well. Coen sees that market share grab continuing in 2001, albeit at a slower pace, with local radio ad sales growing by 6.5%, compared to 4% for newspapers and 3% for TV.

If Coen isn't bullish enough on radio, he'll be the first to admit it and bump his numbers up. After all, he did it twice in 2001. Here's a look at how radio outperformed the guru's expectations in 2000—and the numbers to beat for 2001.

Bob Coen's advertising forecast

Ad spending	2000 forecast	2000 forecast	2000 forecast	2000 ad revenues	2001 forecast	2001 ad revenues
National	gain as of 12/99	gain as of 6/00	gain as of 12/00	forecast as of 12/00	gain as of 12/00	forecast as of 12/00
Big 4 TV nets	9.0%	12.0%	12.5%	\$15,706	1.0%	\$15,865
Spot TV	8.0%	9.0%	14.0%	\$11,970	-1.0%	\$11,850
Cable TV	15.0%	20.0%	20.0%	\$9,000	12.5%	\$10,125
Syndication TV	8.0%	9.0%	9.0%	\$3,128	6.0%	\$3,315
Radio (net & spot)	8.0%	15.0%	18.0%	\$4,672	5.5%	\$4,930
Magazines	7.5%	7.5%	8.0%	\$12,348	5.0%	\$12,965
Newspapers	8.0%	12.0%	13.0%	\$7,184	7.0%	\$7,685
Direct mail	7.0%	8.0%	8.0%	\$44,715	5.0%	\$46,950
Yellow pages	8.0%	7.0%	7.0%	\$2,125	5.0%	\$2,230
Internet	75.0%	75.0%	65.0%	\$3,200	60.0%	\$5,120
Other national media	8.0%	10.5%	11.4%	\$28,694	6.3%	\$30,715
Total National	9.1%	11.1%	11.8%	\$142,742	6.3%	\$151,750
Local						
Newspapers	6.0%	5.0%	4.4%	\$42,062	4.0%	\$43,745
TV	8.5%	8.5%	7.5%	\$13,631	3.0%	\$14,040
Radio	9.0%	12.0%	12.5%	\$14,913	6.5%	\$5,880
Yellow pages	6.0%	5.5%	5.4%	\$11,242	5.5%	\$11,860
Other local media	7.1%	8.0%	9.3%	\$11,742	8.3%	\$12,715
Total Local	7.1%	7.0%	6.8%	\$93,590	5.0%	\$98,240
Grand Total	8.3%	9.4%	9.8%	\$236,332	5.8%	\$249,990

Source: Universal McCann "Insider's Report," 12/99, 6/00 & 12/00 • All dollar figures in millions

Vox Radio Group: College roommates reunite as business partners

By Jack Messmer

"Vox clamantis in deserto." If your Latin is a little rusty, that translates as "a voice crying in the wilderness." It's the motto of Dartmouth, the Ivy League school where Bruce Danziger and Jeff Shapiro met as roommates who shared an interest in radio.

The two were both active in the school's commercial AM and FM student-run radio stations—"When we were there, they had substantial cash flow," Shapiro noted proudly—and never lost their interest in radio, although they found jobs on Wall Street after graduation.

Shapiro got back to radio quickly and in 1985, along with some investors, bought WHDQ-FM in Claremont, NH, which not coincidentally, covered Hanover, NH, where Dartmouth is located. He left Wall Street, returned to New England as a small market GM and began building a small group of stations.

Danziger also left Wall Street for the life of a small market GM, assembling another group of investors with Shapiro in 1988 to buy a station in Watertown, NY. They added stations in other markets, such as Burlington, VT and Ithaca, NY. After building up, they sold off all but their stations in the original Claremont-Hanover, NH market in the mid-to-late-'90s—producing a tidy profit for themselves and their investors.

"We had never bought a station with any cash flow," Shapiro noted, so the two had established a successful track record of buying sticks and turning them into cash-flowing radio stations.

Meanwhile, Danziger had returned to the corporate world, handling investor relations for American Radio Systems from 1995 until the company was sold to CBS in 1998.

