



FEBRUARY 15, 2018

FCC CHAIRMAN THE SUBJECT OF INTERNAL INVESTIGATION. Ajit Pai's ties to the Sinclair Broadcast Group and how those ties might have influenced him to advocate rule changes friendly to Sinclair's takeover of Tribune Media is the subject of an investigation conducted by the FCC Inspector General, according to a report in the *New York Times*. It would appear that the investigation was prompted by Democrats in Congress expressing concern that relaxing ownership limits and reestablishing the "UHF Discount" to determine national ownership reach was too close to the approval of the Sinclair-Tribune deal to be a coincidence.



Pai

REPACK BILL VOTED OUT OF COMMITTEE. The House Energy and Commerce Committee has approved H.R. 4986, now known as the "Repack Airwaves Yielding Better Access for Users of Modern Services" Act—another gem from the acronym factory standing for "RAY BAUM'S" Act, to honor the committee's former staff director, who died suddenly earlier this week. The act allocates \$1.75 billion to compensate radio and TV broadcasters required to relocate because of the incentive spectrum auction and the repacking of the TV dial.



Baum

DEBORAH NORVILLE HOSTS BFOA CEREMONIES. The host of *Inside Edition* will host this year's Broadcasters Foundation of America Golden Mike Awards Dinner, March 5 at the Plaza in New York City. The occasion will honor Emily Barr, president of Graham Media Holdings; along with that company's chairman, Don Graham; former television executive Peggy Allen; and Hank Price, the head of WVTM-TV in Birmingham. The Lifetime Achievement Award goes to the late Ed McLaughlin, with his widow, Pat,



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CREDITORS SET TO SIGN OFF ON IHEARTMEDIA

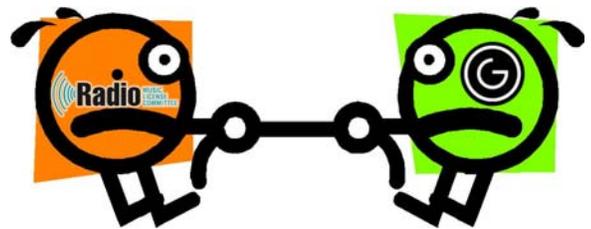
BANKRUPTCY. A pre-bankruptcy filing is imminent, says the media giant in a recent SEC filing, which outlines the terms by which the company hopes to reorganize under Chapter 11 protection. As reported last week in *SMRN*, the word on the street is that iHeartMedia could be filing for bankruptcy sometime in March.



AUDIOBOOM GOES THE TRITON. The podcast platform company will pay \$185 million for Triton Digital, according to a notification filed with the London Stock Exchange. In what's known as a "reverse merger," Audioboom will buy all outstanding shares of Triton parent Triton Digital Canada Inc. using a new issue of Audioboom stock. The new company will be known as Triton Digital Group PLC. The current Triton executive team is expected to stay in place and join the new Triton Board of Directors.



THE RMLC-GMR TUSSLE CONTINUES. According to a message to broadcasters sent earlier this month, the Radio Music License Committee is not making much headway in its attempts to reach a settlement with Global Music Rights, the upstart licensing entity formed by Irving Azoff. As such, the RMLC is asking to extend the interim license. In the message, the RMLC says, "The RMLC recently asked GMR to offer extensions of its interim licenses that are set to expire on March 31, 2018. This will serve as notice that GMR has agreed to offer all U.S. commercial radio stations the opportunity to extend their existing interim licenses until September 30, 2018."



LEGISLATOR TO RECEIVE THE FIRST BROADCAST CHAMPION AWARD. Representative Gene Green (D-TX) will receive the National Association of Broadcasters' inaugural Broadcast Champion Award at the NAB State Leadership Conference in Washington later this month. Green is a member of the House Energy and Commerce Committee and has advocated on behalf of several broadcaster initiatives, including the Local



Green

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Radio Freedom Act and the Radio Consumer Protection Act. According to NAB President/CEO Gordon Smith, "Gene Greene has been a steadfast champion of hometown radio and television broadcasting since he first came to Congress in 1993. He has a deep appreciation for the invaluable role local radio and television stations play in their communities, and he has worked hard to ensure our tens of millions of listeners and viewers can enjoy unfettered access to free and local broadcasting." For his part, Representative Green notes, "Our nation's television and radio broadcasts are an important part of our day-to-day lives, providing Americans important news and weather coverage, entertainment, and critical alerts during times of emergency, all free of charge. Going forward, I hope policymakers and regulators will work with our broadcasters, large and small, urban and rural, to ensure that this valuable service continues to reach all Americans."

