

Running head: THE POTENTIALLY BRIGHT FUTURE OF RADIO

The Potentially Bright Future of Radio:

An Analysis of Interviews from Radio Professionals Regarding Radio's Past, Present and Future

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Abstract

Speculation regarding the viability of radio's future presents itself whenever a new audio medium is put forward as a possible competitor to radio. From TV, FM radio, CDs, cassettes, Satellite radio and now Internet radio, AM/FM terrestrial radio has been predicted to "die" at the hand of these competitors numerous times since radio's inception. The Telecommunications Act of 1996 changed the way radio operated as a business. Technology has changed the way radio stations program content. The Internet has provided new audio competition for radio. This study examines the role of the Telecommunications Act of 1996, changes in content and programming, and technology that continues to affect the way radio is perceived as a business and as a medium. An analysis of interviews from radio professionals—whose careers in the radio business may span from before the Telecommunications Act of 1996 to the present, and who have the insight and knowledge to discuss the strengths and weaknesses of radio's past and present—suggests that radio has a bright future if radio can return, in portion, to its past programming ideals of being live, local, and relevant to the communities it serves. This information may provide insight and guidance for the radio industry to remain a competitive and relevant media.

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The Potentially Bright Future of Radio

Radio has a bright future if—and only if—it can partially return to its programming roots of being live, local and relevant. Regulations governing the radio industry were relaxed with the passage of the Telecommunications Act of 1996 (TA96). The radio industry has drastically changed its business model from serving the public interest with information and entertainment, to maximizing monetary profits from each radio station by the consolidation of radio properties, layoff of non-essential employees, streamlining of on-air content, specific use of certain automation technology to lower overhead costs, and limited use and acceptance of Internet-based technologies viewed by some in the industry as not important enough to study or worth the investment (Plunket, 2010). Radio ownership has made it clear that its primary goal is profitability. Since the TA96, radio has reduced the amount of live and local entertainment and informational news. As mobile technology has evolved with the introduction of the Apple iPhone in 2007 (Farber, 2014), and the first release of an Android phone in 2008 (German, 2011), new content and media have become more accessible through the Internet via these and other mobile devices. Radio listeners are migrating from conventional AM/FM radio to Internet-based-audio content because they have more options. Because radio owners and managers actively embrace the TA96, choose to make changes in radio operations and programming for primarily economic reasons, and do not embrace emerging Internet technologies and HD radio, they are contributing to the perception, by those who comment on electronic media (Lycan, 2013; Quain, 2011), that radio is a dying medium. The radio industry needs to give increased attention to providing more live, local and relevant information, in addition to embracing cross media branding, or the future of radio as a profitable and viable media may be in question.

This author believes that the radio industry is on a course of self-destruction based on the decisions, and lack thereof, by station owners and managers. Those directing its path are doing so at the expense of radio's long-term financial future as a local, live, relevant distributor of information and

entertainment to the communities it serves, so as to achieve short term financial gain for themselves and those who have financial investments in radio.

By providing a product whose quality has been reduced to an audience quickly moving to other audio media for information and entertainment, radio is not enticing its listeners to stay, as the audience chooses more and different avenues for audio entertainment and information. Radio has the ability to be live, local and relevant, but the desire to maximize investors' respective bottom lines has crippled that potential. Radio's bright future is based on a partial return to more live and local programming that once allowed the medium to thrive before the TA96, while incorporating the financial lessons learned post-TA96 that allowed radio to become financially stable.

The Telecommunications Act of 1996 was drafted to govern the growing industries of radio, broadcast and cable television, telephone, and other emerging telecommunication technologies. The TA96 was originally proposed to allow more competition in the marketplace by allowing any telecommunications company to compete against any other telecommunications company ("Telecommunications Act," 1996). The TA96 promised growth in the separate communication industries, more jobs, more money infused into the economy, and more access for successful opportunities by those desiring to pursue such ("Fallout From," 2005).

Of the many facets of the TA96, the one item that created the biggest impact on the radio industry was that of ownership laws. Before the TA96, a radio station owner was only allowed to own a total of seven AM and seven FM stations (Huntemann, 1999). After the TA96, a radio station owner could own up to eight radio stations per market in as many markets as desired ("Fallout From," 2005). This single change in ownership law changed the way radio conducted itself as a business. With the limitations of ownership removed, the growth and consolidation of radio companies erupted. Business models changed to allow the use of more technology like that of pre-recorded radio programs for multiple stations, outsourced commercial production, and other various computer programs and technology which reduced the amount of time and personnel needed for the daily operation of a radio station. Every major decision that radio has made since 1996 can be attributed to the TA96 and the change in ownership laws.

When the TA96 was signed into law radio stations, collectively worth over \$700 million, were bought and sold during the first week (Bednarski, 2003). In 1996, there were approximately 5,100 radio station owners. By 2001, there were approximately 3,800 radio station owners (Boehlert, 2001). As owners acquired more radio stations, consolidation occurred that caused "massive layoffs and a decrease in localism" (Crider, 012, p. 225). This trend of consolidation may have slowed since the first week after the signing of the TA96; however, buying, selling, and consolidation of radio properties continues today—usually by businessmen with no broadcast experience who pocket millions of dollars at the expense of radio broadcasters and listeners (Crider, 2012).

Before 1996, local news and information was more available from local radio news reporters. Local radio stations had local radio news delivered on a medium available to the masses. This advertiser-supported information allowed radio to flourish, as it was able to keep a large diverse audience connected with the local and relevant information it shared in its advertiser-supported delivery method. Access was available to all at the cost of a simple AM/FM radio.

After the TA96, changes occurred that decreased the amount of local content a radio station chose to deliver. This thesis will show two major developments. The first is that content, news, and information became a scarce resource as stations cut back on news departments and pushed for a "more rock less jocks format" ("Talent," 2013, para. 3) and lost local talk programs that focused on local issues, and replaced them with national programs with syndicated hosts ("Is Radio Dead", 2012). The second major development was the advent of new technology, such as mobile Internet devices. This allowed for more information and entertainment to be distributed by more media than the previous media of radio, TV and newspaper.

Previous research on radio's future has focused on single factors of influence, including: Internet technology (i.e. Pandora) and its effect on radio ("By This Time," 2012), the growth of conglomerates like Clear Channel to own more than 1,200 radio stations (Chambers, 2003), and the pre-packaged programming that has allowed stations to streamline their expenses ("Fallout From," 2005). The author of this thesis did not find other research articles that chose to highlight the combination of multiple factors

and reasons for radio's current perceived decline. It is this author's intent to verify the reasons for the radio industry's current perceived predicament based on the comparison of radio's actions before and after 1996. It is also this author's intent to determine if there is a relationship between the TA96 and the changes in operation and programming that, in combination with Internet technologies, may be contributing factors to the perceived demise of radio based on how those factors are or are not being used by the radio industry. By highlighting these factors, this author hopes to draw attention to issues created by the TA96 and their resulting contributions to the perceived demise of radio. A clear examination of the challenging factors will be presented. It is this author's desire that this examination will produce theories that could allow the radio industry to change its course to that of a more flourishing, thriving, and desired medium for listeners while maintaining a profitable business model.

Radio currently faces some of the same challenges that television and newspapers face. Newspaper readership is down and print journalism is adapting by moving from physical paper to web-based environments, where content is specifically designed for, and distributed to, users of computer and mobile technology (Ross, 2013). It can be argued that print journalism has declined partly because of the slower speed at which newspapers deliver information when compared to instant access via the Internet (Ross, 2013). Television viewing is declining because broadcast television is losing programming and viewers to cable or pay services. On-demand video content, delivered via Internet services such as Hulu, Amazon, and Netflix, has become a strong adversary of both journalism and broadcast television. These Internet on-demand video services currently produce their own content; they have become a nuisance for traditional television ("TV Viewership is Down," 2011; Edwards, 2013). Television's viewership decline can partially be attributed to technology as viewers look to other media for video entertainment, as there are more options available. Radio may be no different as it contributes to its own perceived decline with weaker "marble mouthed announcers" (Deleon, 2009, para. 7), more commercials, less local content and news ("By This Time," 2012), and a delivery method whose technology is more than 100 years old. Radio's competition on the Internet is providing more options, which are becoming easier to access with Internet-based audio entertainment (Goldstein, 2013).

