

Small
Market
Radio
Newsletter
Inc.

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SAMPLE

VOLUME VII - Issue #2 - June 8, 1989

MEDIA GENERAL SELLS LAST OF TANNER BUSINESSES - TM, based in Dallas, Texas, has purchased Media General's jingle, production library, and music format businesses. The radio and TV barter businesses were sold earlier this year (SMRNewsletter 2-2-'89.) TM sold its music format businesses to Drake Chenault 2 years ago. Reportedly, TM is looking for a buyer for the Media General format business (about 100 stations). There are about 1100 jingle and production library station clients. Tm reportedly paid \$2-million for the assets acquired from Media General, primarily a newspaper, cable, and TV company. They bought the former William B. Tanner Company 6 years ago. While Tanner has completed a prison term, he is still the object of civil litigation brought by Media General.

FEE RAISE AT THE F. C. C. - The new fees, which will go into effect in less than 90 days are about 12.5% higher. See Page #6. The Commission expects them to put another \$2-million into the Federal Treasury annually.

"HOW DO YOU FEEL ABOUT IT?" The Radio Futures Committee will meet in mid July to plan the next phase of the "Radio What Would We Do Without It?" campaign. Comments and suggestions should be sent to: Futures Committee c/o N.A.B., 1771 N Street, N. W., Washington, D. C.-20036.

GOING AFTER NEW RADIO BUSINESS - Stuart Sharpe is making a major investment in going after new radio business. His Regional Reps firm (Cleveland, Cincinnati, Atlanta) is setting up a full time new business development division. Alex Kellerman, with R. R. since 1980, becomes Corporate Sales Development Manager. Sharron Morrow will assist. An "unwired network" concept is being used to go after mass merchandisers and other non using or under using business. The firm represents stations in 5 Midwest states and in the Southeast.

ANOTHER TV STATION PUTS NEWS ON RADIO - 4 AM stations are carrying (without commercials) the 6:00 P. M. News of WPTF, Raleigh, North Carolina. They are W X K L, Sanford, W C B Q, Oxford, W L L N, Lillington, W B Z B, Selma. They'll add more.

THE WEEKLY PUBLICATION FOR SMALL MARKET RADIO MANAGEMENT AND INVESTORS

(616) 694-9357

Otsego, Michigan 49078

275 19th Street

At the F. C. C.

NEW STATIONS (Granted):

ALABAMA (Talladega) FM Allen Stroh 97.5 3 kW 144'
ARIZONA (Green Valley) FM Abundant Life Ministries 97.1 1.64 kW
387'
(Winslow) FM Dester West Air Ranchers 105.1 100 kW 984'
CALIFORNIA (Atwater) FM H Group 92.5 3 kW 328'
(Kingsburg) FM Valley Media 106.3 3 kW 328'
(Madera) FM Medera FM 107.3 3 kW 328'
GEORGIA (Trenton) FM Ra-Ad of Trenton 98.1 500w 817'
LOUISIANA (Erath) FM Solo Music 107.7 3 kW 328'
MAINE (Kennebunkport) 104.7 3 kW 328' Radio Kennebunkport
(Madison) FM Tanist Broadcasting 97.5 3 kW 328'
MICHIGAN (Muskegon) FM Richard Culpepper 107.9 3kW 328'
MINNESOTA (Jackson) FM Jackson Broadcasting 105.3 3 kW 308'
(Watertown) FM Northern Tier Enterprises 1600 5 kW U-DA
(Waite Park) FM Ronald Linder 103.7 3 kW 328'
MISSOURI (Perryville) FM Tri County B'c'g. 93.1 3kW 328'
(Southwest City) FM 100.3 3 kW 328' Gene/Marie Humphries
NORTH CAROLINA (Nags Head) FM Coastal Broadcasting 92.3 3 kW 328'
OKLAHOMA (Taft) FM Taft Community Radio 100.3 3 kW 220'
SOUTH DAKOTA (Milbank) FM Tobin Broadcasting 104.3 97.023 kW 981'
TENNESSEE (Alamo) FM Charles Allen 93.1 3 kW 328'
(Graysville) FM Richard Wagner 95.7 690w 646'
TEXAS (Post) FM Joles-American Indian Partnership 107.3 50kW 310'
VIRGINIA (Windsor) FM JH Communications 107.7 3 kW 328'
(Lawrenceville) FM William C. Link 98.9 3 kW 155'
WASHINGTON (Colfax) FM Dakota Communications 1.58 kW 433'