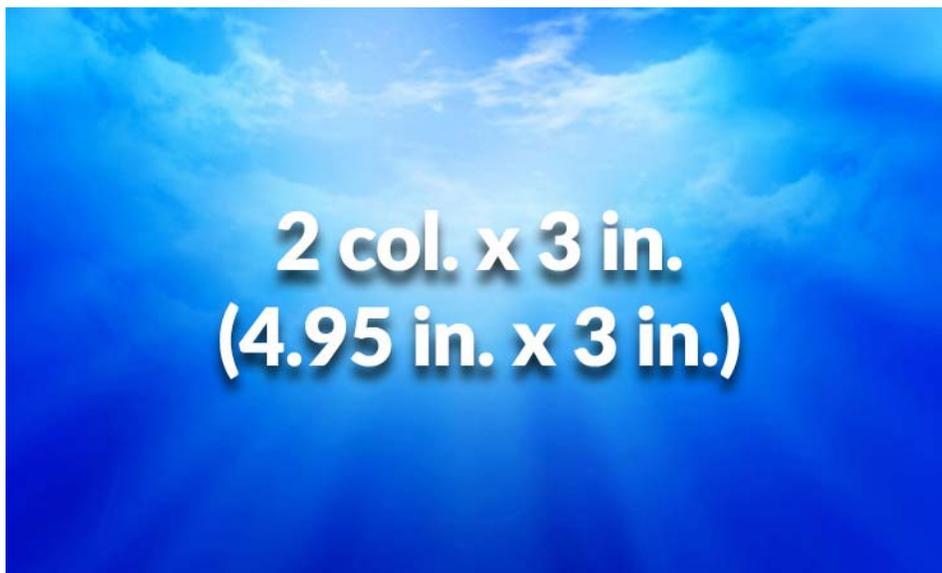
THE RAB AT THE NAB. The Radio Advertising Bureau will present four sessions at the NAB Show in Las Vegas in April. The sessions will be part of the Business of Broadcast Conference, with all sessions clustered in the North Hall of the Las Vegas Convention Center.



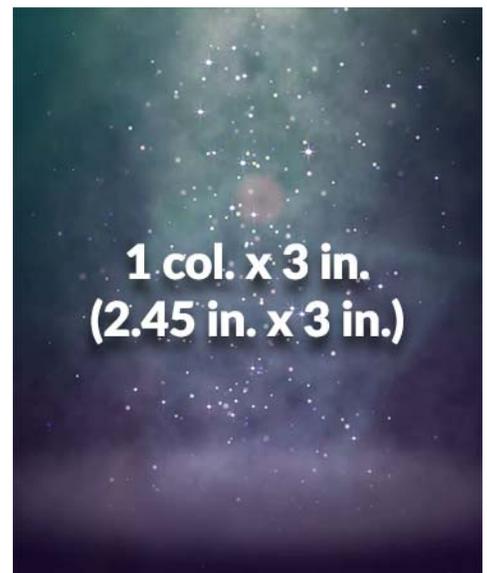
SUPERMARKETER TO KEYNOTE NAB SHOW. Simon Mainwaring, CEO of marketing consultancy WeFirst, will present "The Future of Profit is Purpose," exploring the concept of "conscious capitalism." After the presentation, there will be a special Q&A session moderated by Mainwaring and Roy Spence, chairman of Austin-based agency GSD&M, titled "Implementing Conscious Capitalism at Your Station." NAB Executive Vice President/Communications Dennis Wharton commented, "The most successful broadcasters understand that it's good business to 'do good' in the community. This session will reveal how the purpose-based business model can create a real and competitive edge for a range of industries."



Mainwaring



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Always Be. . .Listening

Like many of us, I learned a lot from Jim Williams. But like many of our mentors in life, some of what I learned was what *not* to do.