Before the Internet, radio was the primary source for audio entertainment with limited competition from the recorded music industry. In this author's view, radio's only major competition for audio entertainment was itself. In 2000, the website Napster became famous for its ease of access to music from the Internet. This development created greater access to music for the common person, something radio was not able to provide. As personal music libraries grew, technology emerged to facilitate the needs of the consumer. As mp3 players, and most notably the iPod, were introduced, they quickly found favor among the music-listening audience. The access to music when, where, and how the consumer desired provided a new avenue for radio listeners to move away from AM/FM music radio into the direction of personal technology. These technologies have evolved since their inception to include podcasts, Internet radio stations, and almost any other kind of audio entertainment, providing more listening opportunities beyond music. Internet technology has evolved from simple dial-up modems with data bandwidth restrictions to high-speed wireless delivery to any device with Wi-Fi or cell service, allowing more data and content to be delivered quickly to almost any location. Instead of downloading, storing and playing back music, these devices now stream all types of audio content from the Internet with, at times, higher fidelity than FM radio. These Internet music services also allow for the customization of music lists from which the listener can choose, and the use of algorithms that choose music specifically for the listener based on his or her responses to previous music (Layton, 2006). Conversely, most music radio stations are programmed for the masses and are not programmed for the single listeners' individual preference.

One byproduct of radio consolidation is the streamlining of content programming. Radio automation systems eliminate the need for an on-air announcer to be in-studio each day; hence, a pre-programmed computer does most of the work of a live announcer. As this technology became the norm in radio stations, the number of employees per station dropped ("Fallout From," 2005). After the TA96, radio stations were merged, and with the combination of the previously mentioned automation equipment, thousands (Dietz, 2012) of radio employees lost their jobs (Nellessen & Brady, 2000). The remaining radio employees were assigned multiple tasks placing more emphasis on the day-to-day routines of

keeping the radio station on the air, and less on the entertaining, informational, and local content from the on-air talent. In many cases these on-air announcers would be pre-recorded and, often times, would deejay for multiple stations in a radio cluster (Nellessen & Brady, 2000). No longer were they local and live-on-air, but these announcers would pre-record radio shows for other radio markets in which they had never lived or visited. The announcer became just a quick voice announcing the song, instead of an interactive local entertainer.

Radio news was also streamlined as radio newsrooms were replaced with satellite national news, or the remaining announcers simply reading the news from the Internet. Hard-hitting reporting, local stories, and interviews have disappeared from many radio news broadcasts in an effort to streamline and cut costs (Hood, 2007).

It can be argued that some of the value of the content that a radio station offers comes from the talent, or announcer, that delivers it. A local announcer has the opportunity to create a local emotional connection to the community that station serves. Radio has lost many of its announcers because of consolidation (Crider, 2012). The remaining talent has been groomed to focus on the music rather than on community connections (Bachman, 2002), such as having on-air discussion about the latest song or artist rather than discussion from a city council meeting. This "safe" delivery method for announcers limits the amount, and depth, of content they can deliver. The announcers delivering more content are usually shock jocks or political advocates, like Howard Stern or Rush Limbaugh, who share their polarizing content in a way that divides the audience emotionally on political or moral boundaries. Listeners actively listen to that type of programming and either love it or hate it. A music format does not, for the most part, divide an audience on lines of political or moral boundaries; nor does it cause strong emotions as a byproduct of that programming, since it is more often considered a passive form of entertainment. Management's desire to deliver an audience for advertising clients has resulted in a majority of radio stations playing music formats that keep a passive audience's attention, rather than take the chance of losing listeners to an announcer who may be active with his or her content. Advertisers may cancel their ads when announcers go rogue. For example, the incident when Rush Limbaugh referred to women's rights activist Sandra

Fluke as a slut, and more than 140 advertisers asked for their commercials to be removed from his program (Legum, 2012).

A radio industry executive, John Lund, estimated that between 50,000 and 70,000 radio jobs have disappeared since the 1990s (J. Lund, personal communication, April 2007). The lack of job opportunities has also created a lack of job training ("Talent," 2013). A previous model for getting into radio, learning the trade, and finding one's talent was to start as an announcer on the weekends, or the overnights of a small-market radio station. Now, many stations have these hours automated with technology, thereby eliminating these entry-level jobs. Announcers at a radio station also fulfill other job duties besides announcing. For example, the morning announcer may also be a sales manager, the afternoon announcer might deejay for four radio stations a day and doubles as the morning receptionist, and so forth (Nellessen & Brady, 2000). Opportunities for new talent to learn the craft of radio have also diminished. The strengthening and honing of announcer skills is distracted by other work duties, thus compromising the delivery of compelling content to listeners.

In the post-TA96 era, radio content is often prepackaged, generic, watered down, and homogenized, similar to the Ryan Seacrest radio show, where the host spends the majority of his program discussing items of pop culture that some would say is entertaining, but also lacks a local relevance to listeners outside Los Angeles. It has been this author's observation that in some small and medium market radio stations, local news is read from the newspaper, or directly from a wire service, by the announcer, since the previous news directors' position has been eliminated (Torosyan & Munro, 2010). Because announcers come and go, are hired and/or fired, move around too often within a radio cluster, or simply lack talent, they don't receive the ongoing training to "maintain and influence an audience over time" ("Talent," 2013, para. 10).

Radio has not taken seriously the growth of the Internet and must "use it more wisely" (Harrison, 2012, para. 12). Radio stations might offer streaming audio of their radio station through a smart phone app, or they may have a Facebook page and website, but the advantage that online media has over radio is the ability to grant listeners what they want, when they want it, and how they want it, combined with

minimal advertising time. Radio has thrived on Baby Boomers (those born between 1946 and 1964) who grew up with only an AM/FM radio as their means of audio information and entertainment. The new generation of potential listeners has more options for audio entertainment than their Baby Boomer predecessors.

Audio entertainment listeners have the choice of listening to pre-packaged, poorly delivered (Deleon, 2009) content wrapped up with generic music, delivered on the radio stations' schedule, and cluttered with commercial announcements. "Some people want to be passive and have their listening experience curated. Let's face it, we're a lazy society," (Griffith, 2011, para. 3). Or they can choose to listen to specific content and announcers, customized music based on their respective tastes, delivered when, where, and how the listener chooses, with minimal commercial interruption. "Listeners aren't single-minded about their music consumption, and they're choosing more than one way to listen... They use all the different utilities that are available" (Griffith, 2012, para. 2).

Radio has been perceived as a declining medium for audio information and entertainment, yet each week, according to RAB.com, 93% of Americans tune in to the radio ("Why Radio," 2012). Yet a study from Ad Age says that "young consumers switch media 27 times a house... looking for engaging content" (Steinberg, 2012, para. 7). Audio consumers have gone from limited choice, radio being a major one, to unlimited choices, radio being just one of many.

Previous research on the future of radio has focused on single items such as Internet technology, (i.e. Pandora, Spotify, iHeartRadio), and how they are taking away radio's listeners, or how these services play no or minimal commercials (Saffran, 2011; March, 2012). Previous articles discuss the invasion of the smart dashboard in automobiles and how AM/FM is worried about losing dash space (Ludwig, 2012; "Radio is Concerned," 2013). Other articles have talked about the consolidation and growth of Clear Channel, and how large conglomerates are controlling multiple small stations ("Fallout From," 2005; Saffran, 2011; Ward, 2012).

These articles do not focus their research information on multiple items that may be contributing to radio's perceived demise. The question as to why the available audience is being divided between those

who have numerous options available to them and those who have few, have not been fully addressed. There is little discussion concerning the underpaid employees that must wear many "hats" at a station, thus reducing their effectiveness. Finally, they fail to mention the economic decisions that would be required for a live, local host who can be informational, entertaining and relevant, which means taking a back seat to the "more rock, less jock" approach ("Talent," 2013, para. 3).