AMENDMENTS TO THE FM TABLE (Amended):

CALIFORNIA (Oxnard) 102.9 (A) for 102.1 (A)
MISSISSIPPI (Picayune) 106.1 (C2) for 106.3 (A). M.: WRMH.
MISSOURI (Kirksville) 94.5 (C) for C1. M.: K R X L.

(Proposed):

KENTUCKY (Stamping Ground) 99.1 (A). Req.: James P. Gray.

AND

The Commission conditionally renewed the licenses of WSBY/WQHQ, Salisbury/Ocean City, Maryland. Although no petitions to deny or informal objections were filed, the Commission reviewed the stations' E. E. O. performance and concluded that reporting conditions should be required and that the licensee's performance warranted a \$15,000.00 fine.

The market is 19.1% black. In 1986, there were 2 blacks on the staff. In 1987, none. In a 2 year period, the stations had 33 hiring opportunities, 2 minority referrals, no hires. The stations are being sold. Woolfson Broadcasting Corporation, the seller, will have to pay the fine. The buyer, H. V. S. Partners, will be subject to the special reports.

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

In July, the #1 sales and promotional opportunity is the 4 day long Independence Day holiday weekend. The 4th falls on a Tuesday this year.

Special days: July 1 at Noon marks the half way point in 1989 (182-1/2 days).

July 9 (Sunday) is National Ice Cream Day

July is National Picnic Month, National Ice Cream Month, National Hot Dog Month, Peach Month, Blueberry Month.

July 3 through August 15 - "Dog Days" - with the hottest temperatures of the year.

Doing above average business in July: auto dealers, auto parts stores and auto repair businesses, building supplies, carpet, furniture, mens wear, shoes, and sporting goods.

"TREASURE HUNT"

W P T W, Piqua, Ohio, tied into the town's "heritage Festival" by sponsoring a "Treasure Hunt."

Each day, 30 downtown merchants posted a clue sheet (different color each day). Using the clues, listeners looked for the treasure chest at the festival grounds. Typical clue: "You might find lady named Florence here." (Florence Nightingale - Red Cross booth).

The first person who found the treasure chest each day got it. Inside there were wooden nickels which were redeemed at the merchant's stores for prizes.

Each of the 30 merchants bought \$75.00 worth of merchandise and donated a prize.

"HEAR YOURSELF ON KKKK" If you have a booth at an event, invite listeners to hear themselves on the radio. Have them record a slogan. After they've read the short copy, they pause 2 seconds then give their name and address.

The week after the event, play the recordings randomly. If a person hears their tape, he/she calls within 5 minutes. When they call, you play the answer on the air. Prizes to winners.

\$ale\$ - Where the Growth Is!

From 1980 through 1987, the following business lines showed these dollar volume increases:

Apparel and Accessories	64%	-----
Autos/Trucks	99%	-----
Building Material/Hardware	55%	-----
Drug Stores	80%	-----
Eating/Drinking Places	62%	-----
Food Stores	42%	-----
Furniture/Home Furnishing	90%	-----
Gas Stations	10%	--
General Merchandise	62%	-----

\$ales\$ - Your Attitude

Improve your attitude and improve your sales. Take this test:

1. Is your attitude sometimes questioned by a superior or customer?
2. What are the circumstances when this comes up? What kind of people or circumstances precipitate it?
3. Are there job related problems?
4. What can you change to eliminate this?
5. How urgent is it?
6. Are there people from whom you can get feedback?

Truth: A salesperson's attitude is his/her greatest asset. Today with more competition, customers demanding more service, and more internal demands, it is also the hardest asset to keep functioning.