I have a feeling the foregoing statement will be regarded as sacrilege to many of the prominent broadcasters who owe much of their success to the consistent application of The Williams Method. In fact, some time ago there was an exchange among Jim's fans on the Radio Sales Café website (www.radiosalescafe.com); some excerpts:



Williams

 **THIRTY-ONE YEARS AGO** WIZM Radio in La Crosse, WI sent me and several other sales reps down to the week long training. My sales went up when I got back to La Crosse to WIZM and my clients. He was terrific. (*Al Arneson*)

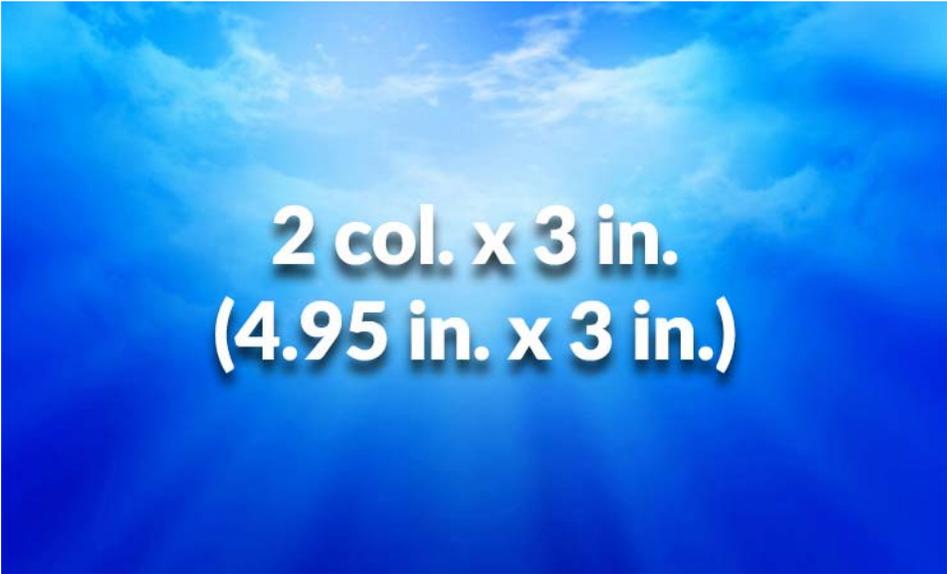
 **I FIRST ATTENDED A SESSION WITH JIM** when I graduated the University of Oklahoma and spent a week with Jim, learning how to do local news. Went to work for Dr. Jeryl "Jay" Smith at KBTC in Houston, MO. Moved to sales in 1974 and went a number of times to Tulsa for Jim's Sales and Sales Manager sessions.

I just met Larry Bauer again; he was the man who was on the High Control Plan testimonial for that furniture store you might remember. Larry continues to use most of the system Jim created. (*David G. Stern*)

 **MY FIRST JIM WILLIAMS BOOT CAMP** was in Casper, WY in November 1975—a watershed experience, as Jim's other students will attest.

My former sales manager in Winona, Rick Charles, now owns WRJC AM-FM in Mauston. He gets together now and again with a few other "old-timers" to listen to Williams tapes and discuss his methods and ideas.

Interesting how many of Jim's proteges have enjoyed successful careers in radio. Joel Swanson, a fellow RSC member, is with Cherry Creek Radio. He's a big believer in the Williams Method.



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Chuck Mefford, formerly with Midwest Family's Springfield, IL station (WMAY), was the sales rep who helped create the Jim Staff Furniture legend. Chuck spent some time under Roy Williams' tutelage, not sure where that went but I recall seeing Chuck in the last installment of the Wizzo's radio sales training videotapes ten or so years ago. As you may know, Chuck is now a full-time consultant/speaker/trainer, with a couple of books under his belt. (*Rod Schwartz*)

Yes, Jim Williams was directly responsible for a lot of good things in our industry. And those who knew him back in the day saw the whole man, the whole plan—not just the fragments that survive in radio's legendary rumor mill. We've heard all the stories—my favorite is his keeping people from taking bathroom breaks as a lesson in self-mastery—but perhaps the most potentially damaging anachronism is Jim's oft-quoted aphorism, "Always Be Closing."

To some, the phrase invokes a take-no-prisoners approach to sales where the objective is blissfully simple: Close the deal at any cost. This dictum might have been effective 35 years ago, but does it still apply at all?

The answer is yes. Times change, approaches change, but true fundamentals don't. The way we apply "Always be closing" is not the same as it was 35, 25, 15 or even five years ago.

In olden times, a seller could apply "the A-B-Cs of sales" through a series of rote techniques designed to get the prospect agreeing with him (or rarely, her) at every juncture. Nowadays, the seller's objective is almost the reverse: to agree with the prospect at every juncture.

This shift in objective transforms the transaction from a one-way to a two-way conversation, in which the seller must listen more than she (or sometimes he) talks.

Another way to look at the evolution of the process is to say that the most effective sales call is a combination of "A-B-C" and "CNA" (client needs analysis). Just as we can no longer make progress kicking the "Always be closing" concept old-school, so we can no longer elicit effective information by simply asking, "Tell me about your business." But the artful gathering of knowledge about the prospect's business leads to myriad opportunities to get closer to the prospect—but only if you listen.

