

Small Market Radio Newsletter

BILL TAYLOR
KQSS
P. O. BOX 292
MIAMI AZ 85539

FIRST CLASS MAIL
U.S. POSTAGE PAID
Fairfield, IA
Permit No. 5

ADDRESS CORRECTION
REQUESTED

THE WEEKLY PUBLICATION
FOR SMALL MARKET
RADIO MANAGEMENT
AND INVESTORS

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Subscription Rates:
One Year \$124
26 Weeks \$69
13 Weeks \$42

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ISSN 1074-0082

IN OUR 13TH YEAR

RADIO
RADIO'S ALL YOU NEED

VOLUME XIII • NUMBER 33 • JANUARY 4, 1996

THE GODFATHER OF...RADIO? In case you missed it, singer James Brown is now a radio station owner. The R&B legend recently purchased WAAW, Williston, SC.

FCC WARNS AGAINST LOTTERY INVESTMENT SCHEMES involving cellular and PCS allotments. There is a great deal of fraudulent activity surrounding these allotments, and the Commission cautions that participating in an investor group only ensures a chance to be in the auction, not a license.

LPTV STATIONS CAN NOW REQUEST "-LP" EXTENSIONS. Requests for the four-letter call signs plus the extension are made with the Secretary of the Commission. There is no filing fee.

RAB'S RADIOLINK TO INCLUDE FORMAT FORUMS beginning this month. This will allow programming staffs to share their problems, challenges and ideas with stations in similar formats all over the world. Phase I of the format forum program will be a bulletin board system, allowing participants to post questions and comments and to respond to those of others. Phase II will provide real-time discussion leaders to moderate "Internet seminars" in specific format categories.

For more information, contact the RAB at 214-753-6764.

GROCERY COUPONS ARE BIG according to a newly-released *AdWeek* poll. 64% of respondents said they usually use cents-off coupons when shopping for groceries. Last year, the magazine's survey found that only 59% used coupons. Women are more likely than men to identify themselves as coupon users (68% vs. 59%). But the gap is narrowing: last year, the margin was 67%-50%. Age-wise, the 55+ group is the leader (73% use coupons), followed by 35-44 (68%). The good news for radio: we reach over two-thirds of coupon users every day, and radio is the medium heard closest to the time of purchase.

JANUARY IS RADIO MONTH. The NAB reminds you to make full and creative use of the campaign materials you have received!

READER SURVEY

Editor's Note: Your response to our survey will help us to serve you better. Please answer the following questions completely and candidly, then mail or fax your survey to us.

NO FCC INFO THIS WEEK
Our FCC Page will resume with our next issue.

Please rate the following *SMRN* departments or topics on a scale from one to ten according to how interesting or useful they are to you (ten is best):

Page One (late-breaking news)	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩
FCC Page	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩
Money Page (promotions)	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩
Sales Page	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩
Telemarketing Messages	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩
Sales Management	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩
Programming	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩
Management	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩
Operations	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩
Engineering	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩
Radio Facts	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩
From Our Readers (letters)	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩
From the Front (editor's personal ownership experiences)	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩
Station of the Month	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩
The Last Word (editorials)	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩
Other _____	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩
Other _____	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩

What *SMRN* feature(s) do you like *most*? _____

What *SMRN* feature(s) do you like *least*? _____

What one thing do you think would help *SMRN* serve our readers better? _____

What industry issue(s) are you most concerned about? _____

What other industry publications do you read *regularly* (in order of preference)? _____

Please return this page to SMRN, 57½ South Court Street, Fairfield, IA 52556; fax 515-472-2071 (note new street address & fax number). Thanks!

Valentine's Day Promotions

The Love Phone. Work with a local cellular phone company and a car dealer to offer a free three-minute cellular long-distance call to a loved one with every test drive. Do this as part of a remote at the car dealer's.

Dedication Day. Sell several local retailers on the idea of setting up "ballot boxes" in their stores, then have listeners write down their dedications and slip them into the boxes. On Valentine's Day, set aside an hour or so for each retailer's dedications—with that hour sponsored by the retailer, including ads and frequent mentions of the sponsorship.

Watch for Love. Line up a jeweler or other store that sells fine watches to give away a valuable timepiece. Listeners pick up entry blanks at the store, and the retailer selects the winning entry during a morning-show remote from the store.

Arrows on the Air. Use the sound of Cupid's arrow "winging across the airwaves" to signal your giveaway. When the sound plays, the nth caller receives a dozen roses for his or her sweetheart. Do it the day before Valentine's Day, and have your sponsoring florist or market deliver the flowers the next day with a gift card from your station and the winner.

My Funny Valentine. Listeners submit funny stories involving their love life. The best ones win Valentine's-type prizes (flowers, candy, etc.).

World's Largest Valentine. Work with a local outdoor company to award to your winner a billboard to post a Valentine's message to his or her loved one.

The Great [Station] Kiss-Off. Have listeners call in and give a kiss on the phone. Award prizes for the loudest, wettest, etc.

Kiss-a-Thon. Display a big prize—like a car or a boat—at a local mall or other high-traffic location. Register listeners for the chance to participate in the Kiss-a-Thon, which involves having them keep their lips on the prize as long as they can. The last person left "kissing" wins the grand prize.

Flower Shower. Tie in with a florist to give away a grand prize of flowers a week for a year.

They're Playing Our Song. Listener-couples send in postcards with their favorite love song. When the station plays a love song, the first couple to call—both must call, separately or together—and identify it as "their song," wins.

Cupid Crasher. An air personality dressed as Cupid delivers boxes of candy, roses, etc. to the winner's workplace. Winners are chosen from calls or faxes.

Ken's Secrets to Success

Editor's Note: Ken Williams and his wife Roberta founded Sierra Software, arguably the world's leading computer entertainment software company. In this article, excerpted from InterAction Magazine, Ken shares the principles by which he has achieved his success.

Disclaimer: If any of the following is actually right, I probably stole it from someone else and have forgotten who.

1. **Success is possible. It is only a question of whether you're willing to pay the price.** To my knowledge, there are only two paths to success. Either someone gives it to you or you earn it. Sure, I got lucky, having been in the right place at the right time when the personal computer industry was being born. But I've noticed that the harder I work, the luckier I get.
2. **Failure is predictable, controllable and a natural by-product of success.** The odds are at least a hundred to one against starting a company that succeeds for more than a year or two. You can either use this as an excuse to fail, or see the good in it. If you try a hundred times, the odds are you will get what you want.
3. **You should only stop learning when you are happy with what you have.** When I was a computer operator, I studied programs that the programmers were working on. Then I started studying hardware and operating systems. Then I started reading books at night. I spent a lot of time in the boss's office asking questions about budgets, motivating people and project management. I still spend ten to twenty hours a week in self-education.
4. **If your employer is making money on you, you will have job stability and get promoted.** If you're a paperboy, be the best paperboy. If you're a programmer, be the best programmer. Don't just do it for a day and grumble that you didn't get promoted. Make it a part of your life.
5. **The only successful relationship is one in which both sides win.** I always try to make sure that everyone who does business with me makes a reasonable profit, and that I make a reasonable profit. If only I win or only the other guy wins, we shouldn't be doing business.
6. **Emphasize what you do best. Do what you like.** You are a very talented person in some area. Find what you do well and you'll like what you do.
7. **You don't need a head start to succeed.** People are always looking for a quick fix. Your goal should be one that you can achieve over a number of years.
8. **Success is greatly misunderstood.** Financial gain may be important, but it is really third in line, behind *family* and *contribution*.

PROGRAMMING

Valentine's Day "Love" Songs

Here is a list of songs from all formats with the word "love" in the title. Use them on or leading up to Valentine's Day as special programming, contesting ("Be the *n*th caller when you hear. . .") and/or sponsorship tie-ins ("This Valentine's Day Love Song is brought to you by. . .").

- | | |
|--|---|
| It's the Way That You Love Me - Abdul, Paula | Will You Still Love Me? - Chicago |
| All for Love - Adams/Stewart/Sting | My Love - Clark, Petula |
| Lost in Love - Air Supply | I Love You - Climax Blues Band |
| The One That You Love - Air Supply | I Live for Your Love - Cole, Natalie |
| When We Make Love - Alabama | When I Fall in Love - Cole, Natalie |
| So Much in Love - All-4-One | A Groovy Kind of Love - Collins, Phil |
| This Guy's in Love with You - Alpert, Herb | All for Love - Color Me Badd |
| Puppy Love - Anka, Paul | Friday I'm in Love - Cure |
| Never My Love - Association | Lovesong - Cure |
| Secret Lovers - Atlantic Starr | Can't Get Enough of Your Love - Dayne, Taylor |
| Sweet Love - Baker, Anita | I'll Always Love You - Dayne, Taylor |
| All You Need Is Love - Beatles | All this Love - Debarge |
| And I Love Her - Beatles | La-la-means I Love You - Delfonics |
| Love Me Do - Beatles | Moments of Love - Dennis, Cathy |
| P.S. I Love You - Beatles | Put a Little Love in Your... - Deshannon, Jackie |
| She Loves You - Beatles | Summer Love - Diamond, Neil |
| How Deep Is Your Love - Bee Gees | Love Came to Me - Dion |
| Love So Right - Bee Gees | A Teenager in Love - Dion & the Belmonts |
| Let Your Love Flow - Bellamy Brothers | Love Can Move Mountains - Dion, Celine |
| Goodnight My Love - Belvin, Jesse | The Power of Love - Dion, Celine |
| Nothing's Gonna Change My Love - Benson,
George | Chapel of Love - Dixie Cups |
| The Greatest Love of All - Benson, George | Real Love - Doobie Brothers |
| Real Love - Blige, Mary J. | Love Her Madly - Doors |
| Love Is a Wonderful Thing - Bolton, Michael | Mountain of Love - Dorman, Harold |
| That's What Love Is All about - Bolton, Michael | Best of My Love - Eagles |
| Time, Love and Tenderness - Bolton, Michael | Love Grows (Where My...Goes) - Edison
Lighthouse |
| That's What Love Can Do - Boy Crazy | Best of My Love - Emotions |
| Tonight, I Celebrate My Love - Bryson/Flack | Love Is the Answer - England Dan & J. F. Cooley |
| For Your Precious Love - Butler, Jerry | Chains of Love - Erasure |
| Love Will Keep Us Together - Captain & Tennille | Just Remember I Love You - Firefall |
| Vision of Love - Carey, Mariah | Love of a Lifetime - Firehouse |
| Everlasting Love - Carlton, Carl | Colors of Love - Fischer, Lisa |
| More Love - Carnes, Kim | Where Is the Love - Flack & Hathaway |
| Glory of Love - Cetera, Peter | Making Love - Flack, Roberta |
| Hallelujah I Love Her So - Charles, Ray | Say You Love Me - Fleetwood Mac |
| The Way of Love - Cher | Tender Love - Force MD's |

Love Lights up the World - Foster, David
Baby I Love You - Franklin, Aretha
True Love - Frey, Glenn
So in Love - Garfunkel, Art
How Sweet it Is to Be Loved... - Gaye, Marvin
Your Precious Love - Gaye/Terrell
That's What Love Is for - Grant, Amy
Fallin' in Love - Hamilton, J F & R
Damn I Wish I Was Your Lover - Hawkins,
Sophie B.
All I Wanna Do Is Make Love... - Heart
Now That We've Found Love - Heavy D
True Love Ways - Holly, Buddy
Sea of Love - Honeydrippers
Greatest Love of All - Houston, Whitney
I Will Always Love You - Houston, Whitney
Saving All My Love for You - Houston, Whitney
You Give Good Love - Houston, Whitney
My Love - Iglesias/Wonder
Because of Love - Jackson, Janet
We're in this Love Together - Jarreau, Al
With Your Love - Jefferson Starship
My Pledge of Love - Jeffrey Group, Joe
The Same Love - Jets
Can You Feel the Love Tonight - John, Elton
True Love - John, Elton/Dee
Everlasting Love - Jones, Howard
I'm in Love - Keith, Lisa
Forever in Love - Kenny G
Baby, I Love You - Kim, Andy
Will You Still Love Me... - King, Carole
Everlasting Love - Knight, Robert
The Power of Love - Lewis, Huey
Friends and Lovers - Loring/Anderson
Love's Theme - Love Unlimited Orch.
Dedicated to the One I Love - Mamas & Papas
Love Theme from Romeo & Juliet - Mancini, Henry
My Love - McCartney, Paul
Love Will Show Us How - McVie, Christine
I'd Do Anything for Love - Meat Loaf
Love (Can Make You Happy) - Mercy
Falling in Love (Uh Oh) - Miami Sound Mach.
Love Is Strange - Mickey & Sylvia
The Gift of Love - Midler, Bette
Never Knew Love like this... - Mills, Stephanie

A Groovy Kind of Love - Mindbenders
Game of Love - Mindbenders
More Love - Miracles
Book of Love - Monotones
Ten Commandments of Love - Moonglows
I Just Fall in Love Again - Murray, Anne
Love Song - Murray, Anne
Nobody Loves Me like You Do - Murray/Loggins
I Honestly Love You - Newton-john, Olivia
Love Train - O'Jays
Love Is Forever - Ocean, Billy
The Colour of Love - Ocean, Billy
On the Wings of Love - Osborne, Jeffrey
Love Will Find a Way - Pablo Cruise
Addicted to Love - Palmer, Robert
I Love How You Love Me - Paris Sisters
I Will Always Love You - Parton, Dolly
I Pledge My Love - Peaches & Herb
I Love You - People
True Love Ways - Peter & Gordon
Sea of Love - Phillips, Phil
Call it Love - Poco
Crazy Love - Poco
A Big Hunk O' Love - Presley, Elvis
Burning Love - Presley, Elvis
Can't Help Falling in Love - Presley, Elvis
Love Me Tender - Presley, Elvis
I Wanna Be Your Lover - Prince
Crazy Little Thing Called Love - Queen
The One I Love - R.E.M.
Love Sneakin' up on You - Raitt, Bonnie
Love Me the Right Way - Rapination/Mazelle
Love Will Conquer All - Richie, Lionel
My Love - Richie, Lionel
Mountain of Love - Rivers, Johnny
Show Me Love - Robin S
A Love Song - Rogers, Kenny
Crazy in Love - Rogers, Kenny
Love the World Away - Rogers, Kenny
Baby, I Love You - Ronettes
Endless Love - Ross/Richie
It must Have Been Love - Roxette
Power of Love - Rush, Jennifer
We Got Love - Rydell, Bobby
No Ordinary Love - Sade

Your Love Is King - Sade
Dedicated to the One I Love - Shirelles
Love of My Life - Simon, Carly
Loves Me like a Rock - Simon, Paul
When a Man Loves a Woman - Sledge, Percy
The Look of Love - Springfield, Dusty
Because I Love You - Stevie B
Love Touch - Stewart, Rod
Woman in Love - Streisand, Barbra
Till I Loved You - Streisand/Johnson
I'm Stone in Love with You - Stylistics
Baby Love - Supremes
Shower Me with Your Love - Surface
An Old Fashioned Love Song - Three Dog Night
Tonight I Fell in Love - Tokens
A Lover's Concerto - Toys
Love Is All Around - Troggs
So Much in Love - Tymes
Can't Help Falling in Love - UB40

Power of Love/Love Power - Vandross, Luther
I Love How You Love Me - Vinton, Bobby
Love Power - Warwick/Osborne
100% Pure Love - Waters, Crystal
Real Love - Watley, Jody
Love Is All Around - Wet Wet Wet
My Baby Loves Lovin' - White Plains
The Way You Love Me - White, Karyn
Is this Love - Whitesnake
Baby I Love Your Way/Freebird - Will to Power
Love Is - Williams & Mcknight
(Where Do I Begin) Love Story - Williams, Andy
You're in Love - Wilson Phillips
Higher Love - Winwood, Steve
I Was Made to Love Her - Wonder, Stevie
Love Is Alive - Wright, Gary
For Your Love - Yardbirds
Love Is in the Air - Young, John Paul

More Valentine's Day Promotions

The Love Bus. Decorate a bus like the "Love Boat" and drive winning couples for a night on the town—romantic dinner; shopping spree at a lingerie store, a candy store, etc.; and perhaps a stop at a local night-spot. A grand prize winner also gets to stop at a jewelry store. Listeners register to win at participating sponsors, and listen for their names to be mentioned on the air.

Sweetheart Deals. A good name for a blanket promotion tying into Valentine's Day—either as a sales approach to some sort of ad program, or as a theme for an on-air campaign (or both). For a twist, have your air personalities work in participating sponsors' store as "guest clerks" for a day or a few hours, selling goods at extra discount during their appearance—possibly broadcasting live while they're at it.

Love Stinks. Instead of the usual hearts and flowers type giveaways, KRCH, Rochester, MN threw a "Love Stinks" singles party for all the single and divorced people in their audience. They featured free champagne for the first 101 minutes (their frequency, of course) and \$1.01 drinks for the next 101 minutes. They played games like "The Dating Game" and "Twister." Everyone who showed up got half of a Valentine's card and had to find the person (of the opposite gender) with the other half. They gave roses to the first 101 women through the door.

V-Day Getaway. This is a great holiday to work a deal with a travel agent, feeder airline or promotions company to give away a romantic get-away. Possible hook: award the prize for the most unusual Valentine's Day card received. Twist: offer two prizes, a "love" prize and a "lust" prize—the latter a "sneak-away" with separate cab rides to a motel, room service, maybe dark glasses as well—and let the winners choose which they'd like. [BP, One to One]

FROM OUR READERS

Memorial Dealer Ideas Wanted. “Does anyone know of any creative copy ideas that will work for a memorial dealer? We need a good campaign to sell a local prospect.”

—Vern Rasmussen, KATE, Albert Lea, MN, 507-373-2338

Anniversary Celebration Ideas Wanted. “In 1996, our AM station, KWOR, will celebrate 50 years of service to our community. We want to do a big promotion that will last all year long. All the ideas we have thrown out don’t seem to have that special ‘wham’ effect we want.

“Have any of your readers had a successful anniversary celebration that we can rework for our station? As a small market station owner, we cannot afford to do fun things like give away 50 cruises or 50 trips to somewhere fun. So whatever we do, we would like to have it tried and tested to be a successful idea. Any help you can send our way would be appreciated.”

—Karen Long, KWOR/KKLX, Worland, WY, 307-347-3231

More Wal-Mart Stories. “We had a very good relationship with the first manager at our local Wal-Mart store. He would place advertising with us, usually on a one-time basis, especially on live remote broadcasts concerning their charity promotions.

“Now he’s gone and the new manager (a young woman) will not even talk to us. I believe that the managers are the keys to any local advertising. I have found this true in other chain operations, also: one manager will do radio and the next one won’t.

“We in small market radio have one thing in common: we never give up.”

—Marvin Hill, WGOG, Walhalla, SC

“I have had occasion to meet two Wal-Mart managers. One was just like the fellow that the Georgia station owner met: he couldn’t be bothered with me. The other was very receptive to my radio station, and we have done co-promotions, working together, in which he is always willing to work out merchandise for time. It’s not cash, but it always comes in handy if you need promotional items. It helps if the manager is a listener to your station.

