

The idea that New York, Los Angeles, and Chicago radio is going to die but Peoria is going to do great over the long term — that's not going to hold. If radio in New York and Los Angeles continues to do poorly, that's not a good thing. It's in everyone's interests to make sure all of the markets do well. — *David Benjamin*

going to do great over the long term — that's not going to hold. If radio in New York and Los Angeles continues to do poorly, that's not a good thing. It's in everyone's interests to make sure all of the markets do well. If you look back historically, you will find that there are times when smaller markets outperform, and times when larger markets outperform. It tends to be cyclical. When the large markets have way outperformed the smaller markets, people have thought, gee, you just don't want to be in small markets anymore. And then it's come around. I don't think that means that radio in large markets is dead. And we'd all better hope not.



**GINNY MORRIS**  
PRESIDENT  
HUBBARD RADIO

**GINNY MORRIS:** Focus and a long-term view of the industry are both important elements. When you have fewer properties that make up your company, the sum is not greater than the parts; each and every part must matter. Every brand deserves leadership, creativity, resources, and talent. Radio is a personal and local business. Those elements, among others, make it unique in the lives of consumers. Minimizing the intimacy of our relationship

with listeners, advertisers, the communities we serve — and the talented people who walk our halls and open our mics — robs the medium of some of our magic.



**JEFF WARSHAW**  
CEO  
CONNOISSEUR MEDIA

**JEFF WARSHAW:** We run our business to build long-term value without the pressures of managing for quarterly earnings. We have financial flexibility that allows us to promote, research, hire, train, and invest. This is not necessarily the rule with all independent broadcasters, but it has certainly proved to be a substantial advantage for our company. The ability and the latitude to run the business without many of the

pressures of our brethren in the business has enabled us to carve out successful and sometimes dominant positions in our markets. We are free to run limited spot loads and have rate integrity, which has helped drive our success.



**JERRY LEE**  
PRESIDENT  
WBEB RADIO

**JERRY LEE:** The Achilles' heel of the radio industry has always been its inability to get proper credit for moving the clients' product, especially in large markets. Small-market radio has always done a good job of getting results and receiving credit for it. There seems to be two different dynamics within the sales process in large and major versus small and medium markets. Large and major markets are bought based on price; cost is the controlling factor. Small

and medium markets are bought with the goal of selling product; results are the controlling factor.

It is my belief that accountability for results is the most important thing that we can do for our clients. As an industry, we need to hold ourselves accountable to our clients by providing a positive outcome. In other words, we need to prove that we can help them sell their product.

Our mantra is: Do not worry about selling radio time; worry about getting results for the client. What sets us apart from other radio stations is that we have established "Spot-Q" for testing commercial spots. We test the likability of the commercial and work with clients to improve their likability scores, therefore providing better results. We also have a group of radio copywriters around the country that we call on to help create great radio commercials for our clients. Besides producing great commercials at B-101, we also only sell to clients that fit our demographic profile. We have actually turned down business because our station was the wrong demo for the client, and we recommended other stations that were a better fit.

We can learn a lot from small- and medium-market operators on how to get great results for clients. As an industry, we need to focus more on results and less on price. Radio done right can be the most effective medium.

**JOE SCHWARTZ:** The answer to the question is multifaceted. It is based on my perceptions as a small-market broadcaster who has worked in all size markets, as well as all size public and private companies.

Public companies have employed strategies to increase their cash flow that involves cutting expenses rather than growing top-line revenue. Rarely do you hear about a public company introducing a sales strategy to grow revenue. Most of what you hear about are the many layoffs that they initiate, to the point of not allowing their companies to grow. One can point to Clear Channel's Less Is