Through active listening, you find ways you can help the prospect. For example, you learn about. . .

- The target customer—and how your station can reach that customer
- The business goals—and how your station can help achieve them

As you listen, you are always looking for connections between the prospect's business and yours. That's the "active" part. But the "artful" part is learning not to blurt those connections as they arise. . . to remember those connections and apply them later in the conversation, or in the written presentation that will follow.

The best radio sales people today are reinventing the classics. I think Jim Williams would approve.

—*Editor*

April Business Opportunities

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

Auto Dealers (New)
 Auto Dealers (Used)
 Auto Repairs
 Beer
 Building Supply Stores
 Florists
 Hardware Stores
 Lawn & Garden Stores

Men's Wear Stores
 Mobile Home Dealers
 Optical Goods Stores
 Real Estate (New Homes)
 Women's Wear Stores



—RAB's *Business Survey*

April Promotional Opportunities

Months

Adopt a Ferret Month
 African-American Women's Fitness Month
 Alcohol Awareness Month
 Autism Awareness Month
 Bereaved Spouses Awareness Month
 Black Women's History Month
 Cancer Control Month
 Card and Letter Writing Month (Apr 1-May 13)
 Child Abuse Prevention Month
 Couple Appreciation Month
 Customer Loyalty Month
 Deaf History Month (Mar 13—Apr 15)
 Decorating Month
 Defeat Diabetes Month
 Distracted Driving Awareness Month
 Donate Life Month
 Holy Humor Month
 Humor Month
 Informed Woman Month
 Jazz Appreciation Month
 Knuckles Down Month

Landscape Architecture Month
 Lawn Care Month
 Mathematics and Statistics Awareness Month
 Month of the Young Child
 Occupational Therapy Month
 Pecan Month
 Pest Management Month
 Pet First Aid Awareness Month
 Pharmacists' War on Diabetes
 Poetry Month
 Prevention of Animal Cruelty Month
 Rebuilding Month
 Rosacea Awareness Month
 School Library Month
 Sexual Assault Awareness and Prevention
 Month
 Sexually Transmitted Diseases (STDs)
 Education and Awareness Month
 Soyfoods Month
 Straw Hat Month
 Stress Awareness Month

Twit Award Month
Women's Eye Health and Safety Month
Workplace Conflict Awareness Month

Youth Sports Safety Month

Weeks

Apr 1-7—Laugh at Work Week
Apr 1-7—Orthodox Holy Week
Apr 1-7—Testicular Cancer Awareness Week
Apr 2-7—Explore Your Career Options Week
Apr 4-10—Hate Week
Apr 7-8—Just Pray No! Worldwide Weekend
of Prayer and Fasting
Apr 8-14—National Crime Victims' Rights
Week
Apr 8-14—National Library Week
Apr 8-14—Pan-American Week

Apr 21-29—National Park Week
Apr 15-21—National Coin Week
Apr 15-22—National Volunteer Week
Apr 21-28—Money Smart Week®
Apr 22-28—Administrative Professionals Week
Apr 22-28—Chemists Celebrate Earth Week
Apr 22-28—International Dark Sky Week
Apr 22-28—Preservation Week
Apr 22-28—Sky Awareness Week
Apr 23-27—National Playground Safety Week

Days

Apr 1—April Fools' or All Fools' Day
Apr 1—Easter Sunday
Apr 1—Library Snapshot Day
Apr 1—Orthodox Palm Sunday
Apr 1—Reading Is Funny Day
Apr 1—Sorry Charlie Day
Apr 2—Easter Monday
Apr 2—International Children's Book Day
Apr 2—Love Your Produce Manager Day®
Apr 2—National Ferret Day
Apr 2—Reconciliation Day
Apr 2—World Autism Awareness Day
Apr 3—National Weed Out Hate Day
Apr 4—International Day for Mine Awareness
and Assistance in Mine Action
Apr 5—Gold Star Spouses Day
Apr 5—National Alcohol Screening Day
Apr 5—National Deep Dish Pizza Day
Apr 6, 1830—Church of Jesus Christ of Latter-
day Saints: Anniversary
Apr 6—International Kids' Yoga Day
Apr 6—International Day of Sport for