4th OF JULY ANNOUNCEMENTS

Do your Fourth of July holiday plans include swimming? _____ says, if you're planning to swim in unfamiliar waters, be sure to check carefully for underwater rocks, stumps, and other obstructions. A little caution can save you from a painful accident. Best wishes for a happy, safe holiday from _____.

If you're traveling this Fourth of July holiday, _____ reminds you that you're sharing the roads and highways with record numbers of travelers - many who are not familiar with this area. For safety sake, be extra alert. Observe posted speed limits and follow the rules of safe driving. _____ hopes this will be a safe, happy holiday.

_____ reminds you that the lakes and streams will be crowded with boaters this Fourth of July holiday weekend. If you're planning to join them, follow the rules of safe boating, including courtesy. Be sure your boat has the proper safety equipment. Best wishes for a safe, happy holiday from _____.

Buckle up for safety. _____ reminds you that safety belts do save lives. It takes only a second to greatly reduce the chance of a serious injury or death. _____ says, "Let's 'buckle up' for a safe, happy holiday.

If you're staying at home this Fourth of July holiday, chances are you'll be doing some yard work. _____ says, if that includes using a power mower, before you mow, take wires, cans, twigs and rocks away. Never mow a wet lawn. Never leave an unattended mower running. Don't re-fuel a hot or running motor. 50,000 people are injured every year in power mower related accidents. Best wishes for a safe, happy holiday from _____.

If you're planning a trip this Fourth of July holiday, here are some safety tips from _____. Traffic will be heavy. Start early. Make sure your tank is always at least half full. If you're traveling unfamiliar roads, drive during the daylight hours as much as possible. _____ wishes you a safe, happy holiday.

Every year, shallow water dives cause many serious spinal injuries. Some are permanent. _____ reminds you to check just how deep the water is before you dive. The speed of a dive is only broken effectively after the diver has gone through 5 or more feet of water. Check before you dive. A reminder from your friends at _____.

Handle fireworks carefully. _____ says, even seemingly harmless fireworks can cause painful burns if not handled with care. Make sure the fireworks you handle are legal. Fireworks laws are made for your protection. A reminder from _____ who wish you a safe, happy holiday.

About This 'n' That

RE: SYNDICATED LEGAL PROGRAMS (SMRNewsletter 5-25'89). We have found 3 such programs. They are:

"Point of Law" - The program has been on the air for 35 years. The original writer is still doing the series. The 3-1/2 minute program costs \$3.50 per day. Information: Transmedia - 415 956 3118.

"YOU'RE THE JUDGE" Listeners are given a legal situation and the answer. Has been sponsored by scores of law firms. Information: Harry O'Conner 800 544 6044. Cost: \$20.00 per week.

"A Matter of Law" 1-1/2 minute daily program. Cost: quote on request. Information: Eagle ^{1/2} Media 914 669 5277.

ABOUT NETWORKS - In our 6-1-'89 issue, we ran a list of national radio networks. We have since been informed that Braiker Radio Services is building facilities at Bellvue, Washington (outside Seattle). They are operating now from temporary offices. The phone number is (206) 562 3000 (7:00 A. M. to 6:00 P. M., Pacific Time.) They have delayed the launch of their network service. Date now is expected to be 8-1 to 8-15-'89. They are quoting rates of \$750.00 in small markets. Start up formats are A. C., Country, and Contemporary M. O. R. (Mega). A C. H. R. and Oldies format are set to debut by mid September.

AND - There is a 24 hour talk network, which went on the air in mid November. It's called the American Radio Network. Studios are in Baltimore. Offices are in Albany, New York. Stations pick up network via satellite. Cost: barter. There's 3 hours of sports talk daily - an hour early evening and 2 hours later. Weekends there are shows on auto repair, travel, health, finance, and pets. Stations select on a per program basis. Information: Mark Kaplan 518 869 2563.

NEW F. C. C. FEE SCHEDULE (See Page #1):

New/Major Change C. P. AM: from \$2,000.00 to \$2,255.00
FM: from \$1,800.00 to \$2,030.00
Minor Change AM or FM: from \$500.00 to \$565.00
Hearing: \$6,000.00 to \$6,760.00
Form 302 (License) AM: \$325.00 to \$370.00
FM: \$100.00 to \$115.00
AM Directional: \$375.00 to \$425.00
Assignment/Transfer (314/315) \$500.00 to \$565.00
(316) from \$70.00 to \$80.00
Renewal: No change - \$30.00

Note: The new fees do not go into effect until 90 days after they were filed with Congress. Date will be announced later.