Radio has offered its listeners both active and passive programming, as mentioned previously in this thesis. It can be said that passive listeners are those who listen to music and active listeners are those who listen to talk based programs. The desire of any radio broadcaster, announcer, or owner, is that those potential listeners of their radio station make an active decision to tune-in and listen to their radio station on a regular basis. Some underlying questions in this thesis would include; is the potential audience listening to radio, how are they listening, and why are they listening? A study of this can be viewed through the lenses of Herzog's uses and gratifications theory, which states that people, or users, "interact with media messages and use the media for different purposes" (Bannings, 2007, p. 2). A radio, or any other media, is actively chosen by its audience and is done so with "motives that underline media consumption" (Peters, 2007, p. 130). The reasons, or gratifications, for media consumption are: to pass time, as a habit, for companionship, for excitement, for relaxing, as an escape, for entertainment, as a social interaction, for information, and for specific content (Stafford & Stafford, 1996). These items can be classified as wants or needs, and the uses and gratifications theory "assumes that people have innate needs that can be satisfied by media" (Sundar & Limperos, 2013, p. 506).

So, why do people listen to the radio? According to the uses and gratifications theory, "individuals actively seek out certain forms of media in a goal directed and rational way that will provide them with the gratifications for which they are longing" (Brown, Lauricella, Douai & Zaidi, 2012. p. 49). Radio was built on the idea to entertain and inform. Users of radio have added to that list with the reasons why they listen to radio: local news, it's personal, it's portable, and it's inexpensive (Richter, 2006). These separate reasons can satisfy the gratification as to why radio has been used in the past. But are these reasons valid with the new Internet media that's competing against radio? Internet audio content does

contain local news, portability, and is inexpensive, but whether it's personal is a matter of individual opinion. Radio was built as a mass media, and much of the Internet audio is being built as an individual media, and "audience consumption of uses and gratification is often too individualistic" (Ruggiero, 2000, p. 12). Also, uses and gratifications theory focuses on what the user does with the media, as opposed to what the media does to the user (Stafford & Stafford, 1996).

The perceived demise of radio can be linked to the uses and gratifications theory; radio is not satisfying its audience enough, to the point where the audience begins to seek these gratifications elsewhere, like Internet radio. Users of media are "aware of their needs and select media to gratify those needs" (Ayyad, 2001, p. 44). If the user wants local content, is radio or the Internet satisfying it? If the user wants escapism or entertainment, is radio or the Internet satisfying those needs? A concern that terrestrial broadcasters may have, yet Internet broadcasters hope for, is that as users migrate from traditional radio to Internet radio they may be forming new habits with Internet radio as they to use it to pass the time. If that habit is solidified, in conjunction with the other gratifications, then traditional radio will be in trouble. Also, it's possible that "nuanced and new gratifications obtained from using the Internet and other new communication technologies have not been fully specified (Sundar & Limperos, 2013, p. 509). But a more realistic view of radio vs. Internet radio through uses and gratifications is that it is individualist (Ruggiero, 2000, p. 12), and because of such, it is possible that different gratifications may be satisfied by different media, thus ruling out a single winner or loser in the media battle.

The Telecommunications Act of 1996—in combination with current music options, listening options, content options and availability options—has adversely affected radio's future. This thesis will examine the premise that there are multiple, complicated causes, internal and external, contributing to radio's perceived downfall. It will also present positive possibilities and actions that could change the perception of radio as a dying medium.

This study poses three research questions:

RQ1: What were the strengths and weaknesses of radio before to The Telecommunications Act of 1996?

RQ2: What are the current strengths and weaknesses of radio?

RQ3: Based on the answers to RQ1 and RQ2, what should radio do to secure a "bright" future?

Literature Review

The Telecommunications Act of 1996

Throughout the 19th century, individuals like Heinrich Rudolf Hertz, Julio Cervera Baviera, and Guglielmo Marconi, worked on technology that led to the wireless telegraph, or known now as radio. As the airwaves became utilized, a concern of congestion within the radio spectrum by numerous entities drew the attention of the United States government. The Radio Act of 1912 was established to give the Secretary of Commerce the right to resolve disputes regarding overlapping frequencies and signal confusion (Bednarski, 2003). The airwaves were considered a public resource and used for the "public interest by those granted privilege" by the federal government (Bednarski, 2003, p. 276). By 1927, more unlicensed radio stations began to broadcast, and thus the Radio Act of 1927 was ushered in to regulate all public and private radio transmissions, grant licenses, and designated frequencies. About 500 stations were licensed at that time (Bates & Chambers, 1999). The Radio Act of 1927 gave more attention to the public interest and less to the broadcaster by stating that broadcasters serve "the public convince, interest, or necessity" (Bednarski, 2007, p. 277; Bates & Chambers, 1999, p. 22).

Seven years after the Radio Act of 1927, the 1934 Federal Communications Act was established "on the premise of scarcity; that broadcasting should be regulated in the public interest because of a limited number of broadcast frequencies" (Reed & Hanson, 2006, p. 217). It required that radio station owners "be involved in the daily operation of the station and be involved in the local community"

(Chambers 2011, p. 266). The Act also stipulated that "the broadcast industry would not be a government operation" and that the radio spectrum would stay primarily commercial (Bednarski, 2003, p. 277). Ownership limits were placed in the 1934 Act to a limit of one local radio frequency per owner (Bednarski, 2003). That number increased to seven AM and seven FM in 1953 (Huntemann, 1999; Polinsky, 2007, p. 126) and as maintained until the 1980s. The acceleration of technology during the 1980s also accelerated the growth of broadcasting options. Along with more AM, FM and TV signals, satellite and cable had begun to grow. Also, there was an increase in the number of radio companies that were actively regulated by the FCC (Nellessen & Brady, 2000). In 1981, the FCC deregulated the radio industry and instituted a market place model, where the market would determine the public interest for the radio station, and not government regulation. In 1984, the FCC again increased the number of stations a single owner could possess to 24 (Drushel, 1998). The number of stations a single owner could own was raised again to 36 in 1992 (Drushel, 1998). With the number of stations increasing under a single owner, concerns about the abuse of monopoly power were expressed; those concerns being potential harm to advertisers though increased prices and the potential harm to the audience though decreased diversity in the airwaves (Bates & Chambers, 1999). Regulations regarding these national and local ownership limits (Ward, 2012) and other potential and pending mass communication avenues, were drawn up and signed into law by President Clinton as the Telecommunications Act of 1996 (TA96) (Reed & Hanson, 2006).

The principle reason for the creation of the Telecommunications Act of 1996 was an assumption by Congress that it would produce "more competition, more diversity, lower prices, more jobs and a booming economy" ("Fallout From," 2005, p. 3). It was also drawn up because during the late 1980s and early 1990s, increased competition had made half of all radio stations on the air unprofitable (Drushel, 1998), and by allowing consolidation, it could bring profit back into radio. It would also permit anyone to enter into the communications business, or rather "to let any communications business, compete in any market against any other" ("Telecommunications Act," 1996, para. 1). It also eliminated national ownership caps (Ward, 2012). The Act additionally allowed emerging technologies that would affect telecommunications and broadcasting to progress within their realm, and be easily incorporated into

existing business models as they matured (Economides, 1998). Some of the predictions regarding this legislation assumed that over "1.5 million jobs would be created, boosting the economy by over two trillion dollars ("Fallout From", 2005, p. 3). Congress believed that a "deregulated marketplace would best serve the public interest, by 'promoting competition and reducing regulation in order to secure lower prices and higher quality services for American telecommunication consumers and encourage rapid deployment of new telecommunication technologies" (Ward, 2012, p. 275).