After about a year of lining up venture capital backing and station acquisitions, Danziger and Shapiro found their voice

(although it's been a while since New England could truly be called a wilderness). They launched Vox Radio Group in August of 1999, purchasing stations in Montpelier, VT and

Concord, NH, as well as merging in the cluster Shapiro was already managing along the New Hampshire-Vermont state line.

Vox has remained focused on the Northeast and now includes 35 stations in 11 markets across Vermont, New Hampshire, Massachusetts, New York and Pennsylvania.

The Northeastern focus was based on their experience

and familiarity with the area. "It's where a lot of our contacts are," said Danziger. "Obviously our initial deals were here. We knew the sellers."

"We had a very positive sphere of influence in New England, in terms of having the reputation to recruit the best and the brightest, based on being in New England radio for 17 years," noted Shapiro. "We felt

most comfortable doing this in our own backyard."

The business plan was to consolidate stations in small markets in the region the two former college roommates knew so well. Most of the sellers were small operators who didn't have the capital structure to expand. "We



Danziger

thought we could consolidate a lot of those markets and build something that had logic to it, and also upside, and take advantage of our management contacts and put

together a good team," explained Danziger.

"We have a nice swath across New York and Western Pennsylvania," Shapiro noted, in addition to the original New England core. "I think you'll see Vox stay within that swath. It really makes regional sense."

Despite having acquired so many stations in such a short



Shapiro

time, Vox is still actively looking for acquisitions and has supportive financial backers. Vox's primary venture capital backer is Alta Communications, a name well-known in radio

circles, with additional investments from Walden Capital Partners.

"Their objective is to grow the company with us," said Danziger. "As long as we keep

finding deals that make sense economically—to us and to them—they will keep funding the deals."

The 50% and even 60% cash flow margins seen now in big market clusters may not ever be attainable in small markets, but Vox also doesn't have to pay the multiples that big market stations command. Over time, they say, all of Vox's clusters can reach margins in the high 30s—maybe past 40%. Their strategy of buying non-performing sticks, along with cash-flowing properties, gives them and their investors plenty of upside. Of course, the cash-flowing acquisitions help keep them on good terms with their senior lender, CIT Group.

What makes Vox work?

"Our strength has been aggressive promotion, aggressive sales," was Shapiro's initial response, when *MBR* asked what set Vox apart from other groups operating in its region. "But I think each of the stations in the clusters really cater to their own market. We don't do voice-tracking from afar. Each station does have some level of control of its own programming—of how it sells itself. That doesn't mean we don't have input and guidance and help steer the ship."

The Vox partners say their local managers have a higher level of local control than is the case with many other groups of their size. "It's less McDonald's-ized," was how Danziger put it.

That's due in part to the level of confidence that the two have in their cluster managers.

"Because we've had years of good contacts and good experiences, working with a lot of good people, we've been able to attract a lot of those people and fuse