"Second Best - If You Think That Way"

When Darrell Bryan bought W S M G, Greeneville, Tennessee (1980 Census: 14,096) he was by any reckoning buying the market's second best station - a stand alone Class IV AM. His competitor was a 16 year older Class IV AM with a 100,000 watt FM. "Radio people would see W S M G as #2 - but, the listeners and local advertisers aren't radio people. It's what the station does, not its age or facility, that counts with the public and the businesses."

Bryan saw no need to counter program his AM competitor. "They play country music, so do we. That's what most people want to hear here in East Tennessee. It's middle of the road music around here."

About his music programming, he says, "You can't go wrong if you play the hits. We watch the music trades. Half our music is current hits. The other half is 'hit oldies' - including some crossover '50s and '60s rock."

His competitor has enjoyed a longstanding news image. "I decided we were not going to let them have that to themselves. I hired 2 full-time newspeople. I also installed remote equipment in a Jeep and a Bronco. The terrain here dictates the use of those kinds of vehicles. When we got out in a bad storm shortly after I took over - we got the image of really being on top of things." Coverage of special events is central at the W S M G operation.

The other station has had a long association with city school sports. "We went after the 4 county schools. That's been good for everybody concerned," he says.

W S M G relies heavily on non music programming. It's an ABC Entertainment affiliate with the Paul Harvey broadcasts. It carries an hour a day of classified type ads - a half hour mid morning, 15 minutes at Noontime and 15 minutes at 6:45 P. M. It carries an hour long talk show at 10:00 A. M., hosted by Bryan. "I think it's a perfect way to make yourself an important part of the community. The studio guests are people I might not come in contact with if it wasn't for the program," Bryan says.

The station enjoys another staple, common to many successful AM stations - a long established morning man. Charlie Grant has been in the market for 25 years - having worked at both local stations. "He's a fixture," Bryan says. "More important, he does a great adlib 'ad.' About 20% of the commercials on his show are those kind of ads."

When Bryan bought W S M G, its business was off about 15% from its best year (5 years earlier). In the meantime, the cost of running the station was up about 25%. Bryan immediately raised "everybody on the station 10%." That rate increase, plus a better effort "on the street" produced a 33-1/3% increase his

first year. During the 7 years since, increases have averaged 10%.

Bryan says he raises rates about every year and a half. Raises are generally in the 5% range. A couple of the raises were attained by eliminating high discounts on his rate card. "We used to have a 900, 1200, and 1500 time rate. The highest we go now is 600." Why? "Nobody buys a high volume of spots because of the price. He buys that many because he knows that's the way to make his advertising work. A lot of people in this business don't know that getting a good rate from your good customers is the easiest thing to do and the only way to get your dollar volume up."

At W S M G, station originated promotions are kept to a minimum. "I prefer to tie into things the merchants and community organizations originate." To make sure there's a lot of that kind of activity in his market, Bryan has been an active participant in a great number of organizations. He is immediate past president of the Chamber of Commerce.

"Greeneville is only 30 miles from Johnson City (a much bigger city). We've pushed hard on 'shopping at home.' We spell out the customer benefits including tax revenue for the local schools and the jobs the retailers create. We can be a little more direct on that than our competitor. He has to cater to Johnson City for a lot of the revenue on his FM station."

About the future of AM, he says, "We're doing a lot of little things - new processing, the N. R. S. C. standard - that sort of thing. It'll help. But, the real answer is in the programming. If you have what people want to hear - they'll listen. They don't care if it's on AM."

THE LAST WORD

One of our subscribers sent us a note this week saying that he felt some of our writing was too pessimistic particularly about AM radio and in some instances small market radio. We do not intend for that to be true.