The repercussions from the TA96 allowed changes to occur in radio that solidified it as a business, but put its status as a live and local medium into question. Of the 1.5 million jobs promised, half a million were lost ("Fallout From," 2005). Of the competition that was offered through the change of ownership laws, consolidation occurred, allowing radio station owners to go from owning a total of seven AM and FM stations to owning up to eight stations per market and allowing companies like Clear Channel to acquire more than 1,200 stations ("Fallout From," 2005; Healy, 1996). In 1996, 2,157 stations changed ownership (Fratik, 2002). In that same year, station owners declined from 5,222 to 5,095, but the number of station rose from 10,249 to 10,333 (Ward, 1996). By 2002, the average number of commercial stations had decreased in every market size (DiCola & Thomson, 2002). In 1995, the top 50 radio group owners controlled less than 9% of commercial radio stations; but by 2000 the top 50 controlled 27.5% of commercial radio stations (Fratik, 2001; Chambers, 2003) and the top four firms controlled 52.3% of the all advertising revenue (Wirth, 2002). Yet NAB, the National Association of Broadcasters, countered that number by saying that the top 10 station groups earned less than 50% of the industry revenue (National Association of Broadcasters, 2002). The declining number of radio owners also redefined the local radio markets by contributing to more homogenized programming (Nellessen & Brady, 2000), yet no solid evidence supports the notion that ownership type had a negative impact on the amount of, or quality of, media content (Chambers, 2003). One hope was that with more owners, more options and diversity would serve the public interest. One concern was that with fewer owners, homogenization would occur. But with the deregulating of the radio industry, the marketplace model would determine if the listening audience would prefer diversity or homogenization. An aide to President

Clinton spoke regarding the TA96, saying: "between the media, the telecommunications companies and the public interest . . . you have to lean more on the side of the public interest because the companies will push back after the law is passed;" and the companies did push back ("Fallout From," 2005, p. 9). But the principle problem with the way the TA96 came to pass was its disregard for the average citizen. The law was meant to offer citizens the information and diverse viewpoints they needed to participate in a democracy, but the law did not involve the average citizen; the citizen who was to benefit from these changes was left completely out of the discussions ("Fallout From," 2005). Representative John Conyers (D - 13th MI) said, "We heard from the industries involved in this bill. We have heard from the lobbyists that the industries have hired. We have heard from the consultants that the lobbyists have hired. We have heard from the law firms. What did you hear from the consumers? Oh, them? Well, what did you hear from the citizens?" ("Fallout From," 2005, p. 8). The citizens who were meant to receive the greatest benefit from this legislation had limited voice in its creation and enactment.

With the TA96 in place, changes in radio took place immediately. Within the first week after the legislation was passed, \$700 million worth of radio stations were bought and sold (Bednarski, 2003). Station owners dropped from approximately 5,100 in 1996 to 3,800 in 2001 (Boehlert, 2001). The average number of stations in a market dropped from 13 to 10, and over 10,000 radio employees lost their jobs (Boehlert, 2001). Newsrooms shrank by 44 percent (Papper, 2004). Minority ownership also shrank by 14 percent ("Fallout From," 2005). In 1983, there were 50 major media companies; by 1996, there were 1,096; and by 2005, there were six. Clear Channel went from owning 40 radio stations in 1996 to 1,200 in 2003. Currently, two-thirds of the radio audience is captured by ten companies ("Fallout From", 2005). By 1998, it was estimated that 71% of all radio stations had been involved in consolidation in one form or another (Potter, Williams & Newton, 2003).

Deregulation did not increase competition; deregulation eliminated competition. A primary result of consolidation was "massive layoffs and a decrease in localism" and that consolidation has "devalued the public sphere that radio created" (Crider, 2012, p. 1). Radio stations were once owned by radio broadcasters, who were given a license from the FCC to serve the public interest. Radio is now run by

businessmen with no broadcast experience and they make millions at the expense of radio broadcasters and listeners.

Local Content: The DJ and the Listener

The economic backbone of radio is the emotional connection that a radio station can have with a listener. Radio has treated the listener as a commodity to fuel profits, and not as a member of the public interest. This tactic has severed the emotional connection between the listener and the radio station. Members of past generations, like Baby Boomers, who grew up with radio as a primary means of audio information and entertainment, had strong emotional connections with their favorite DJ and favorite radio station (Bruell, 2012). As competition for the radio audience flourished with the advent of TV and CDs, programmers changed their content to meet the needs and desires of their audience. In the 1940s, radio used radio-dramas to capture the theater-of-the-mind. In the '50s and '60s, DJs used personality to sell the rock and roll music to the listener. DJs in the 70s utilized bigger-than-life personas to entertain. And the '80s utilized great promotional campaigns to wage DJ vs. DJ, or station vs. station, battles to draw loyalty to their brand. It was always the content that kept radio alive and thriving, and created a magical bond in the first place (Abrams, n.d.). "To survive we have to give listeners professional-quality programs that are relevant, current, challenging, and interesting" (Ward, 2012, p. 16).

Radio has the opportunity to move from the AM/FM band to a digital frontier. Radio could change its delivery method based on technology. In the past, radio's primary focus was on, and should continue to be on, "its content quality and format variety which were very important" (Geiger, n.d.). "Radio is still a friend that keeps you company" (Geiger, n.d.). The bond between listener and radio is based on content, not technology. Most radio stations are streaming their broadcasts on the Internet, and listeners have the availability to listen to any station from around the world. But when given infinite choices, listeners will choose to listen to a station they know; and in most cases, that is a local station (March, 2012). The listener wants to know the station, the content, the DJ and the music. They should have a local, emotional connection to that particular station.

Radio consolidation eliminated much of the local feel in radio. Decisions for a local station began to be made in corporate meetings thousands of miles away from local listeners; hence, a lack of local control affected the local content. Local talk shows that would focus on community issues were replaced by nationally syndicated programs because of the lower cost and ease of availability (Crider, 2012). Reducing the local talk shows also affected listeners who used those shows as an outlet to voice community issues, as those voices were muted by the syndicated programs. "Some local references and prerecorded mentions (by a syndicated voice) does not make the program local" (Crider, 2012).

Former FCC commissioner, Andrew Barrett, defined local as "the basic notion that the best practicable service to the public is rendered by the broadcaster who maintains close ties with the community served and who provides programming that responds to issues affecting residents of that community" (Chambers, 2011, p. 265). But is maintaining close ties with a community acceptable by only sharing local information on the air, or is it being a member of that community and living within its boundaries? Syndicated programming and voice tracking are common practices in radio, implemented for economic reasons. Yet the "notion that a local radio station would simulcast programming from another market... seems to hinder the localism principles of the public interest, convenience, and necessity" (Chambers, 2011, p. 270). Critics of the TA96 tend to portray "localism as all but dead and laying blame on ownership consolidation ... that local radio is losing relevance among listeners facing a myriad of choices in the digital age" (Saffran, 2011, p. 1).

Local radio and immediate broadcasting were two central ideas to radio, and "technologies may have signaled the end" of those ideas (Nellessen & Brady, 2000, para. 3). Before intruding technologies, a DJ would be able to mix the music, select the songs, and was required to be present for all on-air shifts and remote broadcasts. But some DJs "argue that their performance loses a touch of local flavor because of their detachment" (Nellessen & Brady, 2000, p. 1) based on technology. This technology has allowed a DJ to accomplish in one hour what previously took six hours, but this meant that DJs were being paid less, job opportunities were reduced, and "you spend every day wondering if you will have a job or be

replaced by a voice-tracker 300 miles away...you have no sense of security, and to do a job well you need security" (Nellessen & Brady, 2000, p. 18).

As decisions were made to eliminate local programming, local talents were soon out of a job. This trend of getting rid of talent escalated to the point where tens of thousands of radio employees were out of work. As radio removed its existing talent, it also created a much narrower path for new talent to grow and enter the business. As the need for talent decreased, the concept of finding and training new talent that could garner, influence and hold a long-term audience, also decreased. Many radio stations are left with unequipped announcers "that can do little more than provide a smidge of poorly delivered and arguably patronizing local content ("Talent," 2013).

For many TV stations, the local news and local morning programs are the most valuable times of the day. The talent for these programs are researched ahead of time, and constantly guided and molded to have the best possible presentation for their TV program. Radio needs to mimic this strategy to "make the most of the bond between station and listener" (Bruell, 2012, para. 1). Many radio stations spend money on training sales individuals, "leaving air talent in the dark to fend for themselves" (Bruell, 2012, para. 1). Listeners want more than a Facebook update; they desire an emotional connection. For TV personalities, communication on a social forum is not sufficient, but communication on the air is (Bruell, 2012).

Historically, a main reason for radio's popularity was its presentation of music to the masses from a live, local and relevant point of view. DJs would bring to light the brand new song from a popular artist. Radio stations would give away the new album from the hit band. Stations would bring new music, new artists, and new bands to their audience based on the local DJ or local music director's decisions. Local stations were programmed based on the local desires of their listeners, but as radio evolved, and more so after 1996, listeners were no longer discovering new music like they did in the past (Deleon, 2009). Rather, radio stations only played the hit music, that is to say, music that has already been discovered, and proven to be a "hit." This may be in part due to the industry's desire to stay hot all the time, to avoid the chance of losing listeners with new and unfamiliar music. But more so, radio started telling the listener what they should like, rather than allowing the listener to steer the course of the radio station. Another

fallout from the TA96 was the massive decrease in diversity of radio station programming. As radio stations consolidated, national playlists of music were cultivated by national programmers, which eliminated the need for local decision-making regarding music ("Fallout From," 2005).