“As for Kmart, I have yet to get any cooperation—and they certainly could use all the good PR they can get! But they still don’t want to talk, or trade, or anything. So sad.”

—Karen Long, KWOR/KKLX, Worland, WY, 307-347-3231

To AP or Not to AP. “AP increases justified? Only the AP people could answer that. . .but we as clients must answer it also. And we have judged it as not being cost-efficient—it’s costing us an arm and a leg. If we could stop it tomorrow, it would be cut. But those people want to bind your arms and legs with a two-year rollover contract. Unless we just quit paying them, it seems we are hung with that tremendous fee burden for another 1½ years. I hope we’re still in business at that time so we can give them the severance message.”

—Name withheld

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Phone 515-472-4087
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compuserve.com

Subscription Rates:
One Year \$124
26 Weeks \$69
13 Weeks \$42

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ISSN 1074-0082

IN OUR 13TH YEAR

RADIO

RADIO'S ALL YOU NEED

VOLUME XIII • NUMBER 34 • JANUARY 11, 1996

NO TELECOMMUNICATIONS BILL UNTIL THE BUDGET ISSUE IS SETTLED. The balanced-budget confrontation is making broadcast lobbyists nervous. They're concerned that broadcasters might be hit with higher fees and even auctions of new facilities. Broadcasters could well be caught in the middle as Congress and the President look for a way to give taxpayers a break while continuing to fund popular programs.

The telcom bill, which apparently has Congressional and White House approval, eliminates national radio ownership caps and liberalizes ownership rules within markets that have only a slight impact on small markets.

The present rules say a single owner can own "less than 50% of stations within a market." The new proposal is a full 50%. Under present rules, an owner couldn't buy a third station in a six-station market; under the new rules, he or she could. Stations can be any combination of AM and/or FM.

Removal of national ownership caps would make it possible for a single owner to assemble a group of small stations equivalent to a chain of fast-food restaurants or convenience stores. A cross-section of current small market group owners say, "Not likely. This business is too management-intensive to make that practical." They point out that few small market groups are even close to the 12/12 rule that has been in effect for 10 years.

COMPETITION FOR LISTENERS. Public stations are increasing their share of radio listening. In Louisville, KY, 24 local commercial stations make it into the AccuRatings Survey. A public station beats 11 commercial stations, and all four public stations beat nine commercial outlets.

BOB DOLL TO SPEAK IN THE FROZEN NORTH. Our Editor Emeritus will speak at the 50th anniversary celebration of the Brown Radio-TV Institute on January 29, and at the Minnesota Broadcasters convention on January 29 and 30, both in Minneapolis.

NAB RENEWAL SEMINARS travel to Grand Island, NE on January 26, Oklahoma City, OK on January 29 and Dallas, TX March 21. For more information, call Christina Griffin at 202-775-3511.

AT THE FCC

NEW STATIONS (Granted)

MN	92.1	Hermantown	780w	905'	Harbor Broadcasting, Inc.
NY	106.1	Minetto	5100w	328'	Robert J. Raide

REPORTED SILENT:

IL	Sullivan	WKJR	107.9	Country
WA	Olympia	KCPL	920	Classic Rock, Talk

FORMERLY SILENT:

FL	Sebring	WJCM	960	Jones Oldies
TX	Cuero	KVCQ	97.7	ABC Oldies
	Victoria	KNAL	1410	Westwood Adult Standards
		KTXN	98.7	Westwood Oldies

—Courtesy *M Street Journal*

JIM INGSTAD SELLING a portion of his group, in Northern Minnesota. Nine stations will be sold to Provident Investment Counsel, headed by Robert Kommerstad. The stations in play are KLIZ (Sports), KLIZ-FM (Classic Rock), KVBR (N/T) and KVBR-FM (Country) in Brainerd; KLLZ-AM & FM (Classic Rock) in Walker; KWAD and KKWS (both Country), Wadena; and KNSP (Country) in Staples.

CLASSIC RADIO ON TV thanks to cable operator American Movie Classics. AMC will air a special 10-part series called "Remember WENN," set at a fictitious radio station in Pittsburgh just before World War II. The stories center on group of radio actors, producers and technicians—including a *bona fide* sound effects guy—and their efforts to produce live programming. The on-air stories will recreate several forms of programming from radio's Golden Age (the first one, anyway), including soap operas, dramas, mysteries, news and children's programming. The first episode of "Remember WENN" airs this Saturday, January 13 (the anniversary date of the first radio broadcast to the public) at 9 p.m. ET.

BLOOMBERG SURFS THE NET with a new (as yet unspecified) Internet address, where computer users can hear Bloomberg Information Radio programming delivered in real time, 24 hours a day via special audio software.

WESTWOOD AUDIO ARCHIVES AVAILABLE to anyone who wants to license them. These include events and interviews from Mutual and other Westwood-purchased networks.

HAWAIIAN SHOW DEBUTS. Hal Hodgson's "Ports of Paradise" is a weekly one-hour bartered "radio postcard" with traditional and contemporary Island music. Info: 800-223-2564.

Random Promo Notes

Good ideas for any time of year, for any kind of client:

Grocery Giveaway. Read a list of grocery items on the air at a set time, Monday through Friday. Read the list again on Saturday and ask listeners to guess the total value of the items. The listener who guesses to the penny (or, for the more generously-inclined, the listener who comes closest to the correct amount or closest without going over) wins the grocery items.

Light Up the Phones. Pick a store not currently on the air. On your next call, ask them if you can use their phones to give away a special prize on the air. Watch their eyes light up as their phones light up!

Real Team Spirit. On a sports package, the client only pays for the games the home team wins. Good incentive offer, but has to be priced right (and you'd better have at least a fair team!)

Remote Possibility. Encourage your remote advertiser to open the store at 6:00 a.m. There won't be a lot of traffic at that point, but getting on and promoting during the early hours will generate more traffic later in the day.

Second Chance Days. If you conduct telephone games, make Saturday and Sunday "Second Chance Days." Play the same game you played earlier in the week, using names and numbers of people who missed out the first time around.

Lasting Impression. When your station interviews someone, give the person a ballpoint pen inscribed with something like, "I was a star on KXXX."

Ad Cures for Hospitals. Here are some ways health care institutions can benefit from radio:

1. *Fast Relief.* One hospital used a radio campaign to guarantee fast emergency room service. They promised a \$25 refund to any patient not helped within one minute of arrival.
2. *Health Care to Go.* Some hospitals have been adding such programs as wellness clinics, cardiac rehabilitation exercise classes, alcohol and drug abuse treatment, and therapy for sexually abused adolescents. These are all things that institutions need to promote.
3. *MTV Medicine.* Hospitals which were traditionally oriented to older people's ills now stress maternity, cosmetic surgery and other services for a wider population. That's a reason for hospitals to use stations with younger as well as older demographics.
4. *Positioning.* Non-profits are now open to copy suggestions which would have been considered beneath their dignity a few years ago. It's a jungle in the health care field!

Sales Basics for the New Year

One of my favorite expressions is Dean Sorenson's line, "It worked so well we quit doing it." In this first month of the new year, as we are revitalized and ready to go out there and make it happen bigger and better, it's a good idea to make sure that we are following the proved steps of success. Here is one version of the basic sales steps, this one from Bob Doll:

1. *Investigation.* This is preliminary to your first visit. "Case the joint"—poke around the business as a customer. Gather your data from RAB and whatever else you use.
2. *Interview.* This is the fact-finding visit, often called "the discovery session" or "the diagnostic interview." The interview also includes the *attention* stage, in which you explain who you are and why you're there.
3. *Demonstration.* This is the first stage of the *presentation*, which is usually conducted as a second visit but can be combined with the interview if you and the prospect are on a roll. The demonstration stage is where you explain how radio, your station and you can serve the prospect's needs (which were unearthed in the interview).
4. *Validation.* This is the stage where you are handling the prospect's response to your demonstration. Often this means overcoming objections. While objections can be scary things, there are really only two key points to keep in mind when confronting them:
 - a. You need to identify and separate true objections from things people say to try to get rid of you. Your ability to do so improves with experience, of course, but even the rookie can spot some of the obvious dodges. The true objections you deal with (see the next point); the dodges you roll over.
 - b. In dealing with objections, the most important thing to keep in mind is *don't argue*. Agree with the prospect! We like to use the "feel-felt-found" technique: "I understand how you *feel*, many of our customers *felt* the same way, but they *found*. . ." Everything the prospect has done, no matter how dumb, is great, right and wise. Start from there and you'll gain the credibility you need to help him or her.
5. *Negotiation.* This is where you present your offer. Absolutely the most successful way to do this is what Jim Williams calls "Financial Sizing" and others call the "Papa Bear/Mama Bear/Baby Bear technique"—offer three choices (we label ours "Aggressive," "Moderate" and "Conservative"). Time after time, studies show that 90% of the time the prospect will choose the middle option, so price it slightly higher than you think you'll get (and you'll still get it).
6. *Close.* Volumes have been written about this stage of the selling process, but it all boils down to the simple question: "When do you want to start, Monday or Wednesday?"

News Tips

Our listeners want the news, they want it accurate, and they want it understandable. Our radio news should also be a pleasant (if not exactly an “entertaining”) experience, and it should enhance our station’s information reputation. But often our most conscientious news people tend to be very traditional and “journalistic” in their approach to the craft. We must maintain credibility at all times, of course, but that does not mean that radio news cannot be presented with flair and imagination. Here are some ideas, concerning both form and content, to discuss:

Farley’s Four. Some time ago in *Radio Only*, NBC Radio News Vice President Jim Farley gave some tips on the use of sound in newscasts:

1. Use natural sound effects, not just voicers, to give presence and location to stories.
2. Use creative writing to back up the creative audio.
3. Approach the task as though your audio were a “TV camera for blind people.”
4. Using bad sound—muddy, unclear, confusing—is worse than no sound at all.

Jim’s comments might provide the gambit for a conversation with your news people that will help them to break the boundaries they’re used to working within, to be more flexible in their approach to radio journalism.

Format Fundamentals. Your format posts are a good place to start in making sure your news presentation is as strong as possible. Some particularly important areas:

1. Make sure your call letters and the word “news” are positioned together at all times. This goes double for the word “weather”—the main reason folks listen to the radio. “WXXX News” or “KYYY Weather” may not be the most original way of getting the point across, but it’s always the cleanest and clearest.
2. This goes for network features as well. Why give the guys in New York credit? “CBS News is coming up at the top of the hour” is great for CBS, but not you. “WXXX News from CBS” (or “via satellite” or “from New York”) has a much bigger payoff for you.
3. Be sure to give a call-letter mention at the spot break. Avoid lame cues like, “We’ll check the weather in a moment,” or “It’s two past the hour.”
4. Place your call letters in the highest-attention position in your news format—*first* in the news intro and *last* in the news outro: something like, “KSSS News, I’m Walt Cronkeit” going in; and something like, “that’s news, I’m Walt Cronkeit for KSSS” going out.

Stop Vandalism

More times than not, vandalism is not a prank, it's a crime. _____ and local law enforcement agencies remind you that vandalism does thousands of dollars of damage locally almost every month. It has to be stopped. _____ says, you can help stop vandalism by reporting vandalism when you see it. Don't depend on somebody else. And support strict law enforcement.

_____ reminds teens that vandalism is real crime. A quick thrill or bowing to peer pressure can earn you a record that will stay with you all of your life. It isn't worth it. _____ and your local law enforcement agencies remind you that vandalism costs thousands of dollars every month right in this area. It needs to be stopped. Do your part.

_____ reminds you that the victims of vandalism are not always someone else. Vandalism can strike your church, your place of business, your home. Thousands of dollars of damage is being done right here in this area every month. _____ asks you to join them in stopping it. Report vandalism when you see it. Don't depend on someone else. Support strict law enforcement. Demand tough sentences.

_____ believes it's time to get the message out: Vandalism is doing thousands of dollars of damage every month right in this area. Our area law enforcement agencies need citizen help. Report vandalism when you see it. Don't depend on someone else. Support strict enforcement and tough sentences. A reminder from _____.

Whether it's a rock through a store window, ripping up someone's home garden, or defacing a church, vandalism is ugly and costly. You can do something about it. Be alert. Report suspicious activities to the police. Support strict law enforcement and tough prosecution in our courts. Vandalism can be stopped. But, _____ says, everybody has to do his or her part.

_____ says, vandalism is costing someone a lot of money. That someone is *you*. When public property is destroyed, tax money must be spent to repair or replace it. Repairs and replacement of private property show up in higher insurance premiums. Do your part to stop vandalism. Report crimes promptly. Don't depend on someone else. Support strict law enforcement and tough prosecution in the courts. _____ reminds you that vandalism is not kid stuff, it's a crime.

_____ urges you to get actively involved in putting a stop to vandalism in our community. After all, it's costing all of us—in personal property losses, higher insurance, and greater law-enforcement costs—not to mention the emotional toll it can take on the victims. Do your part. Report vandalism when you see it. Support our community's anti-crime efforts. Help your kids understand that participating in, or going along with, destructive acts isn't cool. _____ reminds us that, working together, we can stop vandalism!

Standing Alone in a Very Small Market

Its community of license has a population of 4,613. Its home county, just 9,000. A county to the north has a population of 6,600 and no radio station. But KCLY, a Class A FM at Clay Center, KS, is a "very good business and something we're mighty proud of," says Kyle Bauer, the station's president and co-owner.

Bauer, who has banking and farming interests (including an ostrich ranch) and three Hardees Restaurant franchises, says he got into the radio business "by accident" and "at the urging" of his radio partner, manufacturer Kent Lips.

"Kent and I are active laymen in the Methodist Church," Bauer says. "He asked me to check on building an FM translator to bring a Christian FM station into Clay Center. We were going to have to raise money to build it, and do ongoing fund-raising to keep it on the air. I've never liked fund-raising." Lips suggested they approach the owner of the local station to see if he might be interested in selling it.

Phil Taylor built KCLY in 1978. A few years into the venture, Taylor became interested in law enforcement, becoming a deputy in the local Sheriff's department, and the station took a back seat. When Lips and Bauer approached him, he told them he might be interested in selling the station, but the prospective buyers and the seller were "pretty far apart on price," says Bauer. "In all fairness, we didn't have an idea what a radio station was worth. But when Taylor got an opportunity to become a small-town police chief, we reached a mutually-agreeable price."

Lips's responsibilities with his manufacturing business meant that he would not be able to spend much time on the venture. Bauer agreed that he would be the managing partner on a regular but not full-time basis.

Bauer didn't forget the reason he and Lips decided to get into the radio business. "I felt we could carry out our mission and at the same time make the station profitable. Some of the things I did, I probably would not have done if I'd known more about radio, but it's worked out pretty well."

The most obvious aspect of the owners' "mission" is its unique program mix. The average program hour comprises about 30% current Adult Contemporary, 30% mainstream Country, 30% AC and Country Gold, and 10% Soft Contemporary Christian. All new music is carefully screened before it goes into the station's rotation.

In Bauer's words, "We do not include songs whose lyrics are not in keeping with the mainstream values of our small community. We avoid 'hard' contemporary music and 'twangy' Country.

"Last summer we had a consultant review our formatics and the two most recent Arbitron County

Studies. His advice: 'It's not broke. Don't fool with it.'"

Another unique feature of the station, one that also speaks to the owners' mission, is the twice-daily broadcast of Dr. James Dobson's "Focus on the Family" program—a half hour at 12:30 and 5:30 every afternoon. "Those programs are not only in keeping with what we want to do, but they enjoy very good audience and advertiser support."

The station is on the ABC network, including Paul Harvey, and does a lot of local news and sports. But one sport is on the chopping block: "We're going to drop Major League Baseball this year. You're talking about an \$8500 cash outlay and 500 hours of inventory. The sinking fan interest after the baseball strike makes an investment like that not very good business now. And the games are available from so many other stations."

Bauer continues, "We've decided to carry Spring and Summer high school sports, and amateur events of local interest. They're not on other radio stations or TV, so it makes a lot more sense."

Bauer, who is used to running businesses on a part-time basis, has a unique way of managing the radio station: "I have a two-hour meeting with the key staff people [the two salespeople, the Operations Manager, Chief Engineer, Office Manager and the morning announcer/sportscaster] every Monday morning. We work out the plan for the week at that meeting. Everybody takes part in all the decisions. By the time the meeting is over, there's a consensus. Generally, after sometimes-heated discussion, everybody's bought in."

One of the station's recurring problems during Bauer's and Lips's ownership had been using part-time, "mostly high school" help for evenings and weekends. "There was a lot of turnover, and the quality of the operation was not up to our weekday-6 a.m.-to-6 p.m. standards. So we installed a hard-disk automation system and eliminated the part-time help. This not only reduced our payroll expense, but it allowed us to go 24 hours a day—and the station sounds good all the time. The young woman who does the 6 p.m.-6 a.m. automated shift does her entire show in about four hours. And it's full of local information, just like our daytime programming."

The weekends are divided among four full-time employees, each doing Saturday and Sunday every fourth weekend. "The weekend person on duty does what needs to be done live, and prepares the automated programming as well."

The station's local newscaster is only part-time; full-time she operates a trophy and gift shop in downtown Clay Center. "In a market of just 15,500 people it would be pretty hard to keep a person busy full-time covering local news," Bauer chuckles. "In a place like this, there's not much crime or controversy—and we like it that way."

Of his venture into radio ownership, Bauer says, "It's had its frustrating moments. That's always true when you get into a new business. But now that we've got it going, I have to tell you it's my favorite business. There isn't any other quite like it. We're doing something worthwhile for our community, and we're making some money doing it. That's a very good business."

Small Market Radio Newsletter

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ADDRESS CORRECTION
REQUESTED

VOLUME XIII • NUMBER 35 • JANUARY 18, 1996

THE WEEKLY PUBLICATION
FOR SMALL MARKET
RADIO MANAGEMENT
AND INVESTORS

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57½ South Court Street
P. O. Box 1285
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compuserve.com

Subscription Rates:
One Year \$124
26 Weeks \$69
13 Weeks \$42

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ISSN 1074-0082

IN OUR 13TH YEAR

RADIO
RADIO'S ALL YOU NEED

NOVEMBER RADIO AD REVENUES KEEP WINNING STREAK ALIVE. November was the 39th consecutive month of revenue gains, according to the RAB radio revenue index. Local revenue was up 5%, while national spot business was down 8%. Year to date compared with the first 11 months of 1994, local revenues were up 9% and national revenues were up 5%.

SMAC IN THE MIDDLE OF THE RAB. The Small Market Advisory Committee will hold a meeting open to all small market broadcasters during MSC '96. The meeting will be held 11 a.m., Thursday, February 15 at the Anatole. Gary Fries and other key RAB staff members will join committee chair Cary Simpson for an idea-sharing session; as Simpson says, "This is our chance to give input and advice on how RAB can help the 40-45% of RAB members who are small market broadcasters."