We started this publication because we felt that too much of what is being carried in the trade press and trade association mailings contained too much "boosterism" and not enough hard fact. People, in our view, need straight information - the good news and the bad - to make enlightened business decisions. No publisher ever gets a perfect balance. But, we're trying.

SMALL MARKET RADIO NEWSLETTER (Inc:), NOW IN OUR 7th YEAR, IS PUBLISHED WEEKLY AND MAILED FIRST CLASS TO SUBSCRIBERS IN 50 STATES, POSSESSIONS, AND CANADA. SUBSCRIPTION: \$109.00 PER YEAR (26 WEEKS: \$57.00 - 13 WEEKS: \$33.00). ADDRESS: 275 19th STREET, OTSEGO, MICHIGAN - 49078 - (616) 694 9357

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VOLUME VII - Issue #31 - December 28, 1989

AD BAN ON BEER/WINE is favored by the Secretary of Health and Human Services (H.H.S.). In what came as a surprise, Louis Sullivan told a White House gathering to commemorate "National Drunk and Drugged Driving Awareness Week," he favors restrictions on, or even an outright ban on beer and wine advertising. (N. A. B. Radio Week 12-18)

GOOD ECONOMIC FIGURES - For November, consumer spending +0.7%, personal income +0.8%, personal savings +6.1%.

"EVERYDAY LOW PRICES" UNDER ATTACK - The New York state attorney has brought suit against Sears in a Buffalo court. The suit charges Sears with "creating a false impression that its 'everyday low prices' represent substantial discounts from its former prices," when it "actually has offered consumers no significant savings." Sears went into the program 10 months ago. Other states may take similar action. A Sears spokesman denied any wrongdoing saying, the company's gross profit has dropped "proof positive that the customer is getting lower prices." (Wall Street Journal 12-22)

BIG MONTH AT TRANSTAR - President Gary Fries says they signed up a record 67 stations in 33 states in November. TranStar produces 9 satellite music formats.

GUEST COLUMNIST - Small market broadcaster Dutch Doelitzsch (W D D D AM/FM, Marion, Illinois) used his opportunity as author of last week's "Monday Memo" in "Broadcasting" to promote a couple of unique ideas to "improve" AM. His idea: Allow broadcast entities to hold 2 licenses in the same service in the same community (AM/AM; FM/FM, or as at present AM/FM). Under Dutch's proposal, an entity could buy a facility and surrender its license. The station would be "silent" forever. This could, he says, allow the owner of an FM "stand alone" to buy an AM, turn in the license, then file for a second FM in the market. Dutch says, his proposals would effect economies of scale for combos and by taking some AMs off the air, reduce interference. If you haven't read the article, it's on Page #34 of Broadcasting's December 18 issue.

RADIO ADS TO FIND PEOPLE WHO CAN'T READ - The Madison, South Dakota Literacy Council, a United Fund Agency, is budgeting a schedule of radio ads to find people for its reading classes.

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275 19th Street

At the F.C.C.

AMENDMENTS TO THE FM TABLE (Amended):

HAWAII (Volcano) 107.7 (A) as 1st. W.: 1-22/2-21.
TENNESSEE (Newport) 92.9 (A) as 1st. W.: 1-23/2-22.

(Proposed):

MISSISSIPPI (Clarksdale) 101.5 (C3) for 101.7 (A). M.:WWUN
(Water Valley) 105.5(A) for 101.5 (A). Req.:
W W U N.

Reminder

Your quarterly "Issues and Programs List" is due in your Public File the first week in January.

More News

MUSIC SYNDICATION CONSOLIDATION business continues. The latest sale, Michigan based Kalamusic, by Broadcast Programming, Incorporated, based in Seattle. Kalamusic was operated for 18 years by Midwest station owners Steve Trivers and Bill Wertz. B. P. I. is owned by longtime broadcast group head Lester Smith. In recent years B. P. I. has purchased the Century 21 tape delivered formats, Radio Arts, and Peters Productions. The Kalamusic purchase will bring the B. P. I. client list to almost 500. Trivers and Wertz are selling their music company to concentrate on expanding their radio station group.