Technologies have slowly been emerging that are negatively affecting radio. The car has long been the mainstay for radio since AM/FM radio has owned the dashboard for decades. Listeners still listen in the car, and that accounts for two-thirds of all average quarter hour (AQH) listening (Ludwig, 2012). On average, people spend 16.5 hours a week in their vehicle (Stern, 2013). But as new smart dashes (consoles that offer options like Pandora, iPod docks, and other mobile and Internet entertainment), have become more prevalent in automobiles, the options for audio entertainment have become greater. Today, AM/FM radio is one of many options instead of the only option. As of 2012, 32 percent of the population uses their smart phones to stream audio entertainment (Ludwig, 2012), and of those drivers spending 16.5 hours a week in their car, 67 percent of those have smart phones that have the capability to stream (Stern, 2013). These consumers are enjoying their "content when they want it and how they want it" (Stern, 2013), and the car companies are catering to those desires with the smart dash. Eighty three percent of radio executives are realizing that the smart dash, or the Internet car radio, is becoming a challenge to terrestrial radio ("Radio Is Concerned," 2013).

Current radio executives are yelling their final battle cry against Internet radio by saying, "It's not local." The thing that these executives are missing is that local news and information, that radio once monopolized, is now available a few clicks away on numerous web sites. It's a weak argument ("By This Time," 2012) because of radio's consolidation; those that compiled local news and information were let go, and those that are currently sharing local news and information on the air are gathering that information from the same websites that any listener can access. So why listen to the DJ? ("By This Time," 2012). If a listener has a better choice, they will go for it ("Is Radio Dead," 2012). Old radio markets have evolved into new marketplaces, where listeners are seeking out different types of information, changing the idea of what localism is and giving the listener more control of the public interest (Chambers, 2011). "Radio will have to get back to the basics to compete in today's digital

environment, with more emphasis on the listener's needs, and less on making a quick buck off old twentieth century technology" ("Is Radio Dead," 2012, p. 3).

The advantage that Internet radio is currently utilizing is its ability to customize music for the listener coupled with limited commercial interruptions (Hardiman, 2012). Whereas terrestrial radio is free (advertiser based), many listeners are willing to pay for a premium service without commercials. Internet radio also has an 88 percent listener return rate. Loyalty to an Internet radio station is much higher than a terrestrial radio station, but this may be partly due to the difficulty in changing stations on a smart phone while driving or while at the office, where a radio may be easier to use than maintaining a web browser window on a computer. The disadvantage that Internet radio has is the argument that there is no human connection. "Going back and creating listenable and engaging radio will create an audience regardless" (Hardiman, 2012).

Another advantage that Internet radio has over terrestrial radio is the lack of restrictions concerning music content. Radio stations are limited by community standards and the FCC, and thus are not "allowed" to play music that is deemed vulgar, obscene, adult-natured, or uses profanity. The FCC does not regulate Internet radio and XM radio, and thus, these restrictions are not applied to them. Radio has been criticized for removing the local decision making power for music programming, and placing that power in national music programmers ("Fallout From," 2005). The power that these national programmers have over the music that is played across the country was exhibited after the September 11, 2001 terrorist attacks, when it was rumored an email from Clear Channel Communications directed stations not to play, or to temporarily ban, a list of songs from air-play. Media watchdogs and listeners voiced their criticism that a single company "had the ability to manipulate the entire nation's listening habits with a carefully worded fax" (Bednarski, 2003, p. 274).

Too many commercial broadcasters are ignoring their commitment to service the communities in which they are located, and are looking only to maximize their profit; consequently, many local programs and community discussions are abandoned in favor of programming designed to attract

advertising's target audiences. Communities suffer when broadcasters do not meet their needs for local news, political discussion and diverse programming choices. (Reed & Hanson, 2006, p. 218)

An advantage that local radio has is its ability to share pending local information immediately, but this is only realistic when a local radio station has the local personnel on hand to share this information. In 2002, six radio stations, owned by Clear Channel in Minot, North Dakota, failed to warn the public about an early morning train derailment, which subsequently caused a dangerous fertilizer spill. Also in 2002, Clear Channel stations in Denver, Colorado failed to provide information in a timely manner regarding fires, and their smoke and ash, which were affecting the community (Reed & Hanson, 2006). In March of 1998, severe weather hit Northern Arkansas, and no one was able to share this information on the radio because the three radio stations were voice tracked (Nellessen & Brady, 2000 p. 2). Clear Channel had eliminated much of the local staff and relied on national programming for these stations; therefore, they did not have the personnel, contacts, or information to warn the public about these emergencies.

What happens with five or ten minutes is too long? What happens when it's a tornado moving forty miles per hour, and the people listening to the radio don't get the information they need for an extra five or ten minutes? (Nellessen & Brady, 2000, p. 11)

Radio's ability, and lack thereof, to be local and immediate is criticized during times of emergency, when the immediate need for information is desired. Yet radio's ability to be automated is not scrutinized during normal operation. Radio station owners are left with the decision to pay for extra personal to be on call for events that might happen, or to place their trust in technology for normal operations. It appears that the question of a live and local announcer is only asked during an emergency; then as quickly as the emergency is over, the concern of a live and local announcer is gone.

A survey was presented to radio listeners regarding their "opinions about the amount of local programming aired on local stations, opinions about and firsthand experience with local stations' amount of community involvement and responsiveness, and levels of satisfaction with and use of local radio and other media" (Saffran, 2011, p. 284). The survey stated that the perception from listeners regarding the amount public-service programming rated 40.2% of "very little" public-service programming and 8.7% "a

lot" of public-service programming. The opinion of local community involvement by a local radio station rated at 61.4%, agreed that market radio stations provide a forum for debate on topics of local interest, 82.9% said radio stations are actively involved in the local community through local benefits, and 87.2 % reported that the DJs are active in local community through personal appearance. Another question from the survey considered a listener's satisfaction with the amount of community involvement of the radio station with programming aired. Of those surveyed, 55.1% reported being "somewhat" satisfied, 22% "to a great extent", 17.7% "very little" satisfaction, and 5.1% "not at all". Saffran (2011) concluded that listeners have a high level of dissatisfaction with local radio programming, but overall satisfaction with community involvement of local radio stations and announcers. A community notices how a radio station is serving its community, and this survey reflected those opinions.

A listener will listen to a radio station because "it sounds like them," and "reflects and reinforces the community image of itself" (Reed & Hanson, 2006). Most terrestrial radio stations are failing because of their lack of local content and poor delivery of such by those ill equipped for the position.

Radio's Money: Radio is a Business

What is radio? The author of this article has been told by previous managers and owners in the radio business that radio is a "sales organization supported by programming," and "radio is a business about making money." The blurred-line fight or discussion within the radio industry has been the importance of the product vs. the sale of the product. As mentioned earlier in this thesis, the product of radio has changed to accommodate the sales model because radio is run by businessmen, not broadcasters. "Consolidation is just a mop up strategy, one that simply squeezes out the final remaining profits before the lights are turned out" ("Daily Newspapers," 2012, p. 2). By focusing on the sale of advertising, radio has not invested or prepared itself for the quickly coming changes.

Current revenue generated by radio is sustaining those who invested into it, but with the choice not to reinvest back into the future of the product, there "is not enough money to invest in digital transition without reevaluating the business" (Kerr, 2011, para. 1). The money needed to go to digital

conversion appears to be more than some stations are willing to invest. There is also limited desire to look into High Definition (HD), because no one is really excited about HD (Wallingford, 2012). The basic research to look into it is "an investment that many stations do without" (Hooker, 2012, para. 7). Radio did not have to worry about the receiving technology because there was a radio in every home, every workplace, and most importantly, in every car. Radio "owned" the dashboard in the automobile and owned all the revenue generated by it ("By This Time," 2012; Wallingford, 2012). "While many in radio are rightly concerned about these external threats, some argue that radio must tend to its own house to attract and hold listeners" (Sterling, 2006, p. 602).

In radio's efforts to cut costs and boost profits, programming employment opportunities were reduced. Cheaper programming was sought out and syndicated national shows were used (Crider, 2012). Music stations were switched to sports and talk because the price of music licensing was too costly (Rhoads, 2013). Radio stations used some Internet streaming because it was an easy and free medium, but as the Internet and music licensing companies reached their agreements, internet streaming was reduced. Stations removed music content and added streaming talk and sports because of its cost effective nature (Geiger, n.d.).