FCC BACK IN BUSINESS. After a three-week hiatus, FCC staffers returned to work last week. The first items of business were to move back filing deadlines and reschedule the next open meeting. The filing deadline for any documents due while the Commission was closed became last Tuesday, January 16; the next open meeting has been moved from January 18 to January 31. All of this is dependent upon the weather, of course. . .

INDECENCY BAN AFFIRMED BY THE HIGH COURT. The U.S. Supreme Court last week renewed the FCC's license to ban indecent programming during the "Safe Harbor" from 6 a.m. to 10 p.m. While FCC Chairman Reed Hundt termed this decision a victory, a broadcast/First Amendment coalition had opposed the ban, and the Clinton administration had asked for a delay on the decision until the Court heard a similar cable-oriented case next month.

MORE OPPOSITION TO THE TELCOM BILL. Senator Bob Dole (R-KS) has gone on record calling the measure "corporate welfare." He urges the House-Senate Telcom Conference Committee to hold up passage until a digital-TV-spectrum issue is modified. Despite the fact that Senator Dole appears ready to fight the measure, committee chairman Larry Pressler (R-SD), the NAB and most Congresspeople are betting on passage.

AT THE FCC

Editor's Note: Due to the ongoing Washington weirdness, our FCC information this week is rather sparse.

REPORTED SILENT:

NC	Mebane	WGSB	1060	Southern Gospel
PA	New Kensington	WGBN	1150	Black Gospel (fire)
VA	Rocky Mount	WFYN	1290	Oldies

FORMERLY SILENT:

SC	Easley (Greenville)	WLWZ	1360	Children's
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—Courtesy *M Street Journal*

NAB RADIO BOARD BALLOTS DUE JANUARY 26. If your district (even-numbered ones) is affected, the NAB reminds you to complete and mail your ballots in time for receipt by the CPA firm by Friday, January 26.

QUELLO AND STEWART TO FLY IN for the Radio Group Fly-In, February 5-6 at the ANA Hotel in Washington. FCC Commissioner Jim Quello will be the luncheon speaker, and FCC Mass Media Bureau Chief Roy Stewart will be on hand as well. Any group operator who owns or operates three or more NAB-member stations in at least three markets may attend. For more information, call Lori Long at 202-429-5402.

SMALL MARKET GROUP MOVES TO EMPLOYEE OWNERSHIP. Dean Sorenson, President of Sorenson Broadcasting Corporation, has announced that his company has started the process of becoming employee-owned. The company is transferring 30% of its stock to an "Employee Stock Ownership Plan" (ESOP), allowing its 140 full-time employees to become equity participants.

According to Sorenson, "When the company began 24 years ago, it was the goal to build a company of employees committed to the Upper Midwestern small markets served by our radio stations and offer superior service to our communities, listeners and advertisers. The employee ownership program will allow our employees to share in the continued growth of the company."

The 30% transfer, says Sorenson, is "phase one"; in six or seven years, the intention is to transfer enough stock for the ESOP to become the controlling player in the company. "We expect to improve our service, profitability, and the future retirement financial security for all employees."

As a long-time friend and member of his Board of Directors, I congratulate Dean on this forward-thinking move. He has always put his people first, and attributes the company's success to them.

Something New, Something Old

The following ideas have come from recent conversations with readers, experiences with our own stations—and some “Oldies But Goodies” you may have overlooked.

Unusual Revenue Sources. One small market broadcaster uses a five-day-a-week public affairs strip to generate good revenues from nontraditional advertisers:

- The superintendent of schools is sponsored by the area's school district.
- The county health nurse is sponsored by the local hospital.
- The executive director of the Chamber of Commerce is sponsored by a local florist (who is also the Chamber president).
- The County Extension and 4H agents are sponsored by a bank.
- Local ministers present church news on a rotating basis, sponsored by a funeral home.

Auction Cash. If you run a radio auction on your station, here's a way to boost response, from WRLO/WATK, Antigo, WI: From time to time during the broadcast day, the announcer says, “It's time for the WRLO Auction Cash Call. If your number is on the 6-2-3 telephone exchange and the last four digits of your number total 18, call WRLO. You'll win our Auction Cash Jackpot of \$5.00. You can spend it just like money on tonight's Telephone Auction beginning at six o'clock.” The station says the game attracts a lot of new bidders for the radio auction.

Service Club Reports. Broadcast a once-a-week five-minute report for each of the local service clubs—e.g., Optimists, Rotary, Lions, Toastmasters, etc. (A member of the club can be the reporter.) Each report is a fairly easy sell to a prominent businessperson-club member.

Town Reports. This is a staple, but we had forgotten about it, reinstated it and it is selling like hotcakes. Find a local resident of an outlying smaller town to call in with a report each week. We are stripping five towns, one a day, at the same time. This is a good way to build rapport with an outlying community, and you can get a local businessperson to sponsor it.

Scoreboard. We fielded a lot of calls from listeners in outlying locations saying, “Why don't you feature *our* sports team?” We're committed to a full schedule with our hometown team, but we have devised a “Scoreboard” show that follows our play-by-play broadcast. We have set up coaches, players and parents to call in scores and reports. We give two to five minutes per team; the entire program runs 20-30 minutes on game nights.

Diamond Melt. WONA, Winona, MS sold nine merchants in a strip mall a promotion and a two-day remote. Listeners 18 and older were invited to pick out a free ice cube from a big ice chest. Six of the cubes contained 5-point diamonds. Since diamonds are invisible in ice, listeners had to wait for their cubes to melt to see if they won a diamond. The station found this promotion was both a good draw and good programming.

A Good Call

A good sales call lasts twenty minutes. That cuts down on the visiting and gets you down to business. If each call is kept cordial but businesslike, you can make ten qualified sales calls a day—e.g., with the decision-maker, presenting a definite offer and asking him/her to buy.

Going Beyond the Call. Before each call, prepare a prep sheet:

- Who is the client?
- Who is the contact person?
- What are some salient facts we know about the business?
- What do you intend to sell?
- What are the positive benefits of your offer—what will it do for the client?
- What are the *negatives* if the client *doesn't* buy?

Now, assemble your support materials—your “evidence”:

- Coverage map
- Station profile
- Radio facts
- Testimonials from others in that business and others in town who have used radio successfully.

You need *focus* to get the client's mind centered on your offer. You need to have an answer to the question, “Why should I buy this *today*?”

Seeing Regular Clients. When you visit your regular clients, it should never be just a service call. Always have something new to offer. Determine with each regular client a mutually-convenient day and time to see him/her each week. (Remember, your competitors are in there every week, so you need to be there as well. If the client expresses a preference to see you less often, that should not stop you from dropping by in between regular calls to leave a clipping or share some information.)

Seeing New Prospects. Always make an appointment. The client appreciates that you value his/her time. But this means you must give the client a reason to see you in the appointment phone call. Remember that the objective of the appointment phone call is *to get an appointment*, not to sell the client radio time!

Who We Are & What We Do. The objective is to be viewed as a consultant, not as a salesperson. . .and our station to be viewed as an investment or a *resource*, not an expense. We must be more professional and better prepared, but keep in mind Jim Williams's classic but still-valid dictate: “On every call ask them to buy something or ask them to buy more.”

Our Pledge to You and Your Business

1. You will always pay the lowest rate for the type, class and volume of advertising you buy. *No one* buying similar advertising will pay less than you.
2. We will never bury your advertising by overselling our stations.
3. Your marketing plan will remain confidential at all times.
4. You will never be asked to buy advertising because of a competitor's schedule on our stations.
5. We will always present organized plans of advertising which we believe to be in the best interest of your business.
6. When you advertise with our stations, you are entitled to receive all of the station's services, regardless of the size of your order.
7. While no advertising medium can guarantee success, we do promise to give you our very best effort to maximize the audience that will be affected by your ads.
8. We will assist you in planning your overall marketing campaign if you wish. We will keep your marketing objectives in mind at all times, and use them in creating every ad.
9. You will receive accurate, timely invoices.
10. We will tell you if it is inappropriate for your business to advertise on either of our stations.

—WKAN/WLRT, Kankakee, IL, 815-935-9555, FAX 815-935-9593

FROM OUR READERS

Soft Openings. "How many of us have heard from chain people opening new stores, 'We're going to have a *soft opening* so our associates can get going'?"

"What they're really saying:

1. I'm not going to spend any money with you.
2. I'm lying.
3. I can't authorize advertising, but I'm not going to tell you who can because I want you to think I'm the big cheese.
4. This sounds like a good excuse; perhaps you'll forget to come back.
5. We've only spent \$250,000 getting ready to open and we're gonna keep it a secret.

"By the way, when you publish letters from readers, please put their fax numbers along with their regular numbers. Most radio folks are mostly gone anyway!"

—John Frew, WYXC, Cartersville, GA, 770-382-1270, FAX 770-386-7350

Editor's Note: Note that effective with John's letter we will include fax numbers when provided. How's that for responsiveness!

Cut Rates? *Editor's Note:* One of our adjacent-market radio competitors—who is also a newsletter reader and long-time friend (this can get really complicated at times)—recently got hold of one of my station's presentation sheets, for a special first-quarter plan our sales manager put together. The plan offers a nice incentive, both in terms of a good rate and free ads, for investing in advertising on our stations in January and February. My friend typed the following on the bottom of our one-sheet:

"Is this what happens when a consultant buys a radio station and can't sell the time? 'CUT RATE.'"

Editor's Reply: I grew up in the same world you did—broadcasters were divided into "whores" and "rate protectors." Success or failure is/was measured by the per-spot rate.

But my thinking nowadays is that per-spot rate is not relevant to our relationship with the advertiser. The only things that count in that relationship are (a) our ability to market the advertiser's product so that we produce a return on the investment and (b) our reliability in keeping our promises and honoring our commitments. And I believe our station's inventory is a means to those ends. (As a businessman, I know all this must lead to a profit!)

We are selling great gobs of time, thank you very much. But our continued growth depends on opening new markets. I don't believe in giving our air time away, but there is a time and place for attractive offers, as in any business. We're effective for our advertisers and we want more advertisers to experience that fact!

READER SURVEY

We're Doing a Good Job, *But...*

The results from this year's *SMRN* reader survey are in—at least in sufficient numbers to give you a breakdown. Here are the questions and your responses (with some commentary from me):

Please rate the following *SMRN* departments or topics on a scale from one to ten (ten is best). The FCC Page, Programming, Engineering, From the Front and The Last Word are controversial, meaning each drew low numbers and high numbers and not much in between.

Money Page	9.1
Sales Page	8.9
Sales Management	8.7
Page One	8.0
Management	8.0
From Our Readers	7.9
FCC Page	7.8
Programming	7.8
Operations	7.7
Telemarketing	7.6
Radio Facts	7.4
Station of the Month	7.3
Engineering	7.1
From the Front	6.9
The Last Word	6.8

What *SMRN* feature(s) do you like *most*? In order of response:

Sales (<i>by a wide margin!</i>)	Sales management
Letters from readers	Telemarketing
Promotions	Engineering
FCC Page	

One reader wrote, "But the promotions used to be a lot better—saleable, multi-sponsor, small market promotions."

What *SMRN* feature(s) do you like *least*? The FCC Page and Engineering drew multiple responses.

FCC Page	The Last Word
Engineering	Telemarketing
Front Page	Two pages of love songs
Programming	

Quotes:

- "Hate the FCC page, but it's needed"
- "The Money Page has changed since Bob Doll—it was better then because the ideas were what worked for someone, not just ideas."

What one thing do you think would help *SMRN* serve our readers better? The sales topics drew multiple responses.

More sales ideas	Contact with subscribers
Better sales page—more input from readers	Free small market sales/management
More survey results on cost by line item, etc.	"Positions Wanted" listings
Quicker delivery	Remove the staples (okay, Ray Saadi!)
Doing good job	More information about engineering
Pretty satisfied now	More letters from readers
Hearing how other operators are running successful stations	More FCC information
	Management techniques

One reader wrote, "Sometimes the sales and promotion ideas repeat from previous years."

What industry issue(s) are you most concerned about? DAB and deregulation are big.

DAB	Too many new FM's
Deregulation	Satellite radio
LMAs	Telcom Bill
Large broadcasting companies forcing small ones into uncompetitive positions	EEO rules
Computers and new products	FCC issues, fines & rules
What small market radio must do to survive—running a geographically-close group of two or three stations while maintaining "localness"	Removal of ownership caps
	Cost control
	Ideas for absentee owners
	Reinstatement of Fairness Doctrine
	Doing our job better

What other industry publications do you read regularly? Once again this year, *Radio World* tops the list in terms of number of mentions and ranks second in the number of "first-read" notations. The following are ranked in order of mentions; the publications from *Inside Radio* down received only one response each.

Radio World	Radio & Records Online
Radio Ink	M Street Journal
Broadcasting	NAB Swap Shop
Radio & Records	Selling Radio
Inside Radio Fax	Advertising Age

One reader wrote, "SMRN is about all there's time for." We like that attitude!

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THE WEEKLY PUBLICATION
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AND INVESTORS

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Fairfield, IA 52556

Phone 515-472-4087
Fax 515-472-2071
E-Mail 73627.2120@
compuserve.com

Subscription Rates:
One Year \$124
26 Weeks \$69
13 Weeks \$42

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ISSN 1074-0082

IN OUR 13TH YEAR

RADIO

RADIO'S ALL YOU NEED

VOLUME XIII • NUMBER 36 • JANUARY 25, 1996

NO ACTION ON TELCOM BILL due to the Congressional recess. Lawmakers return to the Hill this week, but movement on the measure is unlikely until late February or early March.

Senate Majority Whip Trent Lott (R-MS) has said that Bob Dole's concerns over spectrum auctions for digital TV channels are unlikely to block further action on the telcom conference report. Further, President Clinton has urged that the conference report be acted upon and sent to the White House, leaving the spectrum auction as a separate issue.

House Commerce Committee Chairman Tom Bliley (R-VA) told the Virginia Association of Broadcasters that he opposes digital TV spectrum auctions, supporting quick movement on the telcom bill.

RADIO JOINED BY TV TO SUPPORT TELCOM BILL. At the recent NAB Joint Board meeting in La Quinta, CA, the board unanimously endorsed a resolution to "unanimously support passage of the current telecommunication legislation and urge Congress to expedite its passage." This followed unanimous endorsement by the TV Board, which had been neutral on the legislation because of now-resolved differences over TV ownership. Apparently the TV Board was spurred to action by Senator Dole's support of the spectrum auction.

THE I-MAN TO BE INDUCTED into the Broadcasting Hall of Fame at NAB '96 in Las Vegas in April. Syndicated morning personality Don Imus will accept the honor personally at the Radio Lunch, Tuesday, April 16.

NAB BACK TO 1771. The move back to the newly-renovated headquarters begins tomorrow (Friday, January 26). Communications with the NAB will be disrupted Thursday and Friday, but should be restored by the following Monday morning. Effective Monday, January 29, the NAB's address is 1771 N Street, NW, Washington, DC 20036-2891.

SMALL BITES: Certified financial planner Phil Lubinski speaks on personal financial planning at RAB '96 (February, Dallas). Charles Kuralt receives the NAB Distinguished Service Award at NAB '96 (April, Vegas).

AT THE FCC

FCC VACATION OVER. Once again this week there is little FCC information to report. The Commission is drifting back into action this week following the government shutdown and the blizzard. Staffers are facing a backlog of thousands of applications, but reportedly they plan to handle four days' worth of mail every day until they are caught up. All this is dependent on the "temporary resolution" to keep the government operating being made permanent.

REPORTED SILENT:

<u>State</u>	<u>City</u>	<u>Calls</u>	<u>Freq</u>	<u>Former Format</u>
CT	Torrington	WSNG	610	Country
GA	Savannah	WSGA	1400	News
	Savannah	WTZA	1450	Gospel
	Waycross	WACL	570	Southern Gospel
LA	Bayou Vista	KDLP	1170	Country
SC	Belton	WHPB	1390	Religion

FORMERLY SILENT:

<u>State</u>	<u>City</u>	<u>Calls</u>	<u>Freq</u>	<u>New Format</u>
AL	Daleville	WTKN	1560	Talk
IL	Arcola	WKJR	107.9	Country (resumes)

—Courtesy *M Street Journal*

THE SEVENTIES ARE HERE TO STAY, according to a just-released Interep/Stratford Research study. 75% of the Seventies radio format's core audience believes the format is not a novelty. Among those with a primary interest in 70s music, 100% say they would or do listen often to the format. The frequency of reported listening is about the same between men and women, but the demographic profile of the 70s music fan is about 55% male and 45% female. The highest percentage of fans are in the 35-44 demographic, followed by the 25-34 demo.

The most popular music from that decade is from the AC and Rock-oriented styles; there is little or no interest among the 70s fans in Disco and novelty records.

ONE TO ONE SPORTS SHUFFLES NETWORK LINEUP. Effective February 5, Steve Czaban returns to do morning drive; Larry Cotlar moves from morning drive to weekends; John Renshaw moves from late night to midday; Kevin Wall moves to a new 2-6 p.m. (ET) shift; "Papa" Joe Chevalier moves to 6-10 p.m.; Arnie Spanier goes 10 p.m.-2 a.m.; and Bobby Kemp is now on 2-6 a.m. For more information, call 708-509-1661.

RADIO CONVERT INVESTS BIG BUCKS. New York-based Chock Full O'Nuts returns to the medium with a \$2 million campaign, bringing back its "Heavenly Coffee" jingle and theme.

March Business Opportunities

The following businesses post above-average sales in the month of March:

Auto Dealers (New Domestic)	Real Estate (New Houses)
Auto Dealers (New Import)	Real Estate (Resale Houses)
Auto Dealers (Used)	Shoe Stores
Office Supply Stores	Tire Dealers
Optical Goods Stores	—RAB's <i>Top 40 Business Survey</i>

March Promotional Opportunities

Months

American Red Cross Month
Cataract Awareness Month
National Nutrition Month
National "Talk With Your Teen About Sex" Month
Poison Prevention Awareness Month

Weeks

March 5-11—Girl Scout Week
March 5-11—Save Your Vision Week
March 5-11—National PTA Drug and Alcohol Awareness Week
March 19-25—American Chocolate Week
March 19-25—Children and Hospitals Week
March 19-25—National Poison Prevention Week
March 20-26—National Agriculture Week

Days

March 1—Glenn Miller's birthday (1904)
March 2—Theodor "Dr. Seuss" Geisel's birthday (1904)
March 3—Alexander Graham Bell's birthday (1847)
March 6—Michelangelo's birthday (1475)
March 15—Ides of March (Julius Caesar assassination, 44 B.C.)
March 17—St. Patrick's Day
March 20—Earth Day (Vernal Equinox, beginning of Spring in the Northern Hemisphere and Autumn in the Southern Hemisphere)
March 22—Bob Costas's birthday (1952)
March 23—Liberty Day (Anniversary of Patrick Henry's speech, 1775)
March 25—Aretha Franklin's birthday (1942)
March 31—Richard Chamberlain's birthday (1935)
March 31—Al Gore's birthday (1948)

Chase's Calendar of Events 1996

Testimonial Letters the Right Way

Client testimonials lend your product or service an appeal most prospects find irresistible—especially at closing time! They may singlehandedly overcome numerous objections, add to your company's (and your own) credibility, and often sell your product or service on their own.