IF YOU HAVE MORE THAN 10 EMPLOYEES you must post your 1989 OSHA Injury and Illness (form 200 - log and summary) in February and March. It must be posted in the location that is normally used for employee notices. You must post the notice even if no illnesses or accidents occurred. Copies of the form are available from the Bureau of Labor Statistics, Information Section, 230 Dearborn, 9th floor, Chicago, Illinois - 60604.

J. T. Whitlock's column in
Kentucky Broadcasters
Association member letter

A 'P.C.' IN THE SALES DEPARTMENT - If you're planning to go into this, Ernst and Young, the accounting and business consulting firm advises: Avoid information overload. Provide customized software with only the information salespeople really need. Invest in training. The more comfortable and knowledgeable salespeople are on the computer, the more productive they'll be.

"Success" magazine

MONEY PAGE - \$ALE\$ AND PROMOTION IDEA\$

"FREE EXERCISE NIGHTS"

Offer your audience a free night of exercise at a local health club. Have a member or members of your staff lead the chant or exercises.

Scott Kerr, Programming
Consultant in the Drake-
Chenault client letter

"SHOPPING CART CONTEST"

A shopping cart piled high with groceries was displayed at a Newark, Delaware supermarket. Listeners to W N R K AM, Newark, Delaware were asked to visit the store and guess the cost of the groceries in the cart. Correct (or nearest) won the groceries.

N.A.B. 'Radio Week'

"NEW BARTER SYNDICATION
OPPORTUNITY"

Longtime C. B. S. newscaster now retired) Douglas Edwards is hosting "When Radio Was" for Dick Brescia.

The 60 minute 5 times a week "strip" features 2 different "golden age" radio shows each program. It's available on a 50%/50% barter basis.

Old time radio is attracting huge audiences during TV prime-time in many markets where ratings are taken.

Interestingly, the audience covers almost all adult age groups.

Information David West 201-
385 6566.

Trend

"Brewers are trying to attract and excite the new consumer. We will see a lot more new products from all of the top brewers in 1990 than we saw in 1989," Mark Danner of Anheuser-Busch, told a meeting of the American Institute of Wine and Food recently. "Nonalcoholic brew," he says, "is less than 3% of the industry today, but we expect it will grow at least 15% per year."

"Supermarket News"

\$ale\$ - Some Tips

STRESS THE POSITIVE - What do you do when the prospect comes up with one negative right after another? "Reverse his thinking," suggests sales trainer and speaker Stan Billie. "Ask, 'What do you like best about this so far?' This will get him to concentrate on a positive. Then you're able to say, 'Why is that important to you?' At this point, he will most likely literally start to sell himself."

"Sales and Marketing Management"
12-'89

GETTING PAST THE TELEPHONE SCREENERS - Be prepared to encounter people whose job it is to screen the decision maker's calls. Be prepared - but don't settle for "no." A courteous approach to dealing with a call screener is to enlist that person's support in reaching the decision maker. But, if the screener can't be moved, and the call is important, call after or before standard office hours. Support staff may have left and sometimes key people answer the phone themselves.

Telemarketing DO's and Don'ts
Telemarketing Magazine
One Technology Plaza
Norwalk, Connecticut

TELEMARKETERS USE BODY LANGUAGE - "Posture, facial expression, and physical appearance have an uncanny way of traveling over telephone lines. Telemarketers can make those things work for them by behaving as if they were dealing face-to-face. One caveat: Be sure the body language agrees with the telephone message.

Telephone Selling Report

\$ale\$ - Winning

The goal should be to win 100% of the time. But don't expect to. And be glad that you don't. Winning them all means you haven't taken enough risks. And that takes the fun out of life.

Your won lost record is the most important thing on the report card for how you have lived your life. 100% is too much. 99% is great, but unlikely. 95% is good. Anything below 90% is unsatisfactory.

While winning is the best feeling in the world, losing need not necessarily hurt either. Losing should be a lesson in how to win more often.. I learned a lot from my failures. Loses fed my fervor to win.

Al Neurharth, recently retired
C. E. O. of Gannett in
"Confessions of an S. O. B."
(Doubleday)

About Hiring a Telemarketer

In your print or radio ads ask applicants to call (Mr./Ms.) _____ for more information. If the person responsible for hiring the telemarketer is not in, a call back should be arranged by the person taking the call.