Radio's economics is based on the amount of listeners a station has. To improve its bottom line, radio has consolidated. That consolidation "may be driving audiences away from radio (Saffran, 2011, p. 138), thus adding fuel to the speculation that the TA96 is contributing to radios perceived demise. Before the TA96, approximately half of the radio stations were not profitable, partially because of regulations placed on radio that TV and newspaper did not have, thus making it harder to compete for the advertising dollar (Ward, 1996). The TA96 deregulated radio and instituted a marketplace model, where "market forces rather than [FCC] judgments in program service... determine where the public interest lies in broadcasting" (Bednarski, 2003, p. 280). The concern of radio not having enough money has been replaced with radio stations being "controlled by too few big owners" (Sterling, 2006, para. 2) and "thus control a larger audience share overall" (Bednarski, 2003, p. 290).

The threat of radio's demise has been publicized numerous times in the past. When radio was faced with such fatal predictions, it did not make the needed changes until the threat "was at their front door" ("Is Radio Dead," 2012, para. 2). The argument of streaming has been ignored by radio; it is another example of radio not doing enough to prepare for the massive expansion of this streaming technology (Ludwig, 2012).

Long time survey companies like Arbitron and Eastland take sample surveys of the population to garner numbers that represent the number of people listening to a particular radio station, when and how they listen, and their demographics. This broad approach has been a common tool used by the radio industry for years, but many stations are choosing not to participate or buy these surveys because of their expense. A growing trend among advertisers is the demand for more specific listener data, and a more guaranteed return on investment. The shotgun effect of advertising is becoming less effective, and advertisers are becoming less inclined to pay premium rates without specific data (Kerr, 2011). Geo tracking, conversion tracking, and specific listener data are becoming required data for the advertiser (Geiger, n.d.). This data is not fully available through the terrestrial radio model because radio is a one-way medium. The Internet model has this opportunity to acquire this specific data because of its two-way communication between medium and receiver. Technology that can acquire this specific information from terrestrial radio listeners must be invested in with long term outcomes expected. Many of radio's opponents, and also current radio executives, are squeezing the final profits from radio, and will not look at this future model because a feeling of "Any money you invest in anything radio related had better be money you're confident you won't need in the future, because it just might not be there" (Wooley, 2012, para. 15).

Among National Public Radio (NPR), public radio's business model, and commercial radio's business model, there is a vast difference between the product and the profit. NPR is not having a difficult time finding sources of sponsorship for their programs. The popularity of the programs, or product, has brought the listeners and the advertisers to the station. The money that NPR raises goes back into the product, thereby, constantly improving the product. Commercial radio has minimized its product. As a

result, listeners and advertisers have noticed and are slowly moving away from this medium. Any money that commercial radio profits is not being returned to the product, thus allowing an already withering product to die a little more (Reed & Hanson, 2006).

Radio may be in a profitable time period, as compared to its regulated, pre TA96 days, but the view and topic of local radio and its connection to radios profits and viability continue to be discussed. "A broadcaster that does not satisfy consumer needs will lose profits" (Bednarski, 2003, p. 280). Owners, programmers, listeners, and radio outsiders will all agree that the local format for radio is crucial for its sustainability, yet is easily bypassed for its short-term profitability.

Technologies Role in Changing Radio

Some are saying that radio is here to stay, just that its method of transmission will change (Butter, 2012). Some discussion in this thesis refers to the changes that radio has made over the decades, but the basic technology of one-way transmission via analog radio waves has not changed much. Only the programming has changed to meet the needs and demands of the listening public, and has likewise changed to meet the needs to increase profits by reducing programming expenditures. The radio industry has been trying to keep traditional terrestrial radio relevant with competing emerging technologies, rather than adapting to the new technologies. As these technologies emerge, radio is losing a potential listener base. The 18-24 demographic is not listening to radio as its predecessors did. Instead of buying FM radios, they are buying docking stations for their iPods (Hardiman, 2012).

A push by some radio executives has been made to Congress to force mobile phone makers to install a 'FM chip' in all cell phones, thus allowing any cell phone with the chip to pick up and playback an analog terrestrial FM radio signal ("FM Chip," 2012). The argument by broadcasters is that Internet technologies are not as proven as terrestrial radio is, and that such a chip would allow emergency information to be disseminated if cell towers were not functional. This argument can be confronted by a previous section of this thesis where it was examined that even FM radio stations at times were unable to share emergency information due to their lack of personnel and lack of control of local programming.

The technology of HD radio has allowed broadcasters to piggy back multiple digital signals on a single analog frequency, turning a single FM analog signal into three FM digital signals with CD quality audio, and turning a single AM analog frequency into FM quality audio (Grabnowski, n.d.). But the radio industry has not been excited about HD radio (Wallingford, 2012). There has been no push or investment by the radio industry to market HD radio to consumers, thus leaving broadcasts unheard by an uninformed market that does not have the devices to receive HD content. Current analog radios are easily available to all of the general public, but HD radios, those needed to listen to HD radio broadcasts, are not being marketed, and many who already have an HD radio in their car, are not aware that they have one.

The competition for the dashboard in automobiles has heated up as technology has allowed Internet services to become available on the car dashboard. The connected car is allowing Pandora, Spotify, Microsoft, Google, Intel, Cisco, and other Internet companies to build relationships with car makers so as to have space in the connected car's dashboard (Ludwig, 2012). The analog AM/FM radio was a mechanical device in years past. Now the audio entertainment center in a vehicle is all software based, including the AM/FM radio. The software based system allows for updates and firmware changes to occur in order to keep the audio entertainment center up to date, rather than having to buy a new car radio and have it installed at 'Crazy Bob's' audio mart (Ludwig, 2012).

It's quickly becoming apparent that streaming is the way of the future, because in some cases, streaming audio is easier to connect to and has better audio quality than that of terrestrial radio. Internet radio allows more information to be shared. The consumer can have a more personalized experience, through interactive content. Internet radio can also track more accurate listener demographic data than many advertisers are seeking. The average driver spends 16.5 hours a week in their car, and 67 percent of drivers have a smart phone that can stream audio. Two-thirds of all Average Quarter Hour listening is in a car (Ludwig, 2012). Currently, Internet radio has an 88 percent loyalty rate, and one possible reason is the difficulty of switching the dial (Hardiman, 2012). A current opposing argument is that streaming is still difficult to use and that it's still easier to use an AM/FM radio. However that argument will dissipate as streaming developers and advances in technology make the stream, smart phone, and connected car an

easy-to-use interface for audio entertainment, turning AM/FM terrestrial radio into one option among thousands.

Radio has been ranked in the top three forms of electronic media across most markets and demographics, although the under 25 demographic has placed radio in third place, behind iPods (Saffran, 2011). Radio's strength is in its local presence, yet local radio has attempted to present itself on the Internet for all to world to hear. "A New York listener has little interest in what media are available to audiences in San Diego" (Sterling, 2006, p. 594), yet media users are seeking information that is local. Twice as many users are using the Internet over radio as a primary source for daily news, and are also relying on TV and newspaper, more than radio, for crisis information. The question as to why radio is losing both to new media and old media is not necessarily based on technology (Saffran, 2011), rather on the availability of content, which has been addressed previously.

For radio to succeed it must look to, and invest in, the future of being a multi-platform media. This does not mean making an app for the iPhone and talking about it on the radio. It means following successful patterns like those of Disney and ESPN. Disney will only promote its brand if it can be extended to multiple distribution platforms. ESPN has branded itself by sharing its content on TV, radio, broadband, cell networks, terrestrial radio, satellite, webcast and podcasts (Bachman, 2006). It's the combination of all these platforms, and a combination of different content, that have allowed Disney and ESPN to flourish as digital media has blossomed. Others are still holding onto the past and not planning for, or investing in, the future. The result is loss of market share. Radio must be a multiplatform media, with content, for its future to be secured.

NPR is a company that has seen its future and its place as a radio company for the future. In 2010, NPR dropped its full name, "National Public Radio," and changed the acronym NPR because of its use of a multiplatform delivery system ("NPR Drops," 2010). They no longer rely on just the radio; rather, they use Internet technology, podcasts, web content and other means to bring their audio entertainment to the masses.