Proof letters are testimonial letters from your current customers that make powerful benefit statements about your product or service. To use them to your advantage, observe the three Cs:

Current. The company providing the testimonial(s) must still be in business. The letters themselves should never be more than 12 months old, and should be "written" by a current, not former, client. Businesspeople know products, services or client needs often change considerably over the course of 12 months, so dates count!

Credible. Of course, all testimonials must be the actual, unaltered statements of current clients. Prospective clients often like to call the people who recommend your product/service so highly. So be accurate. Proof letters touting tangible benefits also enhance credibility, so collect testimonials of clients who actually saved time, people hours or money with your product/service.

Concise. To get maximum impact (and sales!) from your proof letters, save brief, clearly stated and to-the-point testimonials for your presentations. Example: "The use of the XYZ Accounting Firm made a 12 percent difference in our accounts receivable control program because of their unique account collection software." It's short, contains a measurable benefit statement, and concisely states how the product benefited the client.

Collecting these glowing recommendations of your company is easy. Listen for comments that specifically address a popular objection, then say, "That is a powerful testimonial to the difference our product/service has made. Would you mind putting that in writing?" Ask the client's permission to write the comments down exactly as they were stated, then write the letter yourself. Ask if you may then have the client's secretary copy it onto the client company letterhead.

To dazzle prospects with your testimonials, present proof letters as the infinitely valuable selling aids that they are. Show them undamaged and unsoiled in a binder or plastic sleeve.

Ideally, each proof letter should directly answer an objection, and you should have letters to address the three most common objections to your product or service. More than one letter per objections answers it from several possible perspectives.

Proof letters make a difference because they feature the unbiased opinions of people who are in the same decision-making position, with the same concerns, as the person(s) reading them. Your clients' testimonials are the "lethal weapons" of closing.

—Kristen Woods, "Mightier than the Sword," *Personal Selling Power*, October 1994

Stretch Goals: The Dark Side of Asking for Miracles

From A Reader: "Over the years I've heard you talk about 'stretch goals.' I saw this article in *Fortune* [11/13/95] and thought you might find it interesting."

—Paul Baillon, KMCM/KMTA, Miles City, MT, 612-222-5555, FAX 612-222-5556

The article is an interview with Steve Kerr, the "chief learning officer" of General Electric and an expert in reward and measurement systems. Here are some excerpts:

"Most organizations don't have a clue about how to manage stretch goals. Companies ask their people to double sales or increase speed to market, but they don't provide the knowledge, tools and means to meet their ambitious goals. We all agree that generally you get more output by committing more input, but now corporate America seems to be trying to get more output by demanding more output.

"To meet stretch targets, people use the only resource that's not constrained, which is their personal time. I think that's immoral. People are under tremendous stress. Therefore we have a moral obligation to try to give people the tools to meet tough goals.

"If done right, a stretch target, which is basically an ambitious goal, gets your people to perform in ways they never imagined possible. It's a goal that, by definition, you don't know how to reach. Stretch targets are a stimulant for finding ways to work more efficiently. They force you to think out of the box.

"The right approach is, number one, don't set goals that stress people crazily. Number two, if you do set goals that stretch them or stress them, don't punish failure. Number three, if you're going to ask them to do what they have never done, give them whatever tools and help you can.

"To persuade people who are already overworked to accept ambitious goals, first you have to give people confidence. I think it's necessary for the stretch target to be seen as achievable. But you're walking a thin line, because if you already know how to get there, it's not a stretch target. And if you set a goal that's way out of line, you become an object of ridicule or fear. You can offer people any amount of money to fly around the room, but they still won't be able to do it.

"It's not the number *per se*, because it's a made-up number. It's rather the process you're trying to stimulate. You're trying to get people to think of fundamentally better ways of performing. So you need to sell people on the notion that we use only a small percentage of our creative energy, that we have an infinite capacity to improve things.

"You can't just pull a goal out of thin air. If you set easy goals, people may meet them but probably won't exceed them by much. If you set extremely hard goals, people lose faith in them. You have to find a middle ground."

Lowest Unit Charge

In this 1996 political season, broadcasters are concerned about the lowest unit charge rules and the periods in which they apply. The latter has a new slant this year since a number of states have created unofficial popularity polls, caucuses and the like. Generally, the FCC considers those unofficial polls and caucuses to lack the necessary official ingredient required to impose lowest unit charge requirements. However, if the process results in the selection of a candidate, or elects delegates to conventions where they are to select candidates, it may qualify as an official primary to which the lowest unit charge applies.

Section 315(b) of the Communications Act provides: The charges made for the use of any broadcasting station by any person who is a legally qualified candidate for any public office in connection with his/her campaign shall not exceed

- during the forty-five days preceding the date of a primary or primary runoff election and during the sixty days preceding the date of a general or special election in which such person is a candidate, the lowest unit charge of the station for the same class and amount of time for the same time period; and
- at any other time, the charges made for comparable use of such station by other users thereof.

Charges Outside the Political Window. The second part of Section 315(b) generally poses few problems. Outside the 45- and 60-day periods preceding primary and general elections, each station is obligated to charge a political candidate no more than what it would charge a commercial advertiser for comparable time. That is, political advertisers must not be charged more than anyone else for the same frequency, class, and amount of time in the same period. A few cautions:

- If a station has both national and local rates, the latter would apply to candidates who seek to appeal to residents of the same general area as advertisers who qualify for the local rate.
- The "comparable use" rates are upper limits, and a station is free to charge less if it wishes. However, a discount rate given to one candidate must be extended to all of his/her opponents.
- All opposing candidates must be given the same rate. Thus, if a station raises its commercial rates after A buys a spot package, opponent B is entitled to the same rate given to A. Conversely, if a station lowers its commercial rates after A buys a spot package, it must sell spots to B at the new low rate and issue a refund to A for the difference.
- ROS or preemptible political spots must be scheduled in the same manner as commercial ROS's or preemptibles. If A's ROS spots happen to all run in prime time, then B would still assume the risk that his/hers would not if he/she, too, bought an ROS package; to be assured of prime time exposure, B would have to buy prime time spots (and pay the higher rate).
- In determining comparable charges, the rates actually charged to commercial advertisers must be used, even if they are discounted from the station's rate card.

Charges Inside the Political Window—Lowest Unit Rate. The difficult area is the matter of the lowest unit charge rules, which take place during the 45- and 60-day periods preceding primary and general elections when most political advertising is purchased. The rules are complex and unclear, but it is especially worth noting that long-term rate deals you make now with a good advertiser could have an effect on your lowest unit rate if they stretch into the 45- or 60-day windows. The point to remember is this: the political advertiser must be treated no worse than a station's "most favored advertiser." Thus even though the political advertiser may be buying only a few dollars' worth of spots over a relatively short period of time, the candidate must be treated as though he or she had been your best advertiser year in and year out.

—Gregg P. Skall, Esq., Pepper & Corazzini, LLP, courtesy of Iowa Broadcasters Association

Drug and Alcohol Awareness Week (March 3-9, 1996)

_____ reminds parents that young people, when faced by the ridicule of their peers, may act against their own better judgment. It isn't enough to tell kids to say "No" to drugs. They need to feel good about themselves in order to be strong enough to go against the crowd. _____ reminds parents, stopping drug and alcohol abuse begins at home.

_____ reminds you that one of the most effective ways to keep kids drug and alcohol free is to help build their self-esteem. As they grow, praise your children often. Make them responsible for tasks that demand use of their mental and physical abilities. Show them how to relieve stress, unhappiness or boredom in positive, healthy ways. A reminder from _____.

_____ wants you to know that this is National Drug and Alcohol Awareness Week. Parents, now is the time to learn more about how to keep your children alcohol and drug free. Take part in and support groups like your PTA. They are working hard to cut down on the incidence of alcohol and other drug abuse. _____ urges you to get more information today.

_____ asks, When is the best time to stop drug abuse? *Before it starts.* The fight against alcohol and other drug abuse starts at home. Learn as much as you can. Discuss it frankly with your children. Most important, set a good example. A reminder from _____ during National Drug and Alcohol Awareness Week.

During National Drug and Alcohol Awareness Week, _____ reminds you that our young people are our most important asset—an asset too valuable to be wasted on alcohol and other drugs. _____ urges you to support the PTA's efforts to combat alcohol and drug abuse by our young people. The effort must start at home—with the wholehearted support of parents.

During National Drug and Alcohol Awareness Week, _____ reminds parents that a few simple rules can do a lot to keep your youngsters drug and alcohol free. Set ground rules about parties. When your teen attends, know the host's name, address, and phone number. Make sure the parents will be at home. _____ and your PTA believe that setting party rules helps keep kids safe.

_____ wants you to know that this is National Drug and Alcohol Awareness Week. If your child is going to host a party in your home, set ground rules in advance. Be visible, but not too obtrusive. Promptly evict anyone who disobeys your house rules. _____ says, young people are too valuable to be wasted on alcohol and drug abuse.

This is National Drug and Alcohol Awareness Week. _____ reminds you that this week has been set aside to keep all of us focused on the dangers of drug abuse in any form. Spend time with your kids this week and discuss those dangers. It's important! This message sponsored by _____—they care about our kids.

Facing the Future Together

At the risk of revealing the obvious, our industry is in the midst of great changes, and no group of broadcasters are affected as much as we small market operators. And what affects small market operators affects *The Small Market Radio Newsletter*.

Consider the transformation that has occurred: Fewer small market stations on the air. Fewer operators of the stations left. Fewer locally-originated announcers and programs. And while sales and promotion have always been the most important thing in small market radio, for many of us they have become, to paraphrase Vince Lombardi, the *only* thing.

All of which makes the results of our latest Reader Survey all the most important for our future together. While I am proud that once again we got generally high marks, your honest feedback will help us to shape this publication to continue to be *the* small market radio communications link and industry advocate.

Sorting through the survey responses, these are the things I "heard":

- "Give us more sales tips."
- "Give us more promotional ideas."
- "Give us more reader experiences that have been successful."
- "Don't waste our time with stuff that doesn't relate to our business."
- "Stay in closer contact with your readers."
- "Get it to us faster."

The survey helps me in deciding how to make *SMRN* better, more relevant and more *necessary* to the small market broadcaster. Based on the survey, and on countless discussions with readers and non-readers alike, here are some of the things I've been thinking about:

- Devoting four pages each week to sales and promotion instead of two.
- Doing more outreach with our readers, depending less on them coming to us.
- Exploring new delivery systems, including faxing the newsletter and/or perhaps posting it on the Internet.
- Joining with Bob Doll to present a series of Small Market Idea Swaps in various parts of the country.

Running a radio station is a time-intensive affair, and I cannot expect all our readers to let us know what they're doing all the time. But this is the great strength of *SMRN*, and I fervently hope that more readers will contribute more ideas more often. Meanwhile, I hope you'll find the time to comment on the above newsletter proposals, and I'll find a way to stay in closer contact with you.

Thanks for your continued support of our efforts. Together we can succeed in radio's future!

Small Market Radio Newsletter

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THE WEEKLY PUBLICATION
FOR SMALL MARKET
RADIO MANAGEMENT
AND INVESTORS

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P. O. Box 1285

Fairfield, IA 52556

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Fax 515-472-2071

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compuserve.com

Subscription Rates:

One Year \$124

26 Weeks \$69

13 Weeks \$42

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ISSN 1074-0082

IN OUR 13TH YEAR

RADIO

RADIO'S ALL YOU NEED

VOLUME XIII • NUMBER 37 • FEBRUARY 1, 1996

FCC TO HAVE A MOVING EXPERIENCE. The Commission is apparently giving up the fight and is getting ready to move out of Communications Row after seven years of court fights and government power plays. Back in 1989 the Commission requested more space from the GSA, but ended up with a signed lease for *less* space in the Portals Project in Southwest Washington. Construction is set to begin next month; the rent checks will amount to over \$17 million a year.

OR ARE THEY? Last week's *Radio Business Report* says the move is unlikely to take place, for two reasons: it would cost about \$40 million, which the Commission doesn't have; and movers estimate that three-quarters of the FCC's furniture won't survive the relocation.

MEET YOUR NEWEST COMPETITOR: PUBLIC RADIO. The Corporation for Public Broadcasting will raise the bar on funding eligibility standards in 1998, requiring that local public radio and television outlets show significant levels of audience or community financial support. What this means to us small market broadcasters: your local college station will have to be more aggressive in approaching your advertisers for money (and pushing the "underwriting announcement" restrictions to the limit)—or risk losing their CPB funding.

QUELLO AWARDED BRISSETT. The NAB has announced that FCC Commissioner Jim Quello will receive the Belva B. Brissett Memorial Award during NAB '96 in Las Vegas in April. According to NAB President/CEO Eddie Fritts, who choose the Brissett Award recipient, "For more than two decades Jim Quello has been a voice of reason and a force of action on the Commission. The past twenty years have been a time of tremendous change for the broadcasting industry, and Commissioner Quello has consistently worked to ensure that free over-the-air broadcasting is strong, viable and widely available."

HUNDT THREATENS COMMISSION SLOWDOWN. Angered by budget cutbacks leaving the Commission "only" \$166 million to work with, the Chairman warns that his agency may have to quit granting some types of licenses. Without more money, Hundt says "Some things won't get done."

AT THE FCC

NEW STATIONS (Applied For)

<u>State</u>	<u>Freq</u>	<u>City of License</u>	<u>Power</u>	<u>Height</u>	<u>Applicant</u>
MO	107.1	Miner	6000w	328'	Dana R. Withers
	93.9	Scott City	6000w	328'	Dana R. Withers
	93.9	Scott City	6000w	328'	Scott City Media, Inc.
	93.9	Scott City	6000w	328'	Viands Enterprises, Inc.
TN	100.7	Bulls Gap	3950w	406'	Patti D. Govan
TX	99.3	Linden	10000w	298'	Oara, Inc.

NEW STATIONS (Granted)

<u>State</u>	<u>Freq</u>	<u>City of License</u>	<u>Power</u>	<u>Height</u>	<u>Applicant</u>
TX	104.7	Ganado	50000w	492'	Hooten Broadcasting, Inc.

AMENDMENTS TO THE FM TABLE (Proposed)

<u>State</u>	<u>City of License</u>	<u>Call Letters</u>	<u>From</u>	<u>To</u>	<u>Notes</u>
MO	Cassville	KRLX	100.1 C2	100.1 A	Fm Kimberling City

AMENDMENTS TO THE FM TABLE (Granted)

<u>State</u>	<u>City of License</u>	<u>Call Letters</u>	<u>From</u>	<u>To</u>	<u>Notes</u>
WV	New Martinsville	New	Add	99.5 A	
Sale	New	Add	103.3 A		
m					

REPORTED SILENT:

<u>State</u>	<u>City of License</u>	<u>Call Letters</u>	<u>Freq.</u>	<u>Format</u>	<u>Notes</u>
CA	Willows	KQSC	105.5	Country	Ownership change
FL	Century (Pensacola)	WKGT	105.1	Urban AC	Pending sale
KY	Hardensburg	WHIC	1520	Country	Simulcasted with FM

FORMERLY SILENT:

<u>State</u>	<u>City of License</u>	<u>Call Letters</u>	<u>Freq.</u>	<u>Format</u>	<u>Notes</u>
IN	Muncie	WERK	990	News/Talk	On in March
SC	Charleston	WQNT	1450	News/Talk	Duop with WQSC
VA	Waynesboro	WVAO	970	All News	Simulcast with WINF

—Courtesy *M Street Journal*

The Phony Contest

“On the air we invite listeners to mention KFQD on their answering machine’s message. For example, “I can’t come to the phone right now because I’m listening to 750 KFQD.” Then they send us a card or letter to let us know that we’re on their machine, and giving us permission to put their message on the air.

“As an option to sending a card we use an answering machine to let people register for the contest, which increases the number of entries. At random times throughout the day, we draw a name and phone the number. If we get their answering machine and it says something about KFQD, they win \$75.

“To prepare, we air promos a week before beginning the contest to explain it and to solicit entries. We run the promos every other hour, alternating between one produced on cart and one read live. After the contest begins, we reduce the promos to one per shift, depending on the commercial load and on the amount of participation we receive.

“Once in the midday shift and once in afternoon drive, weekdays, the person on the air will draw an entry and call that number while taping the call. If a live person answers, we explain we’re from KFQD and we were trying to get their answering machine. We’ll put the entry back in the box and hopefully get their machine next time they’re drawn. Then we draw another name and call them. We don’t go on the air with the contest until we have an answering machine message.

“If we get a machine that mentions KFQD, we leave a message that they’ve won \$75 and should come to the station to pick up the check. Then we play the taped message on the air, including our message, and congratulate the winner, encouraging others to enter the contest.

“If the message on the machine does *not* refer to KFQD, we leave them a message that we’re sorry they missed out on the money but they’ll be reentered in the contest; perhaps the next time you call, KFQD will be on their machine. We then play the message on the air, console the loser, and encourage listeners to enter. In any event, we only call people who have registered and have given us permission to air their phone messages.

“If we have two winners per day, that’s \$750 per week in prizes. We could offer prizes instead of cash, but the award should be big enough to get people to go to the trouble of reprogramming their answering machine messages.”

—Ed Riley, KFQD, Anchorage, AK, in *One to One*, 209-226-0558

Editor’s Note: I don’t know about you, but we don’t have \$750 a week to give away. . .but this is a clever contest we can adapt to our markets—and make money with it. Sell sponsorships which include point-of-purchase materials so listeners can enter as they shop. Sponsors can contribute modest prizes, and you can build prize money into your pricing.

Pay Off the Plastic

"On Monday, February 5, 1996, Thunder Country 99.3 FM will kick off its exciting new contest, 'Pay Off the Plastic.'

"The 'Pay Off the Plastic' contest, cosponsored by Thunder country 99.3 FM and Walden Savings Bank, will award one lucky winner with a wonderful post-holiday prize— \$1,000 payment on the credit card of his or her choice!

"Listeners can enter the contest at participating locations in Orange, Ulster and Sullivan counties. These locations will be announced on the air beginning February 5. No purchase is necessary to enter, and contest rules will be available at participating locations.

"The winner will be randomly selected and announced on Thunder Country on April 5, 1996."

—Eric Straus, Straus Media Group, Ellenville, NY, 800-682-4136

Mystery Voice Contest

"Edit six 'mystery voices' into a montage; make up four such montages. You will use one montage at a time until you get a winner. Kick off the contest by promoting a **SPECIAL ANNOUNCEMENT** to be made during the morning show on the Thursday preceding the actual start of the contest; play the first montage in a high-frequency promo that weekend, telling the listeners that they'll get a chance to identify the mystery voices for the first time at 7:10 Monday morning.