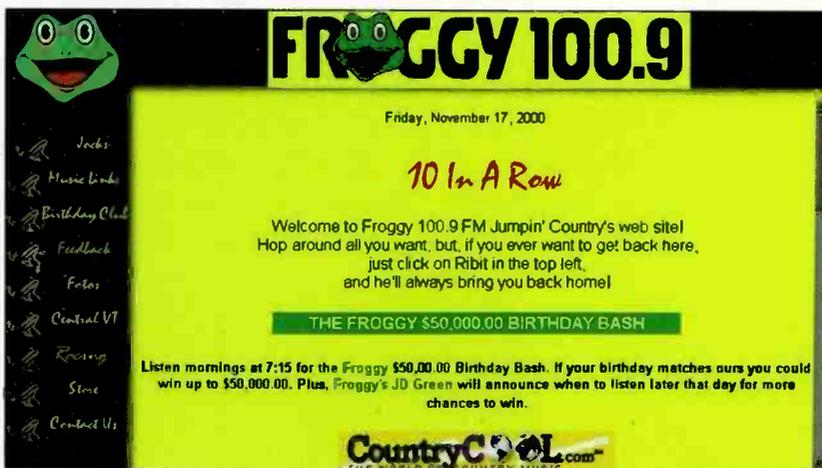
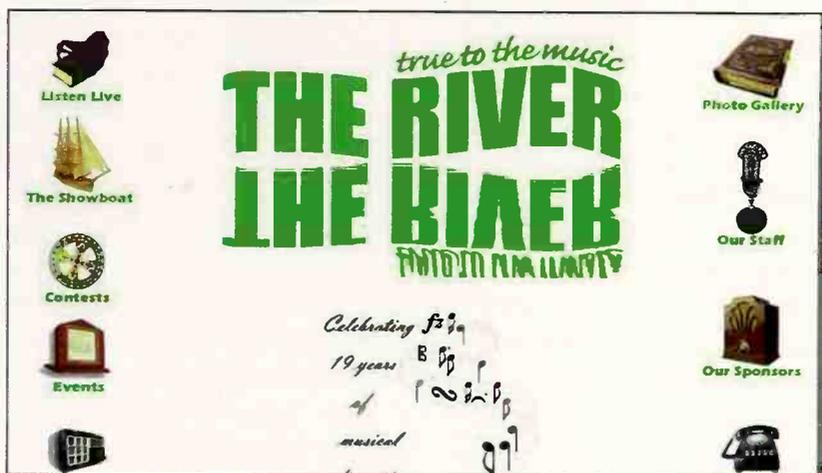
them into Vox—general managers, sales managers, cluster managers, program directors. We've assembled a group of good people largely because we've worked with them before and they've had good experiences with us and we with them," Danziger explained.

Like many group owners, particularly in smaller markets, the Vox executives say the biggest recruiting challenge has been in finding good AEs.

"As anyone in radio knows, it's always been one of the biggest challenges—finding good account executives—good, pure salespeople," Danziger noted. "It's harder now, I think, than it's ever been, just because of the state of the economy and the other options people have. Because we are consolidated in our markets—in virtually every market we're in we are the leading radio operator in revenue and audience shares—that helps." But he says it's still a challenge to identify, hire and train new salespeople.

Shapiro says it's helped in some cases that he and Danziger are directly involved as owners and can help their GMs persuade a desirable AE from another company to join Vox. That personal contact with the head of the company is no longer possible at the radio mega-groups. "I think it shows respect for the people we're talking to," he said.

Despite the size of their markets, the Vox partners have taken the same approach as most large market groups in handling cluster sales. Each cluster has multiple sales teams and most Vox salespeople are selling only a single station to advertisers. "We continue to believe that's the best way to maximize each product," said Danziger. "Each station has to have its own champion."



Vox websites: WHDQ, WWFY, & WRSI



Montpelier/Barre, VT
WSNO-AM News/Talk
WORK-FM Hot AC
WWFY-FM Country

Rutland/Mt. Snow, VT
WEXP-FM Classic Rock/Imus
WVAY-FM Classic Rock/Imus

Concord, NH
WKXL-AM News/Talk
WKXL-FM News/Talk
WOTX-FM Country
WJYY-FM CHR
WNHI-FM Classic Rock/Imus

Hanover/Lebanon (Upper Valley), NH
WNHV-AM (Hanover) Sports
WTSV-AM (Claremont) Sports
WHDQ-FM Classic Rock/Imus
WWSH-FM Soft AC
WGLV-FM Oldies

Brattleboro/Bellows Falls, VT/Keene, NH
WSSH-FM Soft AC
WZSH-FM Soft AC
WLPL-FM (New)

Northampton/Greenfield, MA
WRSI-FM AAA
WPVQ-FM Country

Glens Falls/Saratoga Springs, NY
WENU-AM News/Talk
WMML-AM Sports/Talk
WNYQ-FM AC
WZZM-FM Country
WHTR-FM Oldies
WENU-FM Nostalgia

Jamestown, NY
WKSJ-AM Oldies
WHUG-FM Country
WRLP-FM Classic Rock/Imus

Fredonia/Dunkirk, NY (Operated under LMA)
WDOE-AM Oldies
WBKX-FM Country

Olean, NY
WOEN-AM Talk
WMXO-FM Hot AC

DuBois, PA
WCED-AM Oldies
WOWQ-FM Country



Eric C. Corwin

Debating the pros and cons of collective contesting

By Eric C. Corwin & Tony Jones

Collective contesting—running a single contest across more than one radio station—is yet another result, or extension, of the mega radio groups' desire to drive down costs. This will inevitably change the way groups market themselves now and in the future. Collective contests—or network contests, call it what you may—are designed to create great excitement by offering large cash giveaways in radio markets not known for such grandiose prizes.