For a number of years, Clear Channel radio, who has dominated terrestrial radio since the TA96 with over 1,200 terrestrial radio stations nationwide, has been pushing and investing their iHeartRadio service. This includes an app, website, customizable Internet radio service with access to most of Clear Channels radio stations, and the availability to customize personal radio stations for the consumer. Clear Channel is betting on this service to secure a future in the radio business. Clear Channel is aware that this endeavor is a long-term investment. Currently, only 5 percent of its terrestrial radio audience is listening to iHeartradio, but that number is growing as terrestrial radio listenership is decreasing (Titlow, 2012).

The TA96 stated as one of its motivating factors, that "any communications business can compete with any other communications business" ("Telecommunications Act," 2011, para. 1). This is coming to pass as anyone with a computer and an Internet connection can start an online radio station. From the garage DJ to a major company like Pandora, Internet radio is finding its place in the economy. These stations profit by providing subscription-based services and generating ad revenue through limited and targeted advertising. Apple, seeing this future, has jumped into the music streaming game with iTunes Radio. They have realized that consumers are moving away from digital ownership of songs downloaded from a reputable online music store, to paying monthly fees for a customized, streamed music station (Schachner, 2013; Quain, 2011).

For radio's future, radio must invest in technologies where multi-platform distribution is the norm, and they must brand themselves across multiple platforms.. Live, on-demand, podcasts, interactivity, and customization must all be part of the product. Listeners want what they want, when they want it, and how they want it (Stern, 2013). For any radio technology to succeed, it must allow all of this, and have the availability of expansion for future, undiscovered options. But technology is only half the battle, even though those in the industry are focused mostly on technology. The other half is content. Radio must have compelling, informational, entertaining and local, relevant content. If there is no reason to listen, then there is no reason to use a connected car, smart phone, app, web interface, or transistor radio to tune in.

Uses and Gratifications Theory

The uses and gratification theory was developed by Herta Herzog (1944) during a study of women who listened to daytime radio serials, which concluded that media receivers interact with the messages. Later, Horton and Wolf, during their study of TV audiences, suggested viewers saw TV personalities as friends (Banning, 2007). Uses and gratifications theory "has a long history of application to the study of motives that underline media consumption in an everyday context" (Peters, Amato & Hollenbeck, 2007, p. 130). By understanding the motives of users, those who create the media have the information to satisfy the needs of that user.

Gratification from media use can be broken into two categories: process and content (Urista, Qingwen & Day, 2009). The process category is gratified by the active process of seeking information. The content category is gratified by acquiring the information. Uses and gratification is goal directed, purposive, and motivated action (Rosengren, 1974). This approach would signify that gratification by the media arises from pre-existing needs (Sundar & Limperos, 2013). It's the individual's needs, not the masses, that are sought out to be gratified (LaRose & Eastin, 2004). These needs include passing time, companionship, excitement, relaxation, escape, and enjoyment (Stafford & Stafford, 1996). "In other words, individuals actively seek out certain forms of media in a goal directed and rational way that will provide them with the gratifications for which they are longing" (Brown, Lauricella, Douai & Zaidi, 2012, p. 49). Users of media have a motive for their usage. It's not the initial exposure that gratifies, but rather the continued exposure and return use. (Stafford & Stafford, 1996).

Radio listeners, Internet users, and other media consumers choose specific types of media to gratify individual needs. In a 1974 study, teens were found to use radio for entertainment, release time, and companionship (Katz, Gurevitch, & Haas, 1974). A 1995 study indicated that a teen's use of media is for self-socialization, meaning the teen has more control over the use of media when compared to family, school, or community (Arnett, 1995). The introduction of the Internet as a competing media has allowed new and different gratifications to be satisfied, where radio alone was unable. This does not mean that the

Internet is replacing radio, but rather that the two are becoming integrated and used separately and together for gratification (Quan-Haase, & Young, 2010).

It has been mentioned that a radio listener has used radio for companionship, information, entertainment, escapism, and social interaction. Baby Boomers and pre-TA96 radio listeners relied on radio for these and similar gratifications. The Internet has given the post-TA96 radio listeners companionship, information, entertainment, escapism, and social interaction, just as radio has. But since uses and gratifications theory is individually based, the responsibility is upon the user to decide which medium gratifies which need. The challenge for radio broadcasters, and Internet broadcasters, is to find ways to make their respective medium more appealing for gratification from its users. Success in this will then lead to the desired motivation, or habit (Stafford & Stafford, 1996), as the user will then return for continued exposure; wherein that media will "own" that audience and in turn will sell "access to its audience (Richter, 2006, p. 92), thus driving the economics of that media.

Radio, as every other media, must be dynamic to maintain relevance as it competes with other dynamic mass media. The future of radio has been questioned for almost a century, and with every potential antagonist that radio has been forced to tussle with, radio has found a way to adapt and progress. Currently, the most notable foe to radio is the Internet and its ability to challenge radio on content, localism, music, information, entertainment, accessibility, and availability. The opponents to static media support the growth opportunities that the Internet, and its audio content, can offer users. The ideas and possibilities that the Internet promised in the 1990's are becoming eventualities now and in the near future. It will eventually be possible for listeners to have all the "positive" items that radio provided in the past along with the convenience that the Internet offers now, all, possibly, without terrestrial AM/FM transmission. And when that transition occurs, marketers will find a way to make "new radio" profitable. But until then, radio is still mass media whose relevance and viability cannot be discounted. Whether radio is facing an immediate demise, or just perceived challenges, it still must be vigilant so that its relevance and viability today are still intact tomorrow. This thesis aims to find out the strengths and

weaknesses of radio before and after the TA96, and how these items may be used to keep radio relevant and profitable as it finds its way within the challenges that the Internet has presented.

Research Questions

RQ1: What were the strengths and weaknesses of radio before to The Telecommunications Act of 1996?

RQ2: What are the current strengths and weaknesses of radio?

RQ3: Based on the answers to RQ1 and RQ2, what should radio do to secure a "bright" future?

Method

The information required to answer the research questions in this thesis was gathered qualitatively through questions designed to allow for a free flowing and open discussion between the author of this thesis, the principle investigator (PI), and the participant. The questions were divided into six categories: personal history, perspective history of radio, changes seen, radio's current state, and radio's future. The questions for these interviews are located in Appendix 1. It was this author's desire that the answers from these oral narratives be pooled into a written narrative to answer the research questions.

The desired participants for this study were those who had worked in the radio business for more than 20 years as DJs, program directors, operation managers, news directors, sales and general managers, engineers, consultants, owners, and/or those who would be "qualified" to give a professional perspective regarding the radio industry before the TA96 and after the TA96. Participants were also sought out from various large, medium and small radio markets. Some of the participants were recruited through personal acquaintance of the PI whom he had worked previously with or for in radio related fields. Other participants were recruited from referrals given by those initial participants. These participants were contacted through phone, email, text, LinkedIn and/or Facebook, and invited to participate in the survey.

They were then emailed a recruitment letter that explained the nature of the survey, a formal request for their participation, and that the interview would be approximately 30-45 minutes (Appendix 2). Some participants were scheduled a time and date for the interview. Other participants were referrals who were available around the time of the scheduled interview, and were invited to participate in the interview at that time.

The PI desired that each interview be conducted face to face. This required the principle investigator to travel via automobile and airplane to various cities in western and midwestern states.

Travel started on Sunday, November 3, 2013, with an automobile drive from St George, Utah to Los Angeles, California, an approximate distance of 441 miles, upon where the PI rested for the evening.

The first scheduled interview was the morning of Monday, November 4, 2013, at Clear Channel Communications in Los Angeles, California with Bill Handel, a local and syndicated radio host. Mr. Handel began his radio career in 1985; he has worked as a local radio host for the Bill Handel Show and as a syndicated radio host for Handel on the Law at Clear Channel Communications in Los Angeles, California. Mr. Handel was interviewed in his on-air studio during the commercial breaks of his morning radio show. The PI had previously worked with Mr. Handel in 2010, as a board operator and assistant producer.