"When 7:10 Monday morning comes, invite listeners to call and try to identify the mystery voices *in the correct order*. When they don't get it right (and they probably won't), tell them the exact time when we will give them another chance to identify the mystery voice montage.

"Keep the montage in the promos, so the listeners can hear the voices again (but don't tell them when the promos will play). Jock liners say when the game will be played again. (The more you play the game each day, the more times you can spike your audience.)

"You can play as many times a day as you want; the only time you award a prize is when someone finally identifies all the voices in order. Excitement is generated by putting people on the air trying to guess the voices.

"Each of the four montages constitutes another level of the game, with each prize being bigger than the last. You should also award consolation prizes if possible.

"There are lots of possible advertiser tie-ins. You can print up clues for each montage that are available at participating sponsors; have sponsors provide small consolation prizes; have listeners register at sponsor locations to be called in special 'bonus games.'"

—J. J. McKay, Dallas, TX, 214-539-2620

“I Want to Test You”

All of us occasionally get the prospect who wants to see if your station will really work. There are several ways prospects want to test you, and several responses that have proved successful in dealing with the situation.

Mention This Ad. To the prospect who wants to include in the ad copy, “Mention KXXX and receive 10% off,” Ray Holbrook, WMDM/WPTX, Lexington Park, MD (301-475-8383) will reply, “Would *you* mention our station for 10%?” The prospect will usually say “No.” Then Ray will say, “If you really want people to mention our name, give them 50% off. Better yet, let’s just come up with a good offer and sell some merchandise for you.”

Free Ads. Sometimes a prospect will try this one: “If you think you’ll work for me, give me a couple of ads and let’s see how they do.” To this, Ray Holbrook says, “Sure. I’ll give you a free ad tomorrow morning at 7:30. Of course, since I’m giving you the ad I get to decide what to say—and I’m going to announce that you’re going out of business.” The prospect will naturally object, and Ray will point out that he or she all of a sudden believes people will hear that ad! “Since we’re established that,” he observes to the prospect, “let’s see what we can do for you with a *real* message.”

A variation on this approach is to tell the advertiser you’ll run his or her obituary on the radio tomorrow morning. That also gets a reaction!

Partnership Deals. Sometimes the prospect is just trying to get rid of you and sometimes he or she is serious about finding out whether you can work for him or her. Dean Johnson, KWAT/KIXX/KDLO, Watertown, SD (605-886-8444) has worked out a unique arrangement with some car dealers: the station and the dealer will agree on an advertising objective—so many cars sold in a weekend above what they normally sell—and the station supplies an ad schedule with a value equal to so many dollars per car. (For example, the dealer wants to sell an extra 10 cars in the weekend and allocates \$200 per vehicle for marketing; the station runs a \$2,000 schedule.)

Further, to increase the new client’s comfort level, the station agrees to a rebate, in the form of extra advertising, if the objective isn’t met. (For example, if the dealer only sells seven cars, the station will rebate \$600 worth of advertising.)

Dean reports that the concept has been successful, but you have to be careful with it. There has to be a genuine interest in a long-term relationship on the part of the dealer, and there has to be a foundation of mutual trust already established.

What’s Being Tested? Chris Lytle responds to the prospect who wants a test, “Radio and our station aren’t being tested; we’ve been getting results successfully for 75 years. What we *are* testing is your offer against our audience.”

Ten Commandments for Good Listening

1. Stop Talking.

You cannot listen if you are talking.

2. Put the Talker at Ease.

Help him or her feel that he or she is free to talk.

3. Show Him/Her You Want to Listen.

Look and act interested. Do not read your mail while he or she talks.

4. Remove Distractions.

Don't doodle, tap, or shuffle papers. Shut the door.

5. Empathize.

This means trying to put yourself in his or her place so you can see that point of view.

6. Be Patient.

Allow plenty of time. Do not interrupt. Don't start for the door or walk away.

7. Hold Your Temper.

An angry person gets the wrong meaning from words.

8. Go Easy on Argument and Criticism.

This puts the person on the defensive. He or she may "clam up" or get angry. Do not argue; even if you win, you'll lose.

9. Ask Questions.

This encourages him or her and shows you are listening. It helps to develop the point further.

10. Stop Talking.

This is first and last, because all other commandments depend on it. You just can't do a good listening job while you are talking.

Nature gave man two ears but only one tongue, which is a gentle hint we should listen more than we talk.

—Keith Davis, *Human Relations At Work*

Faux Salesperson or Superstar?

Editor's Note: Many managers use some sort of testing as part of the salesperson hiring process, and The Omnia Profile is one of the most commonly-used testing companies. We asked Omnia's Sheri Rutherford to share with us some of the hiring pitfalls that such testing can help us avoid.

Is your station really billing all it could? A third of all salespeople in broadcasting and every other industry lack the need to win that defines true sales personalities. The most common "faux" salesperson on the job today is the passive charmer, shown in Figure 1. Poised, articulate, impatient, independent and impressive, he looks and sounds *exactly* like your best billers during the interview. Persuasive and a born self-promoter, he'll have you convinced he can sell airtime to aliens by the time he leaves your audience. Be he can't, as you'll soon find out if you hire him.

Because he needs to be liked (tall Column three) more than he needs to win (shorter Column 1), the passive charmer loves making calls and meeting new people but just can't bring himself to ask for the order. Customers might not like him if he tried to sell them something. He'll take orders but won't ask for them because he takes "No" as a personal affront. He'll have great, maybe even amusing, explanations as to why he never makes the sale. The effect he has on the station's cash flow is anything but funny.

Figure 1: Faux Salesperson

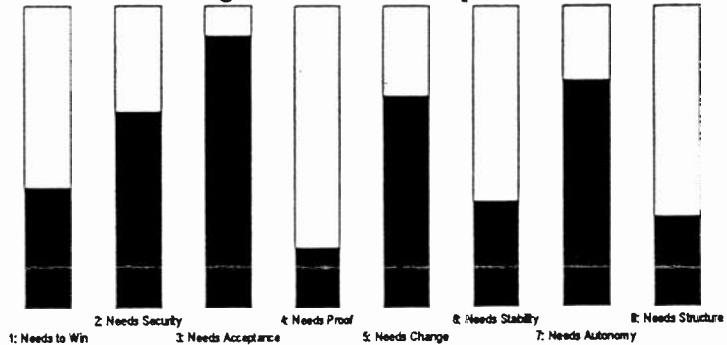
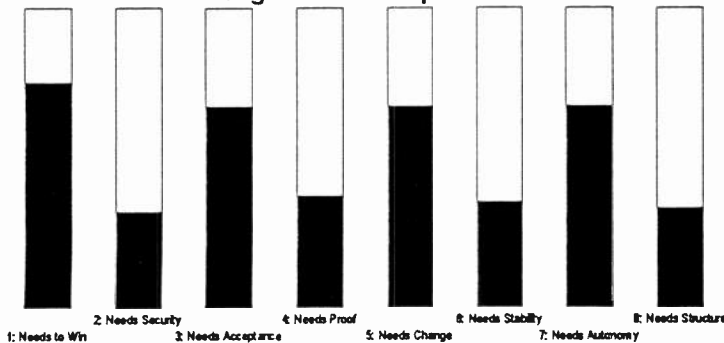


Figure 2: Entrepreneur



In small markets where his station is the only game in town, the passive charmer can survive as a "friendly order-taker." In more competitive markets, however, he'll get run over by real salespeople.

The guy stealing his business is probably the "Classic" Radio Sales Personality, also known as the Entrepreneur, shown in Figure 2. These men and women tend to be the best billers. They are aggressive (tall Column 1), fast-paced (tall Column

5), independent (tall Column 7) networkers (tall Column 3) who sell through persuasion and charm. Extremely competitive, they play only to win, dress to impress and are real people persons.

For more information and a complementary profile, call Omnia at 800-525-7117 and mention SMRN. (And see Page 4 about asking people to mention where they found out about something!)

ABOUT OUR COMPETITORS

Who Watches TV?

People who watch a lot of television are different from those who don't, concludes a study published in *TV Dimensions*. Heavy TV viewers are people with a lot of time on their hands they can't otherwise fill. That means the bulk of big-time TV watchers are retired, unemployed, sick or otherwise forced to stay home, under-educated and/or in low-paying, unskilled jobs.

Those whose lives are full, with little undedicated spare time, are most likely to keep abreast of the news on the car radio, and read a newspaper, magazine or a book when they have some free time. Unless something extraordinary is going on in the world, the TV stays off.

Other studies have shown that heavy viewers of television often suffer clinical signs of depression, have low self-esteem, feel hopeless to improve their situation, and view the world as a frightening and dangerous place.

Those least likely to watch television are those with enough money to do other things—sailing, bicycling, skiing, traveling, aerobics classes, etc.

Socially active people and those away from home often, for whatever reason, are also unlikely to watch television, as are those who hold down jobs that require long hours.

Active readers, usually well educated and often financially well off, also disdain television, as do people who equate watching TV with wasting time. These latter are not necessarily snobs, but often people with lots to do and not enough time to do it all. Instead of turning on the tube, they go shopping, wash the car, repair cracks in the patio, run errands, etc.

Some studies have indicated that younger adults watch less television than older people. Post Baby-Boom generation adults became bored with television as children; it was very often the baby sitter when the kids came home from school and Mom was still at work. For them, watching TV has negative connotations and they want to do anything else but watch TV.

—*Dealer Business*

Humor, Repetition Effective in Outdoor Ads

Gannett Outdoor Group and the University of Alberta conducted a study concluding that viewers of outdoor advertising are more likely to recall humorous, intriguing and aesthetically repetitive outdoor efforts.

Among the study's findings: the greater the clarity of the type, the higher the recall; the more intriguing are humorous the message, the higher the recall; ads with fewer concepts deliver more impact.

—*Advertising Age*

Small Market Radio Newsletter

THE WEEKLY PUBLICATION
FOR SMALL MARKET
RADIO MANAGEMENT
AND INVESTORS

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Published by:
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57½ South Court Street
P. O. Box 1285
Fairfield, IA 52556

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compuserve.com

Subscription Rates:
One Year \$124
26 Weeks \$69
13 Weeks \$42

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ISSN 1074-0082

IN OUR 13TH YEAR

RADIO

RADIO'S ALL YOU NEED

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VOLUME XIII • NUMBER 38 • FEBRUARY 8, 1996

TELECOM BILL PASSES. The Telecommunications Conference Report passed the House by a vote of 414-16 and the Senate by a vote of 91-5. President Clinton is on record saying he'll sign the bill into law as soon as he gets it.

The final version of the measure specifies the number of stations one owner can hold in a market, depending on the number of overlapping signals. If an area has fewer than 15 stations, one can own up to half of them, but no more than three on one band; in areas with 15-29 stations, one can own up to six, but with no more than four on one band. Licenses will now be renewed for eight years, and no more comparative renewal hearings.

NAB THANKS BROADCASTERS for their "support and strength" in making the telecom bill possible. They also urge us all to "thank those of your lawmakers who worked on this bill and those who voted in favor of this bill. We will need their support on other broadcasting issues and we need to reiterate that we greatly appreciate their support of the telecom bill."

FRITTS APPLAUDS CONGRESS. NAB President/CEO Eddie Fritts, in a prepared statement, said, "We applaud Congress for adopting the telecommunications reform package, which includes critical regulatory reforms that will help free, over-the-air broadcasters compete in the 21st Century."

Fritts continues, "We are confident that provisions eliminating the national cap and substantially relaxing the local cap on radio ownership will enable radio broadcasters to compete in an increasingly crowded marketplace."

BOB'S BOOK BORN. Bob Doll's eagerly-awaited *Sparks Out Of The Plowed Ground*, a 75-year history of small-town radio, will be available at RAB '96 in Dallas next week, and Bob will be on hand to sign copies. Beginning next week, *SMRN* will carry an exclusive three-part condensation of the 275-page, 125,000-word book. The full version is available for \$19.99 plus \$3.00 shipping and handling from Streamline Press, 800-226-7857. Streamline is also starting to fill prior orders for the book, so the wait will soon be over.

AT THE FCC

NEW STATIONS (Applied For)

<u>State</u>	<u>Freq</u>	<u>City of License</u>	<u>Power</u>	<u>Height</u>	<u>Applicant</u>
AK	93.7	Anchorage	15171w	889'	Chinook Concert Broadcasters
CA	96.7	Healdsburg	335w	1378'	Wine Country Radio
	94.1	Merced	3000w	328'	John Neuhoff
CO	93.5	Leadville	160w	1896'	Rocky Mountain Radio Network
GA	107.5	Donaldsonville	2900w	472'	Augusta Radio Fellowship, Inc.
IL	98.3	Tower Hill	6000w	328'	Cole C. Studstill
	98.3	Tower Hill	2890w	469'	Virden Broadcasting Corp.
MI	93.7	Frankenmuth	6000w	328'	Goodrich Radio Marketing, Inc.
MO	107.1	Miner	6000w	328'	Freddie O. Dickins
	107.7	Stockton	6000w	328'	KYOO Communications
MT	96.3	Billings	100000w	515'	Conway Broadcasting, Inc.
TN	100.7	Bulls Gap	6000w	328'	Cherokee Broadcasting System
	100.7	Bulls Gap	6000w	328'	Statewide Broadcasting
WA	102.3	Dayton	6000w	-374'	Dayton Broadcasting Co.

NEW STATIONS (Granted)

<u>State</u>	<u>Freq</u>	<u>City of License</u>	<u>Power</u>	<u>Height</u>	<u>Applicant</u>
CA	107.7	Santa Barbara	710w	1758'	Joelmart, Inc.
NE	93.9	McCook	50000w	492'	W. Lawrence Patrick

AMENDMENTS TO THE FM TABLE (Granted)

<u>State</u>	<u>City of License</u>	<u>Call Letters</u>	<u>From</u>	<u>To</u>	<u>Notes</u>
TX	Snyder	New	Add	97.1 A	Window opens 3/11
WY	Casper	New	Add	104.7 A	Window closed
	Casper	New	Add	102.5 A	Window closed
	Cheyenne	New	Add	99.9 A	Window closed

REPORTED SILENT:

<u>State</u>	<u>City of License</u>	<u>Call Letters</u>	<u>Freq.</u>	<u>Format</u>	<u>Notes</u>
ND	Minot	KTYN	1430	Adult Stand.	
OK	Comanche	KDDQ	96.7	Country	

FORMERLY SILENT:

<u>State</u>	<u>City of License</u>	<u>Call Letters</u>	<u>Freq.</u>	<u>Format</u>	<u>Notes</u>
MS	Natchez	WNAT	1450	Blues	

—Courtesy *M Street Journal*

Bridal Showcase

Editor's Note: WAGE, Leesburg, VA holds their successful "Bridal Showcase" in February; other stations run bridal shows at various times throughout the year (although first quarter is a perennial favorite).

Here is how WAGE presents their show, as excerpted from their sales one-sheet:

WAGE proudly presents "*Celebrations of Love*" Sunday, February 25, 1996, Noon until 4 p.m. at the beautiful Ramada Inn, Black Orchid II at historic Carradoc Hall, Leesburg, Virginia.

This is your special invitation to be a part of Loudoun County's largest bridal event of the year!

For the ninth consecutive year, WAGE RADIO will present a showcase of wedding-related businesses and services available throughout the Washington metro area!

Don't miss this exciting opportunity to promote YOUR business to hundreds of prospective brides, grooms and their guests as we work together to make this year's event the biggest and most successful ever!

Each display participation will include:

- ☛ Displace space with one 6' skirted banquet table, two chairs and a professionally-lettered sign featuring your business name
- ☛ A 2"x2" display advertisement in the Showcase Program
- ☛ Professional in-store display and marketing materials to promote the Showcase
- ☛ Promotional mentions on WAGE Radio
- ☛ Twenty (20) thirty-second commercial announcements to exclusively promote YOUR BUSINESS as well as your participation in the Showcase
- ☛ The opportunity to receive a computerized list of all registered attendees

Your TOTAL INVESTMENT to participate in "*Celebrations of Love*" is \$575.00!

Confirm today with your deposit of \$375.00. Your final installment of \$200.00 is due by February 9, 1996.

—Chuck & Anita Thornton, WAGE, Leesburg, VA, 703-777-1200, Fax 703-777-7431

Notes from a Sales Seminar

Here are some highlights from a recent client meeting:

1. Each salesperson is in many ways an independent businessperson, with a franchisee relationship to the station. As such, he or she owes it to his or her own business to monitor *leading indicators* that can predict future activity in pursuit of his or her goal (e.g., number of qualified sales calls, written business)—not trailing indicators that are the ultimate outcome of past activity (e.g., billings, collections).
2. This is why we emphasize the importance of a salesperson knowing the *average dollars per qualified call*. Whatever that number, it represents two things: first, it is what every qualified call, sale or no sale, is ultimately worth; second, it is an invaluable tool with which to predict what action is required to achieve a certain result (or, to put it another way, what result will come out of a certain amount of activity.).
3. While it is important to focus on the details which help us to plan how we are going to achieve our goals, it is equally important to focus on the attitudes and beliefs that can help us or hold us back. To that end it is a good idea to consume a steady diet of materials designed to bolster positivity and ward off negativity in our lives and businesses—books like *Think and Grow Rich* by Napoleon Hill, *Move Ahead with Possibility Thinking* by Dr. Robert Schuller, and the all-time classic, *How to Win Friends and Influence People* by Dale Carnegie.

Such materials support a “can-do” attitude which is not affected by the daily ups and downs. They teach us that with the right attitude, if we have a disappointment or a string of them, we can still achieve our goals.

4. Along the same lines, just as the choice of words during a sales call can influence the outcome, so it is that the words we choose in casual conversation can influence our thinking—which is a time-honored principle, whether from the Bible (“As a man thinketh. . .”) or Napoleon Hill (“Whatever the mind can conceive. . .”).

We discussed, for example, the differences in our mental state created by the words *problem*, *challenge* and *opportunity*. When applied to any given situation, the first word cuts off positive, creative thought; the second calls to mind a noble effort but also a difficult obstacle; the third word produces what Dr. Schuller calls “possibility thinking” and stimulates creative solution-seeking.

Successful salespeople take responsibility for their own success. They are honest with themselves about their activities, and correct their deficiencies. As small business consultant Michael Gerber puts it, “Spend as much time working *on* your business as *in* your business.”

SOUND BITES

NAB BOARD: NINE ELECTIONS, THREE RUN-OFFS. Run-offs are scheduled for District 4 (DE, DC, MD and VA); District 8 (LA & MS); and District 14 (IA & WI). Here are the districts with new board members (*=incumbent):

District 2 (NY & NJ)—William O'Shaughnessy, WVOX/WRTN, New Rochelle, NY

District 6 (NC & SC)—William L. McElveen, WTCB/WOMG/WISW, Columbia, SC

District 10 (IN)—Kenneth S. Coe*, WLOI/WCOE, La Porte, IN

District 12 (MO & KS)—Curt Brown*, KTTS AM/FM, Springfield, MO

District 16 (CO & NE)—Dick Maynard, KEKB/KBKL, Grand Junction, CO

District 18 (So. TX)—John W. Barger*, KRIO, San Antonio, TX

District 20 (MT, ID, WY)—Larry Roberts*, Sunbrook Communications, Spokane, WA

District 22 (AZ, NV, NM, UT)—Jeff Lyon*, KATK AM/FM, Carlsbad, NM

District 24 (So. CA, GU, HI)—Howard B. Anderson*, KHWY, Los Angeles, CA

1996 RADIO-MERCURY AWARDS CALL FOR ENTRIES. Entries for the \$200,000 awards competition are due by March 1. Winners will be announced at a black-tie gala on Wednesday, June 12 in the Grand Ballroom of the Waldorf-Astoria in New York.