Collective contesting is the concept of multiple stations in different markets participating in the same contest. One example is to have each participating station play the exact same "song of the day" at the same time. The 100th caller to an 800 number would then win a specified amount of money. Another example: Some groups use the "Million Dollar Birthday Game" concept for a chance to win \$1 million.

There is controversy, though, within the radio industry on whether collective contesting is a good idea. Throughout the industry, individuals at every level within broadcast groups have differing views. On one side, it's considered a way for small markets to give away dollar amounts, which previously only large markets could afford to do. On the other side, some complain that it's like Powerball™—the multi-state lottery—great prize, low chance of winning. So, why alienate listeners who have little chance of winning?

We've seen firsthand the problems that can and have occurred when groups orchestrate a collective contest. Here's a look at the arguments for and against these multi-market contests.

Pros

As noted, it's a way for smaller markets to give away money or prizes that are normally reserved for bigger markets. A small station in, let's say, Sioux City, IA, could run a collective contest with 20 other stations where the winner could win up to \$1 million. (We doubt that a radio station in Sioux City has ever given away anything close to such a prize). The big bucks contest would create a buzz in the mar-

ket and garner free publicity from the local paper or TV newscasts.

Instead of 21 separate marketing campaigns, all with different creative designs, it allows all of these stations to pool their marketing resources and budgets together. As an example, instead of having separate direct mail creative for each station, it may mean changing just the logo on each mail piece and you're done.

You also need only a minimal number of people to run this contest. You basically need only one point person to oversee the contest and that person could be at any of the stations, or at the corporate level.

Cons

Sharing with other markets takes localism out of your contests. The odds of a listener in your market winning are significantly reduced. If you compete against a station that does multi-market contesting, you can promote your station by saying, "all of our winners are local. You may not win a million, but at least you'll win something."

Collective pitfalls

If you decide to do collective contesting (or your group owner decides for you), here are some potential pitfalls to watch out for:

1. Lack of a clearly defined project coordinator. You need to determine who will be the final decision-maker on your collective contest. This will avoid improper contest execution, missed production dates, poor and inconsistent creative, as well as lost impact on the Arbitron book.

2. While the thought of winning a large cash prize can be exciting to a listener, the listener may have no idea that he or she is competing with individuals from other markets—and some people could become angry if they think you've tried to hide that fact. In order to be fair to listeners, the station should consistently mention the contest rules on the air—while at the same time encouraging listeners to go to the station website for the full explanation of the rules. The station must protect the goodwill of its listeners by disclosing the winning odds that individuals have when participating in this type of a contest.

3. Be prepared for competitive fury. Your station's competitors will make the market aware that your listeners have little or no chance of winning in your collective contest. They may even promote the odds of your contest. Prepare for the worst and spin your story to promote the advantages of winning the "big" prize.

4. Don't let your legal guard down. Find a good sweepstakes lawyer and have him or her write ironclad contest rules. If the group's rules were written elsewhere, make sure there's no conflict with your state's laws.

So how do you finally determine whether to execute collective contesting or not? You don't! It doesn't have to be an either or scenario. The use of collective contesting by itself

limits the creative impact—saving money in the short run at the cost of reaching long term station revenue projections.

Our recommendation is, as one of our contributors suggested, keep the individuality of your station. Market your local image whenever possible and utilize the tenants of collective contesting when it helps the whole broadcast entity (your station, its parent company and likely your 401k). Collective contesting used hand and hand with marketing offers the best opportunity to greatly impact ratings and revenue.