During the initial telephone conversation the person responsible for hiring the telemarketer can qualify candidates by asking the following questions:

- Why are you interested in the job?
- Have you done telephone selling? What did you like about it? What didn't you like?
- How do you feel you react to/handle pressure?

In the initial qualifying telephone interview make note of:

The prospect's diction and articulation. As you are listening, ask yourself, "Can I understand this person without difficulty?"

Voice Volume - You don't want to hire someone whose voice is so soft you have to strain to hear her/him or whose voice is so loud you have to take your ear off the receiver.

Rate of Speech - The normal rate of speech is 150 words per minute. A significant, noticeable difference is distracting.

Tone - You are looking for a person whose tone of voice projects warmth, enthusiasm, and a businesslike manner.

Don't rule someone out because they don't have telemarketing experience. That can be a plus, but the reality of the situation is that in a small town you're not likely to attract an experienced telemarketer. The basic skills have to be there.

After your telephone screening, invite a candidate with the basic skills in for an in person interview. You are looking for the following:

Confidence - For 4 to 6 hours a day, an effective telemarketer may have to deal with rejection 85% of the time. The ability to go on to the next call without internalizing a "no" response is all important.

Customer Orientation - Telemarketers who value the station will deliver presentations that meet customer needs.

Motivation - Look for people who have a strong work ethic and are task oriented. They have a strong urge to make money and have the stamina to work through the stresses of the job to reap financial rewards.

"100 Dos and Don'ts" by the staff
of Telemarketing magazine and
other sources

Management - What's Most Important?

Often a business fails because the owner (manager) lacks the necessary knowledge or skills to get it off the ground. But there is a big difference between knowledge and skills, explains C. D. Peterson, author of "Leave Your Job and Buy A Business of Your Own," published by McGraw-Hill. "Knowledge is easily acquired," Peterson explains, "You can learn about products, finance, the disciplines of business by taking courses or working with experienced professionals. However, skills are acquired through a lot of practice, which can amount to a long yet necessary learning process."

Even if knowledge and skills are acquired, Peterson says that if the entrepreneur lacks the desire and motivation, the business is doomed to fail. "Desire overcomes a lot of obstacles because it gives entrepreneurs the energy and drive necessary to overcome adversity," Peterson says.

Successful entrepreneurs have a strong desire to win, agrees Patrick H. Leonard, president of Corporate Executive Outplacement, Inc., an outplacement consulting firm in Rhode Island. "They're more interested in success than wealth," he says. "The desire to succeed gives them the right mind-set, along with faith in themselves and their product or service."

The trail entrepreneurs blaze is inevitably strewn with obstacles and negative criticism. Overcoming those obstacles requires self-confidence, a strong will and an optimistic frame of "Entrepreneurs can't be near-sighted or one dimensional thinkers", Leonard says. "If they hope to succeed, they must have an unflagging belief in their own intuition (business) and intelligence."

Bob Weinstein
in "Entrepreneur" 1-'90

Management - About People

In the past, industries' focus was management development, the managerial team, personal leadership, human behavior in the organizational setting, inter-personal sensitivity, and human dynamics. Management by objective, results, exception, excellence and a host of other people-related methods were used for improvement.

As you examine the priorities of much of today's management, I think you come to the conclusion that the reality of "people as assets," is questionable in many American enterprises, and the absence of this philosophy is wreaking havoc. In too many places, people concern is far behind concern for the bottom line or the obsession to electronically solve the problems that face today's lonely executive. Perhaps it's time for us to "hold hands."

Excerpts from a "Letter to the
Editor of "Supermarket News"
from Marketing Consultant Dean F.
Thomas, Minneapolis- 12-18-'89

What's Ahead for Small Market Radio in 1990?