FROM OUR READERS

Network Woes. "I know this has come up before, but I think some discussion is needed and maybe some legal action should be taken. ABC Radio informed me that unless I paid \$150 per month, they were canceling the service. We had to cancel. To squeeze the cash, they use a formula for audience that most small market stations cannot meet. They must not be able to sell the time we provide.

"After we made other arrangements for world and national news (there is a lot available), I found that some stations (two I know of in Illinois) had their fees waived for no particular reason. Neither of those stations fit the numbers required.

"Obviously, ABC is treating stations differently. I question whether this is legal, and whether it is discrimination. I know now that many have paid for years for the service and I don't understand why. Our commercial time is of great value and I hope that we treat all of our clients equally and fairly—not like ABC Radio seems to treat its clients."

—Don Sharp, WLRB/WKAI/WLMD, Macomb, IL, 309-833-5561 (no fax number given)

Running Dry. "SMRN has been running dry lately. We need some ongoing discussion about the monopoly of Arbitron: How do they justify the cost? What about validity? If you don't use Arbitron they say you can't see it and don't have the right to know what's in it. That causes problems with small market broadcasters because we can't defend ourselves or refute their information."

—Jerome Hughey, WIZK, Bay Springs, MS, 601-764-3151, fax 601-729-8332

Girl Scout Week

_____ sends best wishes to the Girl Scouts and their leaders in (AREA). Girl Scouts U.S.A. was founded March 12, 1912, and ever since, the Girl Scouts have helped young women develop their potential to make friends and to become a vital part of the community. (AREA) is a better place to live because of the Girl Scouts. _____ says thank you and continued success.

Based on ethical values, Girl Scouting opens a world of opportunity for girls, working in partnership with adult volunteers. _____ believes that by focusing on meeting the special needs of girls, Girl Scouting makes a valuable contribution to (AREA). During the anniversary week of the Girl Scouts, _____ extends their best wishes for continued success.

During Girl Scout Week, _____ salutes this largest voluntary organization for girls in the world. The Girl Scout Promise is, "On my honor, I will try to serve God and my country, to help people at all times and to live by the Girl Scout Law." Living by that Promise, Scouts make this a better community and a better world. Best wishes, Girl Scouts, from _____.

_____ presents the Girl Scout Law: "I will do my best to be honest and to be fair; to help when I'm needed; to be cheerful; to be friendly and considerate; to be a sister to every Girl Scout; to respect authority; to use resources wisely; to protect and improve the world around me; to show respect for myself and others through my words and actions." _____ wishes Girl Scouts continued success.

For girls and young women, Girl Scouting offers a broad range of activities which address both a girl's current interests and her future role as a woman. _____ believes in Girl Scouting. During Girl Scout Birthday Week, _____ salutes Girl Scouts of (AREA) and the volunteer leaders who make the program work.

From kindergarten through high school, there's a Girl Scout program for every age. During Girl Scout Birthday Week, _____ salutes Girl Scouts of every age and the volunteer leaders who make the program go. Good luck and continued success from _____.

Girl Scouting stimulates self-discovery in girls. It introduces the excitement of science, the arts, the outdoors, and people. During Girl Scout Anniversary Week, _____ commends Scouts for their hard work, and Scouting volunteers for their invaluable contribution. Best wishes for continued success from _____.

Girl Scouting has been a part of the American landscape since 1912, and it's stronger than ever today. _____ invites you to join them in saluting the Scouts and their leaders during Girl Scout Week, and invites all young women in our community to check out the wide range of activities available in the Girl Scouts. If you're not in Girl Scouts, you're missing out! Best wishes from _____.

On Fire—Not Burned Out

It's been 60 years since Jimmy Coggins had his first brush with radio. In 1935, he was a 17-year-old high school senior. WSPA, Spartanburg, South Carolina was an exciting place to, as the kids would say, "hang out."

"In those days, the news came across the teletype in an unpredictable stream. It had to be edited and assembled in a logical order for broadcast. The station employed an editor to do that.

When the editor didn't show up, the station manager who read WSPA's three daily newscasts asked Coggins, "Young fellow, do you know anything about news?" Coggins replied, "Sure. I've been around it all my life. Both my dad and my brother are newspapermen."

Coggins did well enough that he was given the job of assembling the news reports. When the play-by-play man quit, Coggins was asked, "Do you know anything about football?" He replied, "I played all during high school." He did well enough that he was given those duties in addition to his news editor chores.

In 1937 Coggins moved to WAIM, Anderson, South Carolina—a smaller station, but for better pay. It was there that he started selling advertising. One of his best sales was a Man on the Street show in front of a local jewelry store. He became friends with his customer, and the jeweler offered him a better salary and "a lot better hours" than at the radio station.

His career at the jewelry store came to an end when he joined the U.S. Navy for service in World War II. "Two things happened when I came back. First, my brother-in-law had taken over my job at the store. I didn't want to get in the way of his job. And I realized by then, I wasn't really happy doing anything but radio."

Jimmy returned to the Anderson station. His new maturity got him the job doing college football and basketball play-by-play on a regional network of stations. Over the years, he became a familiar voice to fans of Clemson and the University of South Carolina. He continued that association after he made his biggest and last move in 1947.

WKDK had been put on the air in 1946 at Newberry by two successful, civic-minded businessmen. "They built the station because they thought the town needed one. They hadn't counted on making a lot of money, but they sure didn't want to lose a lot of money."

Now, 48 years later, Jimmy chuckles, "They said, 'We listen to you on the ball games. You really know the radio business. You'll put this over.'" They gave him a small salary and a big share of any profits he might generate. He reinvested his share of the profits, buying first a small interest, then over time, the entire station.

Jimmy broke some of the rules in managing a station. Instead of working the usual "9 to 5," he signed the station on—and did it for years. By day he sold advertising; at night, he was usually calling a ball game. He also got heavily involved in the town's civic life. Locals give him credit for the handsome industrial base that the town enjoys. He says, "I think that helping build the prosperity of a town is just as important as building the business on your station."

Newberry is such a good business town now that Jimmy has not just one, but two radio competitors. WKMG, a 1,000-watt daytimer came on in 1966. Then in 1989, a Class A FM station, WNMX was built. (Jimmy's WKDK is a stand-alone Class IV AM.)

Jimmy believes three stations are too many for a town of just over 10,000, "but there are too many stations everywhere." Being a fulltime AM station, he says, kept him from getting an FM license. "I don't think that's fair, but it's the way the FCC does things."

Jimmy identifies his two competitors as "jukeboxes." He adds, "I don't like that kind of station. We're heavy on local news, do a lot of sports, and a lot of public affairs—like a long-time daily school program which rotates among the county's school systems. The station's longest-running public affairs program is a Monday-through-Friday, 9:15 a.m., 45-minute interview show, conducted by Jimmy, that dates back to his arrival in Newberry in 1947. Jimmy also does the noontime board shift.

WKDK is not a music station, but music gets a lot of attention. The full-service station's music format is done in house, so "we keep it just the way we want it—right down the middle of the road. The things we do between the records are what's important. We don't want the music to run anybody off."

The station staff numbers nine full-time and part-time, including Coggins's son, Jimmy Jr., who is Vice President/General Manager and hosts the morning show. Among the part-timers is Jimmy Sr.'s wife of 47 years, Marcia. In addition to raising the couple's five children, she's "pitched in all their married life" at the station.

Are there still opportunities available like the one Coggins found 48 years ago? "Sure, but you have to look for them, and when you find one, you have to be willing to put in long hours, work hard, and live frugally until you earn your stake."

Coggins is still on the street every day. Does he get tired of calling on the same people year after year? Don't they get tired of seeing him? "No! The better you know your client, the more you can do for him and the more money he or she will spend with you. When you sell him something, make sure you don't take him for granted. Don't ever sell something you wouldn't buy yourself."

At 77, how does Coggins stay fired up instead of burned out? "If you do this kind of business right, you believe in it, you and your station have a sincere and personal interest in the community and the customers. Being a part of people's businesses and their lives is a wonderful thing. It's love! Whoever got tired of love?"

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Phone 515-472-4087
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E-Mail 73627.2120@
compuserve.com

Subscription Rates:
One Year \$124
26 Weeks \$69
13 Weeks \$42

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ISSN 1074-0082

IN OUR 13TH YEAR

RADIO

RADIO'S ALL YOU NEED

VOLUME XIII • NUMBER 39 • FEBRUARY 15, 1996

FCC LOOKING INTO EEO POLICIES; RELIEF TO SMALL STATIONS IMMINENT. The Commission will revise its EEO policies with an eye to reducing the record-keeping and filing requirements, especially for small market stations. NAB President/CEO Eddie Fritts commented, "While we believe that promoting and maintaining a diverse work force within the broadcasting industry is critical, the FCC's present EEO policies are overly burdensome and rely too heavily on record-keeping over results." Fritts went on to say, "We are especially pleased that the FCC intends to look for ways to reduce the excessive burdens its current EEO policies have placed on small stations."

CLINTON SIGNS TELECOM BILL INTO LAW. With the stroke of two pens—one electronic—the President signed the historic measure, saying, "Today. . .our laws will catch up with the future."

COMMISSION OFFICIAL ON TELECOM IMPLEMENTATION. FCC Mass Media Bureau Chief Roy Stewart last week told attendees at a NAB Group Head Fly-In that the Commission intends to implement the Telecommunications Act by order rather than rulemaking, because it is faster. Of satellite radio, Stewart said, "I don't think you can stop it." On local radio: "What makes you unique is localism. . .and to the extent that you stop [being local], there's no reason we should make efforts to be sure you stay alive."

RADIO UP 7% FOR 1995; 40 STRAIGHT UP MONTHS. According to the RAB, December showed a 1% increase in revenues, despite double-digit declines in national spot. For the year, we were up 8% local and 3% national for an overall increase of 7%.

RAB '96 OPENS STRONG with a record-breaking attendance, according to Executive VP Wayne Cornils. The count is over 2,100 going into the conference, which opens this week in Dallas.

CRMC UPDATED. The Certified Radio Marketing Consultant accreditation has been updated "to assimilate the many changes in marketing, retailing and media." For more info, call 214-753-6700.

AT THE FCC

NEW STATIONS (Applied For)

<u>State</u>	<u>Freq</u>	<u>City of License</u>	<u>Power</u>	<u>Height</u>	<u>Applicant</u>
AL	105.7	Addison	6000w	328'	Newman Family Partnership
	101.5	Columbiana	6000w	328'	Michael Thomas Steinback
	92.5	Dora	2900w	476'	J. T. Roberts Broadcasting, Inc.
AZ	99.1	Nogales	6000w	177'	Felix Corporation
	106.7	Pinetop	55400w	1239'	William S. Konopnicki
AR	96.9	Maumelle	6000w	282'	George S. Flinn, Jr.
CA	101.7	Los Molinos	6000w	328'	Redwood MicroCap Fund, Inc.
CO	102.1	Estes Park	6000w	-834'	Trail Broadcasting Co., Inc.
IL	96.5	Farmington	6000w	328'	Suellen L. Johnston
IN	107.5	Evansville	3000w	259'	The BS Infobahn Company
IA	96.1	Madrid	6000w	328'	Midwest Christian TV Ministries
KY	102.1	Clinton	25000w	328'	River County Broadcasting, Inc.
MN	103.5	Roseau	50000w	160'	Robert M. Obie
MS	96.1	Tunica	25000w	328'	Todd P. Robinson
MT	105.1	Billings	6000w	233'	Mount Rushmore Broadcasting
NV	93.7	Sun Valley	450w	384'	George S. Flinn, Jr.
NY	98.7	Ogdensburg	3000w	161'	Northstar Broadcasting Corp.
NC	99.7	Nashville	6000w	328'	Mainquad Communications, Inc.
	93.5	Ocean Isle Beach	6000w	328'	Atlantic Broadcasting, Inc.
OH	100.1	Piketon	3000w	328'	Piketon Communications
PA	104.5	Cambridge Springs	6000w	200'	Thomas J. Sauber
WA	102.9	Clarkston	440w	1172'	Bi-State Radio
	104.3	Omak	5100w	1172'	John P. Andrist
WI	104.9	Balsam Lake	13500w	328'	Thomas F. Beschta

NEW STATIONS (Granted)

<u>State</u>	<u>Freq</u>	<u>City of License</u>	<u>Power</u>	<u>Height</u>	<u>Applicant</u>
TX	92.3	New Ulm	6000w	328'	New Ulm Broadcasting Company

FORMERLY SILENT:

<u>State</u>	<u>City of License</u>	<u>Call Letters</u>	<u>Freq.</u>	<u>Format</u>	<u>Notes</u>
KY	Munfordville	WMCC	102.3	Country	Was WLOC-FM
TX	Huntington/Lufkin	KYBI	101.9	Seventies	Was KAQU

—Courtesy M Street Journal

BUDGET CUTS HIT FCC, CURTAILS SERVICES. The Commission is eliminating the Review Board and is drastically limiting the information provided by Public Notices, which henceforth will reveal only the nature of facilities changes, not such details as power, height and coordinates.

MONEY PAGE - SALES & PROMOTION IDEAS

Contest with a Twist. When you market a contest to your clients, be sure you offer them the entries to be used for database marketing purposes. Businesses that especially benefit from databases include florists, travel agencies and computer stores.

Public Service Doesn't Mean Free. Some stations permit free PSAs only if no other media are bought. (Since most papers don't give away space for public service organizations, this policy cuts down on freebies on the radio.) If the organization does have a budget, those stations have a special PSA rate for non-profits that amount to about half the applicable rate.

Some stations, like WAGE in Leesburg, VA (Chuck Thornton, 703-777-1200), use incoming PSAs as leads; they sell ads at full price, but the advertiser gets two for one.

Hotline. Another idea from WAGE, "Hotline" is a series of taped interviews with community leaders, about a minute in length, that air six times a day (one in morning drive, one in the evening, and two each in midday and afternoon drive). These give the station a real community-oriented feel, and they are great sponsorship opportunities, too.

Join 'Em and Beat 'Em. While we're all focused on cable television as a low-price competitor, it can also be a radio user. Sell a daily report of cable pay and cable-only events to the local cable system.

Crack the Combo. The *n*th caller plays the game. The contestant guesses the first number in the Secret Combination. If the contestant gets the first number, he/she gets a chance at the second number. If the contestant guesses wrong at any point, he/she gets a consolation prize. The contestant who is successful at "Cracking the Combo" wins a good-sized prize collection.
[WDEK/WLBK, DeKalb, IL, 815-758-8686, fax 815-756-9723]

Promoting Your Van. From WMCR, Oneida, NY (315-363-6050, fax 315-363-9149), comes word of how to do it right when it comes to deploying and promoting their "Studio on the Go" van. Their promotional piece announces, "There is no radio station in central New York that does more remote broadcasts than WMCR AM & FM. Because of this fact, the WMCR 'Studio on the Go' van is seen throughout the area on a daily basis.

"In just the *past year*, the WMCR van has been seen in the following communities: [28 local communities are listed]. We have used the MCR van for *live broadcasts* from the following events: [23 events are listed, ranging from the Madison County Fair to the New York State Special Olympics]. We have used the MCR van for *sports broadcasts* from the following high schools [18 schools] and colleges [seven schools]. In addition, the MCR van is used on a daily basis for covering news stories and community events.

"When not 'on the go,' the WMCR van is parked in front of the WMCR studio on Route 5, where it is seen by *15 thousand motorists every day.*"

More Notes from a Sales Seminar

Here are more concepts from a recent client sales workshop:

1. An important principle in sales is what Napoleon Hill called *the law of compensation*. Any veteran salesperson (or businessperson of any kind, for that matter) has seen this principle at work: no effort goes unrewarded. If you spend time and energy in a fruitless cause, sooner or later something will drop in your lap to pay you back. In a salesperson's individual business, this gives one the confidence to *keep working*, knowing that the reward will be there.
2. A salesperson and his or her station management have to plan and monitor results to be consistently successful. Some form of call tracking sheet should be used both for forward planning and analysis after the fact. Not only does such a sheet help us remember what went on in each call, but it helps us to analyze the effectiveness of our activity from day to day. It also allows us to quantify objectively how many actual qualified calls we are making.
3. It is a common experience that the more a salesperson stays in the sales process, the more important time management becomes. Anyone who has been doing sales for any length of time recognizes that the more effective the use of one's time, the more successful one becomes.

While most of us go from day to day and seem to do okay, in fact without a definite daily plan we are at the mercy of our environment; we are *reacting* rather than *acting*. Experts tell us that we should spend 20% of our time organizing the rest of our time, and that we should leave another 20-25% of our day unstructured, to accommodate the inevitable interruptions. Even so, with proper time management, we will be *three times* more productive!

4. Other basic but vital principles that often get lost in the day-to-day grind:
 - a. *The A-B-C of sales*—Always Be Closing. As sales trainer Jim Williams (who also coined the "ABC" line) puts it, "Always sell your new clients something, and sell your regular clients something more."
 - b. *Where there's smoke, pour on gasoline*. Invest most of your time with the people who are buying. (This is another of the myriad manifestations of the ubiquitous "80/20 Rule.")
 - c. *Stay in the process*. Consistently and constantly follow the proved steps of sales success and don't be distracted by either defeat or victory.
 - d. *The call is not complete until you've made a follow-up appointment*. There's always a next step, and if you don't take it, you won't make or keep a customer.

FROM OUR READERS

Making A Splash. "WAYN is a stand-alone AM station, 1000 watts, celebrating our Golden Anniversary in September of 1996—like KWOR/KKLX, Worland, WY. We can't do things that involve a lot of money, yet we'd like to make a nice local splash. It is not only our 50th but our community's, too.

"We plan to have as many radio people from the past that we can locate send congratulations and Happy Anniversary messages. . .list stores, people and places that have gone out of existence during the past 50 years. . .maybe a watermelon or a Moon Pie-RC Cola "Welcome All" event.

"We're looking for suggestions on easy, very reasonable events, but we're wide open to anything we can do to make this year as special as possible, for all involved—ourselves, our community and our advertisers. Any and all ideas are welcome!"

—Bill Futterer, WAYN, Rockingham, NC, fax 910-895-4993

Pizza Ideas. "We are looking for a good promotion for Pizza Hut. In Winona they have both a sit-down Pizza Hut and a Pizza Hut delivery location. Has anyone run a successful pizza promotion that they would like to share with us? Thanks!"