Eric C. Corwin is President/CEO and Tony Jones is National Marketing Specialist of Impact Target Marketing

Collective views

"I think collective contesting is good as long as it doesn't infringe upon a station's individuality. We like collective contesting to help us develop an idea as a group that would otherwise be difficult individually."—John Gehron, Sr. VP, Infinity Broadcasting

"When properly executed, collective contesting can have a lot of merit, especially for stations in smaller markets. At Jefferson-Pilot, we're not opposed to the premise—we simply haven't found an opportunity where the concept makes sense for us."—Don Benson, Corp. VP, Operations/Programming/Radio Division, Jefferson-Pilot Communications

"Group Contesting Programs increase promotional and marketing spending power, allowing stations to provide their listeners the opportunity to win prizes on a scale that would not be possible on an individual station basis, and yield efficiencies allowing all other dollars in the promotion budget to go directly to external marketing. Without the program, by the time a small station allocates dollars to a book promotion, there may not be enough, if any, left in the budget to market the station. There are certainly pros and cons inherent in any collective initiative; accordingly it is important to weigh how those pros and cons impact your company and station's overall strategy prior to embarking on collective contesting. We don't struggle with the issue that some other national radio companies face as a 'con' given the large number of stations they involve across the country. Our stations are regionally located and I have divided them into small 'collective groups' which keeps the entrant pool low for very fair and reasonable odds. Providing listeners with big prizes is certainly an important factor for radio to remain competitive as the Million Dollar TV shows, McDonald's prizes and the like have become their expectation. As long as there is full disclosure, the station and listener can benefit from this initiative."—Michelle Steven, Sr. VP, Nassau Broadcasting Partners



A whole lotta yakkin' in Yakima: Dewey Boynton, PD of New Northwest's Country KHHK-FM Yakima has been named Director of Country Programming for the entire group. He will thus be involved with six of the company's 43 stations.

Hola, Amigo: Eight-year veteran Kevin Clayton has been promoted to Product Manager at Circuit Research Labs. He will be responsible for the company's Amigo Series broadcast audio processors. Meanwhile, Steve A. Claterbaugh has been named North American Sales Manager for both CRL and sister Orban.

Changes at Arbitron: Dennis Seely has been upped to VP/Marketing, and Brad Feldhaus has been named Director of Strategic Initiatives, both for Radio Station Services; Ex-CCU exec Ed Cohen has been upped to VP/Domestic Radio Research.

Bonneville makes its Mark in the Nation's Capitol: With a mark, as it turns out. Mark O'Brien has been handed the VP/GM reins to CHR tandem WWZZ-FM and WWVZ-FM. Other stops for O'Brien in Washington have included WASH-FM, WJMO-FM and WTOP.

CCU parks Parker in Atlanta: And he'll be taking up three spaces. Tom Parker will act as Operations Manager for WGST-AM, the Georgia News Network and Total Traffic.

CIBC taps into the Morse code: Filling the brand new position of VP/Marketing & Communications for Canadian Imperial Bank of Commerce (CIBC) World Markets will be Eric Morse.

Metro Networks/Shadow Broadcast Services has tapped Robert Winston to head its Los Angeles office as VP/GM.

Sturm warning: Premiere Radio Networks has lured Leslie Sturm away from MJI Broadcasting to fill the position of VP/NY Sales.



Shel game: Radio group owner Artistic Media Partners has named Shel Leshner VP/Marketing. He will also act as GM for Artistic's stations in the Northern Indiana area.

Adiesa Brown is now VP/Specialized Agency Sales for Interep. She will concentrate on business with small to mid-sized advertising agencies.

It's always April for NextMedia in Reno: At least since it installed April Clark as VP/GM of its four-station cluster in Reno, NV.

Northeast US radio group Nassau Broadcasting has named Ralph Nieves National Sales Manager.

Feed the Monster escapee Debbie Greenbaum has caught on with Jones Radio Networks, where she will fill the role of Manager, Affiliate Relations. She will be joined by Liz Laud, Director, Affiliate Relations. Laud comes from Westwood One.