THE ECONOMY - It has often been said that "all politics is local." We believe that "all business is local." Therefore, the environment that our small market radio station subscribers operate in varies greatly from community to community. Therefore, allotting much of our space to the educated guesses has little merit. Except for the troubling performance of durable goods (autos, furniture, appliances, etc.), the statistics released by the government seem to show that people do not fear a severe recession or high inflation. At present, they are spending their money on soft goods rather than hard goods. They may not be buying new homes in record numbers, but, they are spending record amounts on improving the homes in which they live. Good small market station operators who sell their services to people spending their own money, know that the purpose of radio advertising is solving problems as well as realizing opportunities. Good times or bad, there's always a need for what we have to sell.

BEER AND WINE ADVERTISING - We are not hopeful that such advertising on broadcast media will not be eliminated entirely or severely restricted. Broadcasters are grossly outnumbered by people who honestly believe that eliminating or curtailing such advertising will cut down on drunk driving and other health and social ills ascribed to consumption of alcoholic beverages. Furthermore, broadcasters do not have the zeal or the passion of the anti-drink forces. The marketers of alcoholic beverages, probably with good reason, are afraid to say what most people believe, that in moderation such products have some social and even healthful benefits. Most alarmingly, current polling shows that the majority of the general public (drinkers and non drinkers) think "it would be a good idea to take beer and wine ads off radio and TV."

ADVERTISING TAXES - Even though Florida rescinded its "ad tax," the problem just won't go away. Such a tax, proposed by Governor Michael Dukakis, is expected to be acted upon as early as mid-January. In Kentucky, whose major wealth (tobacco, whiskey, and race horses) has been preempted by heavy federal taxation, state government is frantically looking for new revenue. Politicians in both these states would find it easier to tax advertising and other services than to increase the taxes the general public pays directly. Collecting a sales tax on ads would be a burden, as it is for retailers. However, it probably would not impact severely on station income over the long run. Collecting it from out of state stations who compete with in state stations for business and audience would be a legal and administrative nightmare and because advertising is a very small part of any state's economy, we wonder just how few net dollars would ultimately end up being spent on state services. The media and their brethren in the advertising fraternity have shown themselves to be effective lobbyists. We don't see much chance of the ad taxes passing this year. The real shame is that our resources and the finite time of the legislators should have to be invested in such an effort.

RADIO IMPROVEMENT LEGISLATION/F. C. C. ACTION - On the legislative side, we think this election year it is unlikely to get much attention. Congress is more likely to spend its time on issues that will "get votes" or keep incumbents from "losing votes." A short handed F. C. C., operating under the constraints of "serving the (general) public interest," will have to go slowly in solving very complicated problems. We don't see anything coming about this year from the Commission which will greatly help small market radio station business. The F. C. C., or the trade associations, didn't think up the music and news format or selling to retailers - the two things which most contributed to radio's health after TV.

POLITICAL RATES - This is incumbent legislation and therefore cannot be ruled out. N. A. B. lobbyists are keeping a close watch on this. Individual broadcasters must stand by "on alert" in case some self serving legislation "begins to roll."

SPECTRUM FEES - They will be discussed again and again. The fact that they would be very complicated, in light of broadcasting's public service mandate in the act, makes them an untenable revenue raising opportunity at this time. We expect the continued raising and expansion of F. C. C. fees to continue. By using the present strategy of raising filing fees a little at a time (12.5% and 12.6% the last two budgets), Congress can slip them in and the N. A. B. can't afford to put up a lot of resistance. That kind of thing is a lot easier than a direct tax or increase on the public.

STATION VALUES continue to be driven by "cash flow" and "reconstructed cash flow" (how much better the buyer thinks he can run the place than the seller has). In our opinion, the upgrading of Class A FM stations has the most potential economic impact of any Commission action in 1989. There are sure to be fewer stations than would have been possible under the old rules. There just aren't as many "shoe horning" opportunities as there were.

THE LAST WORD

As our loyal readers know, most of the emphasis of this publication is on ways to run the business better. We make an effort to report those things that do impact on your station from outside. You need to know about those things. But the real success of my business, like yours, is answering the most important question of all, "How can I help my customer make his business better?" The continued health and vitality of SMRNewsletter tells me that you think we're doing that. We know that to keep you as a customer, we have to continue to do what we're doing and better. We promise you that. Happy New Year!

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