—Jerry Papenfuss, The Result Radio Group, 507-452-4000, fax 507-452-9494

Editor's Note: How about it, readers? Can you help Bill and Jerry? (By the way, I like the sales slogan at the bottom of Jerry's stationery: "We're Sales Results Oriented." Does your station have a sales slogan?)

SMRN QUESTION OF THE WEEK

Suggested by Steve Trivers, WQLR/WKZO/WQSN, Kalamazoo, MI:

How many of our readers' radio stations are programmed by

- Satellite Hours _____
- Hard disk automation Hours _____
- Live Hours _____

Please fax your reply to 515-472-2071. Thanks!

Great Negotiating Phrase. "My favorite response to a client who has asked for something we cannot do: 'We both know we can't do that.'"

—Steve Trivers, WQLR/WKZO/WQSN, Kalamazoo, MI



RADIO RECOMMENDATIONS. Recently two trade publications, *Floral Management* and *Restaurants USA*, featured articles touting radio as an effective marketing medium and offering commercial copy tips. "A good radio commercial pulls scores of customers to your store" is the lead in "Radio Scripts That Sell" in *Floral Management* (12/95). "Radio puts you on the same wavelength as your customers," opens "Sound Solutions" in the National Restaurant Association's publication (1/96); that article notes, "Many restaurateurs are tuning in to radio to get the greatest mileage out of their advertising budgets because the medium is targetable, flexible and cost-efficient."

Poison Prevention Week

During Poison Prevention Week, _____ reminds you that about 90% of accidental poisonings occur in the home. If there are small children about, look for child-resistant packaging. But remember, child-resistant doesn't necessarily mean child-proof. The fact is, child-resistant containers are designed to keep out 80% of children four and younger. Don't forget the other 20%. _____ says, keep those containers out of reach of children.

During Poison Prevention Week, _____ reminds you that about 90% of poisonings occur in the home. Be careful putting about pesticides like roach killers and ant killers in places where children and toddlers could find them. Many of these products are sweetened to attract bugs. They can do real harm to a child. A reminder from _____.

During Poison Prevention Week, _____ reminds you to be careful with prescription and over-the-counter products. Don't take medication in front of small children—they tend to imitate adults. Store medications away from food products. Clean out your medicine cabinet periodically. Dispose of unneeded medicines by flushing them down the toilet. _____ reminds you that 90% of accidental poisonings occur in the home.

_____ wants you to know that this is National Poison Prevention Week. Protect your children against the poison dangers in your home. For instance, these items should be kept out of sight and out of reach of children: cough and cold remedies, aspirin and aspirin substitutes, vitamin and mineral supplements. Be sure they are given to children only as directed. They can be very dangerous when taken without adult supervision. _____ reminds you that 90% of accidental poisonings occur in the home.

_____ brings you the following message during National Poison Prevention Week: many personal-care products contain alcohol. A small amount of alcohol can bring down a child's blood sugar level and endanger the brain. It takes only a few swallows for the damage to be done. Keep cosmetics and beauty aids out of sight and out of reach of children. _____ reminds you that 90% of all accidental poisonings happen at home.

Did you know that house plants are the leading source of poisoning in children under the age of one? During National Poison Prevention Week, _____ reminds you to keep plants off the floor and out of a child's reach. Watch for plants that dangle overhead where kids can get to them. Be extra careful when using plant fertilizers and pesticides. A reminder from _____.

This is National Poison Prevention Week, and _____ reminds you to take a fresh look at the possible hazards in your home. Take stock of your medicine cabinet—make sure that it's secure and out of the reach of your children. Check under the sink—cleaning products can be deadly, so keep them out of sight and out of reach as well. And keep those house plants out of reach, too. _____ reminds you that 90% of all accidental poisonings happen at home.

Sparks Out Of The Plowed Ground by Bob Doll

More than a year before KDKA broadcast its historic first broadcast of the Harding-Cox Presidential election on November 2, 1920, Bob Compton was broadcasting ball scores, recorded music and bedtime stories on an unlicensed station out of his battery shop in Carthage, IL (a town of about 2,000 people). He called his small town radio station "BOB."

Radio may have originally been a small town story. Many locals in Murray, KY claim that the very first radio broadcast was conducted in their county, Calloway, by local eccentric Nathan B. Stubblefield in 1892—before Guglielmo Marconi. Most radio historians argue the point, but the town's boosters have long called Murray "The Birthplace of Radio." The town's original radio station, WNBS, founded in 1948, is named for Stubblefield.

The 1920 debut of KDKA sparked a wave of radio listening and radio station building. By the end of that year, 30 more licenses were issued. By 1923, 576 licenses were issued, 30 for stations in small towns. Of the 30, just three survive to this day: WJAG, Norfolk, NE; KFJB, Marshalltown, IA; and WNAX, Yankton, SD. (KFNF, Shenandoah, IA, built by Henry Field at his mail-order seed business, still operates, but in 1967 it became a non-commercial station.)

Although radio stations began selling advertising in 1922, most small town stations were not built to make a profit by selling advertising. WJAG was built by Gene Huse, the owner of the town's newspaper, in 1922. He was an amateur radio hobbyist, content to indulge his hobby and use it to publicize his newspaper. WJAG did not sell advertising until 1930, eight years after it went on the air.

The Marshalltown station promoted the original owner's radio-set business—as did the Yankton station, which grew into one of the nation's big-coverage regional stations.

Early station builders who depended on advertising sales found the going tough. A case in point was Carl Bagley, a radio hobbyist who built KFVN in tiny Welcome, MN, then moved it to larger Fairmont, where he hoped to make it a going advertising-supported business.

Old-timers in Fairmont recall that an advertiser could buy an entire evening's broadcast for \$25—but few did. Bagley kept his station on the air by renting out his house and living on a diet of crackers and milk. The station folded when Bagley couldn't raise \$27.50 to replace a burned-out tube.

The success of small town radio stations was largely dependent on the charismatic on-air personalities of their owners. By the mid-1920s there were two radio stations in Shenandoah, IA, a town of 5,000. In 1925, Henry Field, owner of one of those stations, KFNF, confounded his big-city radio contemporaries by winning a nationwide poll as the country's most popular radio personality. Two years later, his competitor, Earl May, owner of a competing seed business and

of the competing radio station, won the same award.

Pre-1927 radio was conducted on a very informal basis, shepherded by then-Secretary of Commerce Herbert Hoover. Bert Wick, who had been a bookkeeper in a Devils Lake, ND farm-supply business, claimed he got his license by phoning Hoover, whom he had met at a farm convention. When he told Hoover where he wanted to build the station, the Secretary matter-of-factly told him, "Oh, I think we can give you one there. I'll send you the papers."

All that changed in 1927, when the Federal Radio Commission was seated, mainly at the behest of station owners who were afraid the infant industry would drown in the "seas of interference" that had developed thanks to station over-building.

The FRC would expect station licensees to operate at higher powers and for longer hours, and act as trustees (not owners) of their part of the spectrum—operating stations "in the public interest, convenience and necessity."

FRC regulation took its toll. There were 50 fewer stations by 1929. The Depression pared the number by another 50 by 1932. Not until 1938 would the 1927 number be reached again.

The FRC was to be a two-year agency which would "sunset" after it had cleaned up the radio mess. It worked so well that stations owners and the public asked that it be made permanent. It was folded into the New Deal-created FCC in 1934.

Even though the death knell had been sounded for many stations, there were some conspicuous winners, particularly in small towns. The Holt-Rowe Novelty Company, a retailer dealing in office supplies and radios in Fairmont, WV, established WMMN in 1928, principally to promote its retail activities. In 1930, although the hard times of the Depression had arrived, Holt-Rowe notified the FRC that it was selling its store to devote full time to its promising radio station.

The handful of radio stations in towns of less than 25,000 population found the going tough. 57 of the 99 small town stations on the air in 1927 had vanished by 1934, when the FCC conducted its first industry financial survey. Although radio advertising sales had grown seven-fold in seven years, small town stations generally did not share in the bounty.

The 1934 industry revenues of \$72.9 million comprised 75% national network and spot business; local business accounted for just 25%. But national business on small town stations amounted to just 2.3% of their sales, and network revenue contributed another 8.3%. 89% had to come from Main Street.

The Depression-era small town broadcaster found tough competition for limited local ad dollars from established newspapers. The newspaper industry's trade publication, *Printer's Ink*, labeled radio advertising "an objectionable advertising medium."

Editor's Note: This is the first of a three-part condensed serialization of Sparks Out Of The Plowed Ground, Bob Doll's 75-year history of small town radio. The book is available for \$19.99 plus \$3.50 shipping & handling from Streamline Press, 800-226-7857.

Small Market Radio Newsletter

FIRST CLASS MAIL
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Fairfield, IA
Permit No. 5

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MIAMI AZ 85539

ADDRESS CORRECTION
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Published by
Jay Mitchell Associates, Inc.
57½ South Court Street
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Fairfield, IA 52556
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Subscription Rates (\$US):
United States & Canada
One Year \$124
26 Weeks \$69
13 Weeks \$42
International
One Year \$174
26 Weeks \$99
13 Weeks \$59

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Jay Mitchell Associates, Inc.
ISSN 1074-0082
IN OUR 14TH YEAR

RADIO
RADIO'S ALL YOU NEED

SPECIAL EDITION • JANUARY 1997

124 (& More) Business-Building, Money-Saving Ideas!

Editor's Note: The following is a compilation of some of the best ideas for running your station from the pages of The Small Market Radio Newsletter. We welcome your comments!

1. Write a simple, straightforward personnel policy. The policy should be brief and easy to understand. The written policy statement usually covers the following:
 - a. Scheduled paydays, and corresponding deadline for the submission of signed time sheets
 - b. Policy on wage advances
 - c. Vacation, sick leave, and other excused absences
 - d. Holiday pay
 - e. Probationary periods for new hires
 - f. Policy on grounds for dismissal and severance pay
 - g. Are you truly an "equal opportunity" employer?
 - h. Health insurance (do you pay all or a percentage? How about dependents?)
 - i. What is your policy on promotions?

See that each of your present employees have it, and give a copy of it to each applicant before he/she is hired. A well written personnel policy can save you costly negotiation and expensive legal problems.

2. One of the most expensive mistakes a manager can make is to hire the wrong person. Get a system for objectively evaluating the potential, strengths, and weakness of each job applicant. It is much easier to hire superior people than to turn around indifferent ones.

3. Turnover is expensive. Studies show that there is a strong correlation between how well you orient new employee and

how likely the person is to become a valuable member of your staff. When bringing in a new person:

- a. Spell out company policies.
- b. Describe the "Big Picture."
- c. Make important introductions yourself.
- d. Assign productive work *immediately*—get them in the flow fast!

Keeping good people is the most important factor in keeping listeners and advertisers. Keep turnover low by being sincerely interested in employees, paying them as well as possible (including bonuses), and letting them do the best job they can.

4. We must be certain that every job to be done is clearly defined and assigned. the assignment process can be cooperative: Station staffers can participate in the divvying-up process (with the understanding that everyone will end up with some duties he/she doesn't like.) This establishes clear-cut responsibility for everything. Even when a certain function cuts across departmental lines, like remotes or promotions, one person should be the acknowledged leader in the area.

5. Choosing a salesperson is one of the most important and difficult tasks in any radio station. A hiring mistake in a salesperson is the most expensive mistake you can make. You lose money and community image, miss opportunities,

and have the pain of having to fire someone. Consider using a personnel evaluation firm or profile test to screen applicants.

6. Don't hire a salesperson without a written agreement covering the exact terms of his/her employment. Provision for termination should include the method of payment of commissions on unpaid accounts. The agreement should say that commission is paid for *servicing* accounts. Some sales people have sued for and collected commissions on the face value of contracts not paid at the time of the sales person's departure.

7. Paying salespeople commission on collections is generally better (and always more economical) than paying on billing. At 10% interest, \$1,000 on your books for 90 days costs you \$25. Here is one way of compensating salespeople:

- a. 16% on accounts paying by the 10th
- b. 14% on accounts collected between the 11th through the 20th
- c. 12% on accounts collected between the 21st and the 31st
- d. 10% on accounts collected between the beginning of the second month and the 15th of that month
- e. Once an account is over 45 days old, it is taken over by the house, and the salesperson receives no commission.

8. Keep the turnover in the sales department low. Keeping yourself and your salespeople motivated is a challenge—but it should be a lot easier than training new people.

9. Set a policy that says extra hours worked must be approved in advance by a designated superior *in writing*. The policy should also state that an explanation of the extra time worked must appear on the time sheet with the time claimed.

10. Employ part-time people as much as possible. Generally wage rates are lower and they usually do not include costly fringe benefits and are not subject to unemployment benefits. In addition, part-timers can provide a station with a reservoir of available people when full-time openings occur.

11. Recognize the potentially profitable benefits of employing older workers. They bring many years of experience to a company. Older employees tend to be more reliable and typically have a better sense of responsibility and require less supervision than younger workers.

12. Ask all departing employees to give you a written statement that they have been paid in full for services performed.

13. To avoid expensive and time-consuming litigation, most experts recommend a regularly-scheduled periodic review with the employee of his/her job performance to remove the claim, "I didn't know. They didn't warn me." If the time comes that an employee must be terminated, the separation

interview is all-important. The employer should have specific and documented reasons the action is being taken. The employee should be treated with courtesy and reasonable help should be offered in helping the employee find another job. The tone of this meeting can avoid serious legal problems.

14. Fight all unjust claims for unemployment benefits. High unemployment levies can have a serious impact on your operating costs.

15. Use independent contractors instead of hourly personnel for some aspects of your operation (janitorial services, perhaps play-by play, etc.). The expense is not subject to social security and other payroll taxes. Before entering into "independent contractor" arrangements, check Federal and state regulations and make sure the agreements are in writing.

16. If you belong to the national association and your state association, you can get some good professional services at no cost. It's part of what you pay dues for.

17. Charges for professional services vary widely. The "cheapest" is not always the least expensive or even adequate. Before engaging the services of an attorney, accountant, or consulting engineer, talk to some of his/her clients.

18. Keep an open mind about the professionals you deal with. If you think the level of interest and quality of service is declining, tell him/her immediately.

19. Discuss professional fees up front.

20. Don't hesitate to question a bill that you think is out of line. You're the customer and have a right to an explanation.

21. Remember, professional people sell their time. Plan meetings and phone conversations carefully. Be prepared.

22. Within your organization, keep written reports to a minimum. Before instituting any written report, remember that it takes time to write reports and time to read them. Weigh each required report on a strict cost vs. benefit test.

23. To keep your payroll expenses in line, set a specific day or days each year when all employees' performance and remuneration is reviewed. This eliminates the hazard of randomly granting a supposedly confidential increase to one employee and being approached by nearly every other staff member for an increase.

24. If you give bonuses (like at Christmas), think about what you're rewarding. Is it longevity? A reward for an extra good effort and results? Make two checks, one for longevity, the second for performance. This keeps your station out of the trap of an expense that keeps rising, even when the station's

fortunes are not.

25. One of the most costly clerical expenses is the preparation of the payroll. It may save you money to let an outside firm prepare your payroll, keep payroll records and prepare necessary reports.

26. Whether the payroll is done in house or by an outside firm, you can save money by paying twice a month (e.g. 1st and 16th), rather than weekly or every other week. Not only will your bank charges be lower (8% fewer checks will be written every year), but your monthly payroll expense will be relatively flat by eliminating those five-week or three-payroll months which can play havoc with your cash flow.

27. The payroll is the largest single expense in the average station. How much the payroll should be is not an easy question. It will vary from station to station. What it should *not* be is far easier to answer. There are few (if any) radio stations showing a profit with a payroll expense (including fringes and payroll costs) that exceeds 50% of the station's gross sales.

28. Take a good look at your AP or UPI wire. There are a lot of inexpensive regional alternatives to the national services. If you have a national and/or state network, you may not need a wire at all.

29. Have a telephone answering service or other 24-hour-a-day business monitor your station in the evening and on weekends via relatively inexpensive auxiliary remote control equipment. Or install remote equipment that will telephone key personnel if anything goes wrong, allowing you to run completely unattended.

30. If you have an old AM transmitter, consider trading it for a new one. The new one will use less power and you will virtually eliminate tube expense.

31. Use rebuilt tubes as backups. New tubes are guaranteed for only a year. If the new one waits six months to go into service, that tube's price has only bought you six months protection.

32. If you're buying new equipment, buy on the last day of an NAB convention or other event. Have check book in hand.

33. Check lease contracts very carefully; it's usually a very expensive way to finance a purchase. The total financing cost with a lease is often 2½ or more times the what banks lend to creditworthy customers.

34. When purchasing equipment, consumer-grade units may serve your purpose just as well as the professional lines. In some cases it is important to use manufacturers' exact replacement parts, but most of the time it isn't. Check the specs and the warranty carefully; a consumer-product

warranty may be invalidated when the product is used for commercial purposes.

35. Tips on buying equipment:

- a. Get at least three proposals from which to make a selection.
- b. Have your engineer and your consultant evaluate the equipment piece by piece. You might be comparing apples to oranges.
- c. Unless you have a lot of money, don't buy recently-introduced equipment which has not proven itself in actual use.
- d. On major items, talk to broadcasters who have those items in service. Don't ask the salesman for references—find them on your own.
- e. You don't need frills, but cheap equipment is never a bargain.

36. Set up a preventative maintenance schedule on every piece of equipment in your operation. Make sure your engineer or contract engineer keeps it up to date and that it is easily available for your periodic inspection.

37. Do you regularly inspect the base insulator on your AM tower(s) for hairline cracks? A crack, undetected, could result in the tower falling.

38. Check to be sure that tower lights aren't coming on too early or staying on too late. Checking this can save money in electricity, lamp replacements, and tower crew expenses.

39. If your transmitter is located in your studio building, consider using the heat from the transmitter to heat your studios and offices. Air cooling your transmitter room in the summer is less expensive than air conditioning it.

40. Obtain an FCC checklist and check it periodically. The small amount of time it will take is cheap in comparison to paying the fines FCC field personnel are levying.

41. Insist that purchase orders be submitted for any and all equipment expenditures. In this day of outside contract engineers with other interests, it's an especially good practice. Also, if you know anything about engineering, you'll be able to spot troublesome engineering problems early.

42. If your station is on 24 hours a day, you may be eligible for a bulk user contract from your electric company; you're using a lot of electricity during their slow periods.

43. Put a timer on your thermostats.

44. Investigate the availability of three-phase power at your transmitter site. Changeover should be inexpensive, and if it's available, it will lower your power bill.

45. Compare your credit card to others to be sure you are

getting the best rates.

46. If you're renting telephones at your station, investigate lease-purchase or outright purchase of your telephones. There are many vendors, and it's very competitive. One station, after paying \$75 per month rent for its phones, entered into a lease-purchase at the same \$75 per month. The difference: after three years, the station will own its telephones.