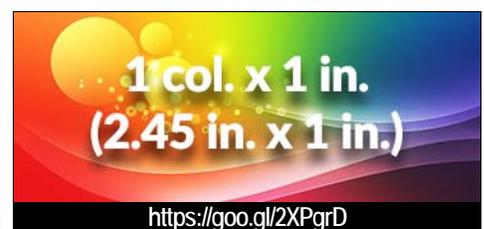
Development and Peace
Apr 6—Tartan Day
Apr 7—International Beaver Day
Apr 7—International Pillow Fight Day
Apr 7—National Beer Day
Apr 7—National Love Our Children Day
Apr 7—No Housework Day
Apr 7—International Day of Reflection on the
Genocide in Rwanda
Apr 7—World Health Day
Apr 8—National Dog Fighting Awareness Day
Apr 8—Orthodox Easter Sunday or Pascha
Apr 9—National Former Prisoner of War
Recognition Day
Apr 10—International Be Kind to Lawyers Day
Apr 10—National Library Workers Day
Apr 10—National Siblings Day
Apr 10, 1829—Salvation Army Founder's Day
Apr 11—Barbershop Quartet Day
Apr 11—International "Louie Louie" Day
Apr 11—National Bookmobile Day
Apr 12—National D.E.A.R. Day—National

Drop Everything and Read Day
 Apr 12—National Licorice Day
 Apr 12—International Day of Human Space Flight
 Apr 12—Walk on Your Wild Side Day
 Apr 13—Blame Someone Else Day
 Apr 13—Friday the Thirteenth
 Apr 14—Children with Alopecia Day
 Apr 14—International Moment of Laughter Day
 Apr 14—Pan-American Day
 Apr 14—Pathologists' Assistant Day
 Apr 15—Income Tax Pay Day—But Not This Year
 Apr 15—National Take a Wild Guess Day
 Apr 15—National That Sucks Day
 Apr 16—Income Tax Pay Day—This Is Really it
 Apr 17—Blah Blah Blah Day
 Apr 17—Herbalist Day
 Apr 17—International Haiku Poetry Day
 Apr 17—National Stress Awareness Day
 Apr 18—International Amateur Radio Day
 Apr 18—Pet Owners Independence Day
 Apr 19—National Hanging Out Day
 Apr 19—National High Five Day
 Apr 20—National Teach Children to Save Day
 Apr 21—Kindergarten Day
 Apr 21—National Bulldogs Are Beautiful Day
 Apr 21—Record Store Day
 Apr 21—Spring Astronomy Day
 Apr 22—Earth Day
 Apr 22—National Jelly Bean Day
 Apr 22—International Mother Earth Day
 Apr 23—National English Muffin Day
 Apr 23—English Language Day

Apr 23—World Book and Copyright Day
 Apr 25—Administrative Professionals Day
 Apr 25—World Malaria Day
 Apr 25—World Penguin Day
 Apr 26—Hug an Australian Day
 Apr 26—National Help a Horse Day
 Apr 26—National Pretzel Day
 Apr 26—Richter Scale Day
 Apr 26—Take Our Daughters and Sons to Work[®] Day
 Apr 26—International Chernobyl Disaster Remembrance Day
 Apr 26—World Intellectual Property Day
 Apr 27-28, 2011—Most Tornadoes in a Day (U.S.): Anniversary
 Apr 27—National Arbor Day
 Apr 27—National Hairball Awareness Day
 Apr 27—National Little Pampered Dog Day
 Apr 28—National Rebuilding Day
 Apr 28—World Day for Safety and Health at Work
 Apr 28—Workers Memorial Day
 Apr 28—World Healing Day
 Apr 28—World Tai Chi and Qigong Day
 Apr 28—World Veterinary Day
 Apr 29—Mother, Father Deaf Day
 Apr 29—Day of Remembrance for All Victims of Chemical Warfare
 Apr 30—International Jazz Day
 Apr 30, 1803—Louisiana Purchase Day: Anniversary
 Apr 30—National Animal Advocacy Day
 Apr 30—National Honesty Day
 Apr 30—National Raisin Day
 Apr 30—Spank Out Day USA

—Chase's 2018 Calendar of Events

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Life as a Cat Herder

Leadership vs. Management—The Differences, and How to Be Good at Both

By Carletta Clyatt

Running a successful business can be a lot like herding cats. You need a plan for how to get it done, and you need to know what you will be doing with all those cats! You don't want to corral them all in one place and then wonder, "What now?"

Before the fur flies, it helps to have a good idea of what your leadership style is. You can't make your team work as a unit if you don't understand who you naturally are as a leader. Are you more of a "lead from the trenches" type, waving a squeaky toy in front of the furry hordes, or a "big picture" person who manages from the back with a laser pointer? Are you more empathetic or more logical? Do you seek to build consensus or require a more structured system for getting things done?