Robert E. Allen, Jr. is filling the newly-created position of VP/Accounting & Financial Reporting for radio group owner Regent Communications. He will report to SVP/CFO Tony Vasconcellos.

Cotton club? Clear Channel has announced some new execs at its cluster in Honolulu. Charles Cotton will take over the Market Manager from the exited Bob Longwell; at the cluster's KUCD-FM, Ken Martin will be Program Director and Patrick Leonard will be Local Sales Manager.

Hollywood Hamilton's Weekend Top 30 has a new Executive Producer. NBG Radio Network has brought in Casey Keating to fill the role.

Strauss to stress Hispanic operations? Yes, and it will utilize the services of Andy Izquierdo, who will join the PR/consultancy Strauss Radio Strategies as Director of Spanish Radio.

Greater horizons for three at Greater Media: The group's front office will now house John W. Zielinski, EVP, Rick Feinblatt, VP/Radio and Tim Stansky, VP/Marketing. Meanwhile, Annie Maguire has been upped to the VP/Director of Sales slot at its Boston cluster.

Mark R. Fratrik has exited his VP/Economist slot at the NAB to become a VP with Broadcast Investment Analysts Financial Network (BIAfn).

Journal Broadcast Group has upped Andy Laird to VP/Radio Engineering.

Reyes moves on to stand 'PAT: Gino "Latino" Reyes is the new PD at Spanish Broadcasting System's FM tandem in New York. He will take over the programming chores at WSKQ and WPAT. He exits Clear Channel's Miami cluster.

Bob "Donuts" Bartolomeo was appointed director of affiliate relations for United Stations Radio Networks. He comes from Westwood One's Imus in the Morning show as director of affiliate relations.



THE FOREIGN LANGUAGE OF ADVERTISING

By Paul Weyland

For a spot to work properly, every word needs to be meaningful and contribute toward the goal of getting the listener to do business with the client. Instead, we often sabotage and camouflage the client's message by using meaningless CLICHES.

Webster's dictionary describes "cliché" as a "trite phrase or expression." I call clichés "meaningless words or phrases that take up space and have no place in your client's advertising".

How much harder could we be making it for listeners and viewers to understand our client's messages? If the goal in producing a spot is to communicate as clearly as possible with our audiences, then you can imagine how foolish it would be to write and produce and run your client's copy in a

language that nobody speaks. But when we use clichés in our spots, we might as well be speaking in a foreign tongue... and in fact we are.

The irony is that people don't really speak in the foreign language of advertising. But for some bizarre reason many in the advertising community think that spots are supposed to "sound like spots". So we load our copy with the same old lame phrases and subsequently, our spots all wind up sounding like... well... spots.

Always use the "best friend" test on your copy. If you wouldn't say those exact words to your best friend, then the copy sounds contrived not conversational. For example, could you ever hear yourself saying, "Bill and Susan, we've got to hurry! This sizzlin' red-hot summer sale is one sale we can't afford to miss. You'll want to invite the whole family. There will be plenty of top-notch, friendly and eager salespeople to assist us, but only for a limited time. And their service is second to none." No, I don't think so.

Read this list of clichés as though you were conversing with a friend. Then you'll understand how ridiculous they sound in our commercials.

Call our staff of professionals.
Talk to our knowledgeable, trained staff.
Come see our friendly staff of professionals.
You'll love our loyal, dedicated employees.
Talk to our top-notch sales staff.
(Eight) convenient locations to better serve you.
Best service in town
Serving (your town) since 1995.
Dedicated to serve you.
Service second to none.
Our motto is to serve you.
Working hard to serve you better.
The best kept secret in town.
For all of your _____ needs.
Hurry in today.
But hurry...with prices like these, selection won't last long.
Your premier (product or service) headquarters.
Your low-price headquarters.
Choose from a wide variety of...
Save on a wide selection of...
New shipments arriving daily.
It's a holiday tradition.
Prices have never been lower.
Our loss is your gain.
Save even more.
We're slashing prices to the bone.
You've got to see it to believe it.
Where the customer is king.
We're saving the best for you.
Your low-cost leader.
Come visit our beautiful, spacious showroom.
We've got the wheels and the deals.
You can count on us for the friendliest deal in town.