47. Make sure your phone system includes a feature that tells who makes calls. Most providers will set up a set of billing codes for little or no cost. Money for personal calls can be quickly and easily collected or deducted from wages. It will also generally cut down the length of business calls.

48. In some areas there are independent phone companies who can't or won't advertise for cash, but who might trade. If long distance is a significant cash outlay, this might be worth investigating.

49. Keep a long distance log. Insist that all long distance calls appear on the log: date, time, person calling, person called and purpose.

50. Long distance rates vary from company to company. The rates are not easy to understand. You can get straightforward information by sending \$1.00 and a self-addressed business size return envelope to TRAC, Box 12038, Washington, DC 20005.

51. Check for the availability of special tariffs in your area. A *SMRN* subscriber was paying \$250 a month for a WATS Line to a town 25 miles distant. He found that, because of a special tariff, he could call for ten cents a minute after the first hour each month billed at \$10. Such special tariffs are on file, available for public inspection, at the office of your state telephone company regulatory agency.

52. If you operate in two states, check foreign exchange vs. WATS rates. Intrastate vs. interstate rates vary greatly.

53. Check phone bills (and other bills) carefully for mistakes. People *and computers* do make mistakes.

54. You may want to time your calls for a month or two. Some phone companies are notorious for billing inaccuracies.

55. Toll-free numbers are very inexpensive nowadays. If you get one of the new "888" numbers—the same as 800 numbers—you will have a greater choice of numbers (to spell out your call letters or company name, or use the numbers in your frequency).

56. Even if you don't want to provide toll-free service to your listeners and advertisers, you can still save money by using an 800 or 888 number for your salespeople and other

staff members to check in from the road.

57. If you have a line to a church or other permanent remote commercial broadcast, have the billing for the line changed from your station to the church or business. You don't have to concern yourself with the bookkeeping and the church or business will know you're not getting the money.

58. The growing use of business lines for remote broadcasts has prompted many stations to install a "terminal line" in their control room for exclusive use in receiving remote broadcasts. The expense of the telephone is small compared to losing a part of a broadcast because someone picks up a telephone in another part of the building accidentally.

59. If your telephone-company-provided studio-transmitter line is costing too much, see if you can get "dry pairs" (non-equalized lines). They cost less.

60. Or your phone company may provide you the service at an "alarm rate." Some stations are getting such rates.

61. If you have a cable system that runs past your studio and transmitter, they may be able to provide the service at a lower cost.

62. Or investigate your own STL (microwave). The current generation of STL systems are highly reliable and of high quality; stations using them are recovering their investments in three years or less.

63. You may be able to have the telephone at your transmitter site changed from a regular business line to an extension of one of your main lines.

64. Some telephone companies offer a special rate for telephones that get only minimal use—like your transmitter phone.

65. Eliminate paid Yellow Pages advertising. Few, if any, buyers of advertising use the phone book to decide on a media. Use only your free listing.

66. In the Yellow Pages, be sure you are listed in both "Radio Stations" and "Advertising."

67. On sports remotes, see if the school will add an extension to one of its telephone lines in the gym and/or field. You'll be using that line when it is not apt to be used for regular school business.

68. Check out cellular phone service. One *SMRN* subscriber found a regional phone company with a very low rate on nights and weekends (when most games are played). Another *SMRN* subscriber reports that he's paying only fifteen cents a minute (\$9 per hour) throughout his area and there are no per-broadcast installation charges.

69. Trade broadcasts with other stations in your area on a home and home basis. The originating station does the broadcast with cutaways for the receiving radio station's commercials and IDS. You place a station-to-station phone call to the originating station's control room. Make sure you have written permission posted in the control room to rebroadcast the feeding station's signal.

70. Install a good FM receiver with a directional antenna. Many times you'll be able to pick up the originating station's signal—eliminating all phone expense. Be sure to get a letter of authorization from the originating station and post it in your control room.

71. If you can't get the school to install an extension to one of its phone line for use in broadcasts, set up a cooperative arrangement with other stations in your area. Each station in the group installs an extra visitor's line. This saves installation and disconnect charges for the cooperating stations. Cost can be minimized further by adding the phones as extensions to one of the station's telephone lines.

72. If you have lines which are used several times during a season, you may be wise to leave them in during the off season. The monthly charge for the off months may be lower than installation and disconnect charges.

73. A FCC-approved wireless mic or low-power remote pickup unit, to work with your more powerful remote equipment, or a telephone at a nearby location, is a good investment.

74. If you use remote pick up equipment frequently at a particular location, you may wish to install a low-cost permanent antenna.

75. No single method is likely to carry a station through an entire sports season. Each game should be carefully planned from a technical standpoint. A file should be made up for future broadcasts. This will help the station in the event of personnel changes.

76. Broadcast privilege fees being asked by high school are a growing concern for broadcasters. The best way to head them off is by building good relationships at home and on the road. For carrying the game, your station should promote attendance at the game you are broadcasting. If schools are charging fees, schedule around them, if possible.

77. If you carry a lot of sports and other remotes, money invested in a vehicle and equipment might make good sense.

78. Pricing of sports and other special events should be done carefully and thoughtfully. If it isn't, you can do a lot of extra work and end up losing money. Several *SMRN* subscribers use the following formula:

a. The cost of the broadcast time annual operating expense divided by 365 days divided by the station's daily

broadcast hours: \$ _____
 b. Times the number of broadcast hours the schedule will occupy: x _____
 c. Equals the total cost of the sports schedule: = \$ _____
 d. Add line charge, or depreciation and maintenance of RPU (e.g., Marti) equipment: + \$ _____
 e. Add broadcast rights: + \$ _____
 f. Add announcer or network fee: + \$ _____
 g. Add travel cost and/or maintenance and depreciation on station vehicle: + \$ _____
 h. Advertising, merchandising and other direct costs: + \$ _____
 i. Sales commission—_____% of sales: + \$ _____
 j. COST OF SCHEDULE/EVENT: \$ _____
 k. DESIRED PROFIT: + \$ _____
 l. TARGET SALES SCHEDULE/EVENT: = \$ _____

79. If you sponsor fireworks, a raft race, a fund-raiser, a tennis tournament, or even a sales promotion, do it every year and create a meaningful community tradition. The first time you put on a promotion requires the most work. Make it a little easier on yourself next year and repeat the promotion.

The second and succeeding times are always easier to bring off. You have the experience of having done it once. You learn from your mistakes. The public and news media have already heard about it and the awareness level will be higher this time.

80. Here are some suggestions about annual promotions:

- Take pictures (Polaroids will do). File them. They'll be a big help in selling the following year. They're also excellent to help sell regional accounts based outside your signal.
- Make notes at the completion of the promotion and file them, while they're fresh in your mind. That's the best way to improve the promotion the second or third time around.
- Make a list of advertisers who said, "I wish I'd been in on that." You'll need them next year, because 20% of this year's customers won't be in on the promotion next year for one reason or another.
- Do a post-mortem on the promotion when completed. Everyone involved should meet to discuss what went right? What went wrong? What should we do next time?

81. Promotions do not always generate profit. Most will negatively impact your bottom line if the direct extraordinary expense exceeds 20%.

82. A good test before a promotion is undertaken:

- Business that would not be running if it were not for the promotion: \$ _____
- Less pro rated share of the cost of the promotion: - \$ _____
- Subtotal A: \$ _____
- Increased business from advertisers who would be on anyway but will spend more because of the promotion: \$ _____

- e. Less prorated share of the cost of the promotion:
 - \$ _____
- f. Subtotal B: \$ _____
- g. Customers who must be included in the promotion but who won't spend the extra money, less their prorated share of the cost of the promotion: \$ _____
- h. Impact on bottom line (c + f - g): = \$ _____

83. Before undertaking a promotion, make a list of all of the expenses the promotion will generate: extra hours by office personnel, delivery and pickup of registration slips, printing, extra insurance coverage, etc.

84. Large cash prizes do not seem to be worthwhile from a cost/benefit standpoint. State lotteries have made huge winnings a common occurrence in recent years. A \$100 bill will probably serve the same purpose as a \$1,000 prize.

85. A cheap, reusable registration box is a round half-gallon ice cream tub with lid. Cut a hole in the lid and affix a station bumper sticker to the side. Total cost: about 50¢.

86. Do you send flower to Grand Openings? A better idea would be for the station to do a complimentary 5-, 10-, or 15-minute interview with the new business owner or manager. Send a cassette of the broadcast to the business person as keepsake and lasting reminder of the station's interest.

87. Bumper stickers are one's of radio's most inexpensive promotional tools. You can cover your costs and probably make a profit by sharing the bumper sticker with a local business. You can get extra mileage by tying in with a worthy cause, or by fostering community pride with a civic slogan.

88. There are three factors involved in getting bumper stickers on cars:

- Volume. Ideally, print as many bumper stickers as there are cars in the market. With a typical 10% penetration, that means your sticker will get onto one car in ten.
- Distribution. Be sure your stickers are available at plenty of outlets.
- Incentive. Unless you have a unique format that generates lots of passion (Rock, sometimes Country and Oldies), listeners are motivated by greed when it comes to putting a sticker on their cars. Offer lots of prizes or special discounts.

89. You'll save money by buying office supplies in quantities during promotions and sales.

90. Make sure you're getting the best prices. They do vary from supplier to supplier. Keep a file of direct-mail offers from various suppliers and review it periodically.

91. A postage meter is an unnecessary expense.

92. You can control postage costs by buying stamped envelopes from the United States Post Office. Check prices.

93. If you're doing any volume of direct mail advertising, it'll pay you to get a Third Class Mailing Permit. Even with the annual fee, you'll save considerable money.

94. Printing costs drop dramatically as you increase quantity.

95. Forms for internal use can be typed and copied by an instant printer. They don't have to be fancy. . . but with a computer word processor and a laser or inkjet printer, your forms *can* be attractive and easy to use.

96. When ordering promotional printing, you'll save money by designing your printing so that there is no wasted paper stock. Printer's stock is generally 8½ x 11, 8½ x 14 and 11 x 17. The size of the printed piece should be divisible into one of these stock sizes.

97. The station copier is a great convenience. It also can generate a lot of needless expense. Keep it locked except during business hours.

98. If you have a station vehicle purchased at a high interest rate, it will probably make good sense to trade it in to take advantage of lower finance charges.

99. If you have one vehicle that is used by several staffers, it's best to allow purchases of gas and oil at one place only. Instruct the service station operator to change the oil and perform other routine maintenance regularly.

100. Keep a log book in your station vehicle. Make sure all users of the vehicle keep log entries as to the purpose, date, time and mileage of each use.

101. It may be more practical to lease a vehicle rather than owning, given the tax laws governing depreciation allowances on autos and vans. It will depend upon your station's financial status and tax situation.

102. When entering into contracts for services (libraries, new services, jingles, etc.) ask for a 90-day cancellation privilege. You may not get it, but it doesn't hurt to ask.

103. If you sign a term contract, immediately send a letter of protective cancellation. That eliminates the end of the contract slipping up on you. (And the seller is not likely to take you for granted.)

104. You might also ask for a guaranteed renewal at no increase in price.

105. If your cash position can accommodate it, you might offer to pay a year in advance in return for a substantial discount. Discounts of 15% and 20% are not uncommon.

106. In entering into any service contract, remember, if your station market is a one- or two- station market, you're probably the firm's only potential customer. You'll be amazed what they'll do to get your business.

107. About contributions: It isn't easy to say "No." But you can't say "Yes" to everybody. Possible answer: set up a budget annually, listing the groups and amounts which you will contribute to each. When you are approached by a group not on the list, tell the volunteer of your policy, advising him (or her) that the budget won't allow it now, but please send or leave a written proposal that you can consider for next year's budget. After the encounter, write a letter reaffirming your interest. You've said "No," but nicely. And you probably won't get that written proposal; most of these events don't repeat, and those that do won't bother to go to the trouble of a proposal.

108. Is your *SRDS* published rate a real rate or a "wish rate"? A high "wish rate" costs you money. Many of the services your station uses are based on "highest published rate." Make your rate realistic, or withdraw your rate from *SRDS*. (But the latter is not a good practice; it gives buyers another reason to complain about how hard radio is to buy.)

109. Keep careful records on political income. Political income is not subject to BMI or ASCAP fees.

110. If your station is operating full time with a lot of program expense, you may save money by taking itemized deductions on your ASCAP and BMI fees rather than using the standard deduction.

111. On your BMI and ASCAP reports, some operators feel the deductions for air personnel should include the station's contribution to Social Security, hospitalization, and other fringes.

112. Prompt-payment discounts can be very expensive. A 2% discount for accounts that pay cash, or pay by the 10th of the month, is very expensive. You're paying that 2% to the customers who would pay promptly anyway (usually about 50% of your customer base) to encourage the few whose paying pattern might be affected by the discount. That 2% by the 10th is equal to an interest savings to the customer—and cost to you—of 36% per year.

113. Many stations bill occasional-flight customers immediately after the schedule is run rather than waiting until the end of the month. This can speed up collections and improve cash-flow, since many small businesses pay when a bill is received rather than at a specific time of the month.

114. When co-op is involved, particularly with small businesses, it is a good idea for the station salesperson to deliver the statement, affidavit, and copy to the client in person, to make sure the client sends his claim to the manufacturer promptly.

115. Adequate insurance coverage costs little more than inadequate insurance. Make sure your agent audits your coverage every year. Compare the rate for replacement value vs. depreciated value. Be sure to consider special coverage for specialized equipment and inventory unique to the radio business—tapes, production material, automation equipment, business interruption coverage, etc. Also check to see if you need a special policy for special station events.

116. Check out the group insurance plans offered through NAB and your state association. They could save you money.

117. Get together with other stations and groups to negotiate better insurance rates.

118. Some station operators believe they can lower costs by trading for goods and services. The practice is becoming more widespread, and to some that is alarming. Without taking sides, we recommend the following test:

- a. Is the item being traded a value?
- b. Will both parties perform as well as if it was a cash deal?
- c. Is it fair to both parties?
- d. Is it fair to other customers who are paying cash?
- e. What are all of the possible long term effects?

119. When it comes to saving money, a word of caution: Nobody wants to waste money. Your money should be carefully spent. But enthusiasm for running a "lean and mean" operation must be balanced with the knowledge that radio is a revenue-driven business. You cannot lose sight of the fact that good management of the top line (revenue) is the biggest contributor to the bottom line (profit or loss).

120. Save money by using your personal computer to make signs for promotions, promotional letters, direct mail pieces, etc. There are many software programs that can produce professional looking signs, posters, and logos.

121. A color inkjet printer can be a very worthwhile investment. Not only can you print signs, posters and banners in color, but you can also print appliques for tee shirts and other limited-run logo items.

122. And don't forget how color can add to the impact of a written sales proposal!

123. Another worthwhile investment is a scanner. Color hand scanners are now available for \$100-200, while flat-bed scanners are \$400-500. (The flat-bed scanners produce better, more consistent results with a wider variety of originals.) Some ways to use a scanner:

- a. Scan your client's logo and use it in your written presentations.
- b. Scan photos of station personnel and include them in program guides, flyers and ads.
- c. Put together advertising-supported news sheets, sports

guides, etc. by scanning the ads and assembling the finished piece in a word-processing or desktop-publishing program.

124. Some stations use their computer and desktop-publishing software to make up their own stationery systems. When you do this, you can “print to file” for higher quality output when you send the artwork to a printer. Be sure to match your format to your printer’s.

125. Use your computer and laser or inkjet printer to print your business cards, ensuring that everyone at your station can have cards, no one will run out, and no one will be stuck with 499 cards in the box when they leave. 8½ x 11 sheets with business-card-size perforations (usually ten cards to a sheet) are commonly available; either print the entire card yourself on your laser printer, or create a classy two-color look by having your printer print your logo and address on the sheets, and then you print the employee’s name and title yourself on the laser or inkjet printer.

126. There’s a good book available to help you hire the right lawyer, negotiate fair fees and get quality legal work for less money. The book is *101 Ways to Cut Your Legal Fees and Manage Your Lawyer*, and it’s available for \$29.95 from *Broadcasting Book Division*, 1735 DeSales Street, NW, Washington, DC 20036. Much of the advice in the book can be used in dealing with other professionals as well: accountants, consulting engineers, and other consultants.

127. Open cartons and check merchandise as soon as they arrive. If you discover damage, notify the shipper and the carrier *immediately*. Retain all packaging, as well as the damaged good, for evidence. It is difficult to get an adjustment if you wait more than eight days after receipt.

128. Here are some helpful sales tools that won’t cost you any money. The total investment will be a little time from someone on your staff and a little paper.

- a. Contest winners: compile a list of winners with names and addresses. Some stations use dots on a coverage map to dramatize listening.
- b. Public service list: compile a list of the charities, civic groups, churches, for whom you carry announcements.
- c. Your best ratings: a list, in alphabetical order or by business type, of the advertisers who used your station the previous month.

129. A relatively no-cost selling opportunity: include an insert in your monthly billing—business news, tips and trends in retailing, station personnel profiles, station updates, radio advertiser success stories, even jokes.

130. For a station vehicle, consider a “Broadcast Buggy”—a golf cart equipped with remote gear, outfitted with an awning top, and brightly colored call letters. In addition to its low initial cost, upkeep, gas & oil costs are negligible. It’s versatile too, able to get in and out of places that a van or station wagon couldn’t.

- 131.** Here are a couple of ideas for inexpensive billboards:
- a. Try to find signs that are only occasionally needed, such as a fairground billboard.
 - b. Trade the use of it for upkeep and painting.
 - c. Another option: look for public or community billboards.
 - d. Exchange the cost of painting and upkeep for use of part of the board and use the rest of the billboard for community events.

132. The best time to make collection calls on problem accounts is around the 10th of the month. That’s when the client’s cash flow is likely to be at its peak. Review receivables carefully soon after the end of the month, so everyone is ready to act at the right time.

133. Use interns from the local college or high school. Best results come from using them for news-gathering and other off-air work, like dubbing and board operation. This takes some effort, but the return is worth it. Your visibility at civic meetings and other community events will increase, and you’ll get more actualities for newscasts.

134. Collect bad debts in trade, then have an auction. This can also be made into a promotion by selling auction sponsorships to advertisers. Store traffic is generated when listeners acquire “Radio Scrip” from the participating sponsors.

135. Recycle. Use both sides of paper before its recycled. Some stations generate upwards of \$250/month recycling news copy, cans and bottles.

136. Hand-deliver monthly statements. It adds a personal touch and saves postage expense.

137. Audit phone bills for needless long distance. Write more letters instead of placing phone calls or sending faxes long-distance. Use e-mail when appropriate.

138. Turn off lights. Encourage other staff members to do the same.

139. Use water-saving devices.

140. If you pay for coffee, trade it out or cut the budget by 10%. Ditto bottled water.

141. Monitor office supplies closely. Be sure you approve any and all orders.

142. Increase station visibility by asking each staff person to join a community club or service organization.

143. Create an atmosphere of frugality at the station. Make it fun by awarding incentives for the best money-saving ideas contributed by your staff. Set the example with your staff. What you do, they will do.