Knowing who you are as a leader will help you be a cat whisperer, able to set goals effectively and motivate your team to work toward those goals. That, in turn, will increase your brand recognition and make your company more successful.

Now that you have the attention of all those cats and are communicating well with them, how do you keep them together long enough to finish the job without losing focus and wandering off?

Maybe some in your pride are assertive and want to explore the outdoors, while others are happier sitting on a windowsill providing support. Perhaps others need significant guidance because they are so focused on perfection. Still more may be inclined to make great leaps, knowing that if they fail they can shake it off and try again.

This is all about your management style: not only being able to apply what you

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know about yourself as a leader, but also your knowledge of the people on your team. Getting them to work together efficiently and harmoniously may sometimes seem like you're trying to keep the cats off the counter. But once you understand who they are and what motivates them—personal performance incentives? perks? constant challenge?—and are able to identify the right approach, it becomes a lot easier.

Understanding how to guide each employee separately as well as help them acclimate to your culture and positively interact with each other can make or break your success.

Leadership and management are often presented as being in conflict, two positions with different outlooks and goals for the future. "Leaders have followers" and "managers have subordinates," are the classic lines of division. However, these lines don't really fit into today's business culture, where the roles are now intermingled. Examining each separately and evaluating what they bring to the big picture is important, of course. But so is being able to see how leadership and management traits blend, so you can use both to become better at herding your own particular group of cats.

Leadership and management aren't scratching and clawing at each other for survival. They are essential pieces needed for success. Leadership is about the ability to influence while management oversees the operations and processes. You need them both, and those roles need each other to become the best that they can be. You can have processes in place, but if the people aren't motivated it doesn't matter. Conversely, you can have motivated people ready and eager to work, but if there is no clear direction nothing will get accomplished. Leadership and management are locked together, in purpose and intent.

It doesn't matter if you are literally herding cats or if it just feels like it some days: self-awareness is a strong starting point for building upon your leadership and management skills. Understanding and utilizing the aspects of who you are as both a manager and a leader will make you more efficient in all your roles. It helps you understand what you need from your team and helps you know what your team will need from you and one another.



Carletta Clyatt is the SVP at The Omnia Group. She offers clients advice on how to manage more effectively and gain insight into employee strengths, weaknesses and behaviors. For more information about employee behavioral assessments, call Carletta at 813-280-3026 or email carletta@omniagroup.com.

A rectangular advertisement with a dark blue background filled with bright, multi-pointed starburst patterns. The text is centered and written in a large, bold, white sans-serif font with a slight drop shadow. The text reads: "2 col. x 4 in." on the top line and "(4.95 in. x 4 in.)" on the bottom line.

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Pai Under Fire

Notes and Comment from *SMRN* Publisher Jay Mitchell

When a pair of Democratic legislators first accused Ajit Pai of championing certain rule changes to benefit his friends at Sinclair, we were skeptical. Chairman Pai is smart and ambitious, but I don't believe he's duplicitous.

As so many words and terms have been devalued through overuse and misuse, so it is with "witch hunt." But that's what this seems to be.

There is great value in having a strong "loyal opposition" in our political system—it may not be one of the checks-and-balances mechanisms envisioned by the founders of our republic, but it may be the only one we have left. And under those circumstances, it's appropriate for said loyal opposition to look for malfeasance wherever it may lurk.



But here's what's wrong with this picture: the inquiry is ill-advised coming and going.

Considering that the rules changes don't cause harm, but rather benefit myriad broadcasters, where is the case?

On the other side of the issue, the Commission—which did not get the budget it requested this coming fiscal year—is going to squander resources on an obligatory investigation that will lead nowhere.

(By the way, I'm no fan of Sinclair and think their acquisition of Tribune should be blocked because of their nefarious business practices—for which they were fined, but far too lightly—but that has nothing to do with the allegations against Mr. Pai.)

Ajit Pai may well be using his position as a springboard to bigger and better things, but during his time at the Commission he's been a steadfast friend to radio—and has conducted himself with integrity, as far as I can tell.

But an investigation seems inevitable, and it will lead where it leads as it grinds to its inexorable conclusion. Surrounding the probe, to me, are a hope and a prayer:

The hope is that it doesn't impede the radio-friendly path the Commission seems to be traveling.

The prayer is that we never have to hear, "Three years of Sinclair is enough." [SMRN](#)