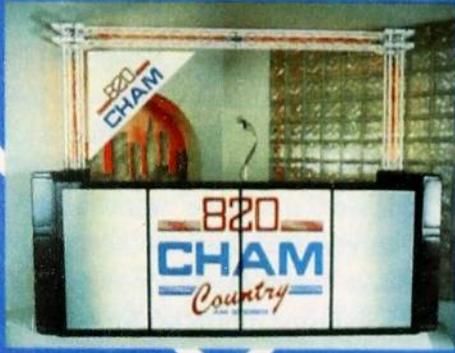
BUT WAIT...THERE'S MORE...
Check out our website at [Http colon slash-slash-www dot...](http://www._____.com)

Shop the best and leave the rest to us.
Now, save even more.
We just can't be beat.
We guarantee the lowest prices.
We've withstood the test of time.
We're tried and true.
Don't miss this once-in-a-lifetime opportunity.
Absolutely everything must be sold.
Everything drastically reduced just in time for this sale.
It's our biggest sales event of the year.
Nothing will be held back.
Just in time for the holidays.
We'll shoot straight with you.
We're number one.
You'll save like never before.
Check out the deals we have in store for you.
We guarantee the lowest price or else!
Prices have never been lower.
Unheard of.
Unbelievable.
The sales event of the decade.
Huge selection.
At clearance prices.
Everything must go.
Find great gifts at great savings.
We're declaring war on high prices.
This is one sale you don't want to miss.
We've lost our lease.
Sizzlin' red-hot summer sale.
You'll want to bring the whole family.
Free balloons and popcorn for the kids.
We won't be undersold.
A (your town) institution.
Not to mention our great food and happy hour specials.
Plenty of eager salespeople to assist you.
But only for a limited time.

Post this list on your wall. Make sure that none of these clichés appear in your spots. If you don't write your own spots, give this list to your copywriters. Show this article to your clients. Explain to them that clichés do more harm than _____, because they just go in one ear and out the _____.

Paul Weyland is President of Paul Weyland Training Seminars. He can be reached at (512) 236-1222 or by email at weyland@swbell.net

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Calendar of Events

FEBRUARY 2001

Feb 1-4

Radio Advertising Bureau RAB 2001, Dallas, TX (972) 753-6740

Feb 7-8

NAB Radio Group Executive Fly-In, Washington, DC (202) 775-3527

Feb 10-13

National Religious Broadcasters 58th Annual Convention, Dallas, TX (703) 330-7000

Feb 17-18

Oklahoma Assn. Of Broadcasters Annual Convention, Tulsa, OK (405) 848-0771

Feb 26-28

Great Lakes Broadcasting Conference & Expo, Lansing, MI (517) 484-7444

Feb 27-Mar 3

Country Radio Seminar, Nashville, TN (615) 329-2615

YEAR 2001

Mar 8

NABOB 17th Annual Communications Awards Dinner, Washington, DC (212) 370-5483

Mar 10-13

NAB State Leadership Conference, Washington, DC (202) 775-3527

Mar 22

West Virginia Broadcasters Convention, Charleston, WV (304) 744-2143

Apr 6-8

Illinois Broadcasters Convention, Oakbrook, IL (217) 793-2636

Apr 22-26

NAB2001 Convention, Las Vegas, NV (202) 775-3527

May 3-5

Louisiana Broadcasters Assn. Annual Convention, Lafayette, LA (225) 267-4522

May 11-13

Alabama Broadcasters Convention, Perdeto Beach, AL (800) 211-5189

May 18-19

Hawaii Broadcasters Convention, Honolulu, HI (808) 599-1455

May 18-20

Vermont Broadcasters Convention, Stowe, VT (802) 476-8789

May 18-23

NABOB Spring Conference, Caribbean (646) 424-9750

May 20-22

Pennsylvania Broadcasters Convention, Hershey, PA (717) 534-2504

May 25-30

NABOB Fall Conference, Washington, DC (646) 424-9750

May 25-28

Puerto Rico Broadcasters Convention, Fajardo, PR (787) 783-8810

June 2-3

Wyoming Broadcasters Convention, Douglas, WY (307) 632-7622

June 7-10

Missouri Broadcasters Convention, Branson, MO (573) 636-6692

June 14-18

Georgia Assn. Of Broadcasters Convention, Sea Palms, GA (770) 395-7200

June 21-23

California Broadcasters Annual Conference, Palm Springs, CA (916) 444-2237

June 21-23

Montana Broadcasters Convention, Big Sky, MT (406) 244-4622

June 24-26

New York Broadcasters Convention, Sagamore on Bolton Landing, NY (518) 456-8888

June 27-30

Florida Assn. Of Broadcasters Convention, Key Biscayne, FL (850) 681-6444

June 18-July 1

Mississippi Broadcasters Convention, Biloxi, MS (601) 957-9121

Sept 5-8

NAB Radio Show, New Orleans, LA (202) 775-3527



STREAMING'S NICE, BUT NOT NECESSARY

By Jim Champlin

The recent U.S. Copyright Office decision to require broadcasters to pay license fees for webcasting copyrighted recordings has, understandably, sent shock waves through the radio industry. But, while the decision calls into question the profitability of streaming, it has absolutely no bearing on the potential profitability of radio station web sites.

The fact is, streaming has not demonstrated any real revenue generating potential for radio stations. While streaming companies have profited from gaining access to radio audiences, radio stations have not shared in those profits. On the other hand, a content-rich, locally branded website with a built-in e-commerce system, allows stations to sell *directly* to their own legacy audiences. Streaming may be a nice value added feature for listeners, but it is not necessary for website success. In short, streaming is a nice side dish but the website is the main course.

The Internet adds a visual element to radio's previously audio-only domain, meaning listeners are now also "viewers." More important still, they can now interact with their radio station. The result is that for the first time, radio stations can both deliver a call to action, *and answer it*. That is, rather than only promoting and initiating sales, stations now can *contract* and fulfill them, capturing a share of the retail sales dollars previously unavailable to them. This portion of the retail dollar is far greater than the portion allocated to advertising and promotion. A website also presents new advertising space for sale, including banner ads that link directly to local merchants' "micro sites."

A high quality website can also be profitable in other ways. For example, as a parallel benefit, the Internet gives stations the ability to deliver immediate, hassle-free fulfillment of listeners' needs. This, combined with attentive customer service, can generate greater listener satisfaction and loyalty, which in turn can strengthen the bond between a station and its listeners.

Now, more than ever, a station's greatest asset is its audience. Prior to the Internet, radio stations were required to aggregate and then sell their listeners to advertisers. Now, they can also sell directly to their own audiences.

Jim Champlin is President of SiteShell Corporation, which offers locally branded, format-specific web sites to radio stations. The company's website is siteshell.com.

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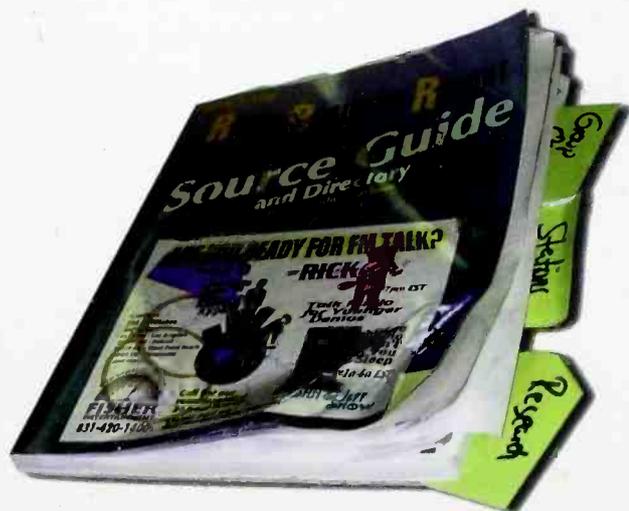
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