Upon completion of Mr. Handel's interview, the PI inquired of Mr. Handel and his executive producer to see if there would be others in their workplace who would be willing to be interviewed. Mr. Handel's executive producer, Michelle Kube volunteered her time for an interview. Mrs. Kube began her radio career in 1993, and since then has worked as the executive producer for The Bill Handel Show at Clear Channel Communications in Los Angeles, California. Mrs. Kube was interviewed in an on-air studio. The PI had previously worked with Mrs. Kube in 2010, as a board operator and assistant producer.

Upon the PIs request, Mrs. Kube referred the PI to Jim Duncan. Jim began his radio career in 1974, and has worked as a DJ, voice tracker for local and nationally syndicated radio networks, and at the time of this interview, was the director of production at Clear Channel in Los Angeles, California. Jim was interviewed in his production office.

The next scheduled appointment was around noon, located approximately 10 miles away with Dave Dart. Mr. Dart began his radio career in 1977 and was a DJ, radio station owner, voice over business owner, engineer, program director, broadcast support specialist, sales engineer and at the time of this interview, a programming consultant and staff engineer with Spanish Broadcasting Systems in Los Angeles, California. Mr. Dart was interviewed over lunch at an outdoor restaurant. Mr. Dart was a professional acquaintance of the PI through Facebook.

The next scheduled appointment was in the late afternoon, and required approximately 128 miles of automobile travel to San Diego, California, where the principle investigator interviewed Chris Merrill. Mr. Merrill started his radio career in 1999 and has worked as a DJ, program director, operations manager, satellite music DJ, and at the time of the interview, worked as a morning-news-talk-host at Clear Channel Communications in San Diego, California. Mr. Merrill was interviewed in his personal residence. Mr. Merrill was a personal acquaintance, former coworker and former roommate of the PI.

The PI then traveled via automobile to Phoenix, Arizona, approximately 356 miles, and arrived at his hotel at 3am. Day one was finished with five interviews, and approximately 500 miles of automobile travel.

On Tuesday November 5, 2013, an early morning interview was scheduled with Gary Smith, at Bonneville Phoenix Radio in Phoenix, Arizona. Mr. Smith started his radio career in 1980, and the majority of his career work has been as a radio broadcast engineer for Gentner Electronics, Trumper Communications, Simmons Media, Bonneville International Corp., and soon after the time of this interview, for Cherry Creek Radio in St George, Utah. Mr. Smith was interviewed in his office. The PI is a professional acquaintance of Mr. Smith.

The second interview, mid-morning on November 5, 2013, was located eight miles away at Clear Channel Communications in Phoenix, Arizona, with Neil Larrimore. Mr. Larrimore started his radio career in 1992 and has been a DJ, an announcer, a producer for news talk and sports talk radio, and was at the time of the interview, a program director for Clear Channel Communications in Phoenix, Arizona. Mr. Larrimore was interviewed in his office. Mr. Larrimore was referred by Mr. Merrill.

The third interview on November 5, 2013, was late morning back at Bonneville Phoenix Radio in Phoenix, Arizona, an eight mile drive, with Paul Ihander. Mr. Ihander started in radio in 1995 and has spent the majority of his career in radio news as an anchor, reporter, and at the time of this interview was the news director and assistant program director for Bonneville Media, Phoenix, Arizona. Mr. Ihander was interviewed in his office. Mr. Ihander was referred by Gary Smith.

Automobile travel continued with 151 miles of driving to Flagstaff, Arizona for a late afternoon scheduled appointment with Stan Pierce. Mr. Pierce started his radio career in 1989 and has been a morning DJ, program director, sales manager, and at the time of this interview was the vice president and general manager of Grenax Broadcasting in Flagstaff, Arizona. Mr. Pierce was interviewed in his office at Grenax Broadcasting. The PI was a professional acquaintance though Facebook, and had previously provided radio production work for Mr. Pierce and his radio stations.

A scheduled appointment was then attended to with Brian Shea, also at Grenax Broadcasting. Mr. Shea began his radio career in 1987 and spent the majority of it in sales as an account executive and sales manager, and at the time of this interview was the vice president of sales and sales manager at Grenax Broadcasting in Flagstaff, Arizona. Mr. Shea was interviewed in a vacant conference room at Grenax Broadcasting. Mr. Shea was referred by Stan Pierce and initially contacted by the PI through email. Day two was complete with five interviews and approximately 170 miles of automobile travel.

On the morning of Wednesday, November 6, 2013, 210 miles of automobile travel ensued to Lake Havasu City, Arizona for a noon time appointment at Radio Central with Steve Greeley and Traceye Jones. Because of the PIs tardiness, a reschedule of the interview was needed. During this time, the PI inquired of others at Radio Central who could be interviewed, and Jay Tunnell was referred by Mrs. Jones. Mr. Tunnell began his radio career in 1975 with most of it in Big Bear, California as a sales representative, and at the time of this interview was a sales representative for Radio Central in Lake Havasu City, Arizona. Mr. Tunnell was interviewed in a communal office at Radio Central.

The rescheduled appointment with Steve Greeley took place mid-afternoon. Mr. Greeley began his radio career in 1983 and has worked in station management and ownership, and at the time of this

interview was the owner of Radio Central in Lake Havasu City, Arizona. Mr. Greeley was interviewed in his office at Radio Central. The PI had previously done production work for Mr. Greeley and his radio stations.

Interviews at Radio Central continued with a late afternoon scheduled appointment with Traceye Jones. Mrs. Jones began her radio career in 1996 with the majority of it spent in sales and sales management and at the time of this interview was the general manager for Radio Central in Lake Havasu City, Arizona. Mrs. Jones was interviewed in her office at Radio Central. Mrs. Jones was a professional acquaintance of the PI though Facebook, and the PI had also previously provided production work for Mrs. Jones and the radio stations in which she worked.

In the afternoon of November 6, 2013, travel commenced to St George, Utah, where the PI returned to his home at approximately midnight. Day three was complete with three interviews and approximately 482 miles of automobile travel.

At 4 am on Thursday, November 7, 2013, the PI continued to travel via automobile 407 miles to Elko Nevada, for a mid-morning scheduled appointment with Ken Sutherland. Mr. Sutherland began his radio career in 1969 and has been a DJ, newsman, programmer, sales manager, general manager, network affiliate salesman, and at the time of this interview was the owner of Ruby Radio Corporation in Elko, Nevada. Mr. Sutherland was interviewed in his office at Ruby Radio. Mr. Sutherland was a personal acquaintance and a previous employer to the PI as of 2004.

In the early afternoon of November 7, 2013, automobile travel continued for 165 miles to Twin Falls, Idaho, where Kim Lee was interviewed. Mr. Lee began his radio career in 1975, and at the time of this interview he was the general manager and owner of Lee Family Broadcasting in Twin Falls, Idaho. Mr. Lee was interviewed at a restaurant during a dinner meal. Mr. Lee was referred by a personal acquaintance of the PI.

Travel continued for another 160 miles to Idaho Falls, Idaho, where day four ended with two interviews and approximately 323 miles of automobile travel.

Friday, November 8, 2013 began with an early morning scheduled interview with Jeremy Dresen. Mr. Dresen began his radio career in 1996 and has worked as a DJ, program director, sales manager, and at the time of this interview was a morning DJ at Riverbend Communications and owned a marking business in Idaho Falls, Idaho. The interview took place at a restaurant during breakfast. Mr. Dresen was referred by a personal acquaintance of the PI.

Automobile travel continued in the early afternoon of November 8, 2013, to Las Vegas, Nevada, a distance of 634 miles, where a midnight airplane flight was taken to Minneapolis, Minnesota, a distance of approximately 1600 miles, and another 40 mile drive to a hotel in Ramsey, Minnesota. Upon arriving the morning of Saturday November 9, 2013, the PI rested the remainder of the day.

Sunday November 10th, the PI was picked up by the next interviewee, Howard Johnson, and driven to his office for a scheduled interview. Mr. Johnson began his radio career in 1964 and has worked as a DJ, sales and general manager, owner, and at the time of the interview was the group manager for Starcom Radio Group in Ramsey, Minnesota. The PI had worked for Mr. Johnson and his radio group by providing a radio production service. Mr. Johnson was a professional acquaintance of the PI.

Monday morning, November 11, 2013, the PI drove to Mankato Minnesota a distance of 98 miles, for a scheduled appointment with Dwayne Megaw at Radio Mankato. Mr. Megaw started his radio career in 1989 and has worked as a DJ, program director, and at the time of this interview was the operations manager for Radio Mankato in Mankato, Minnesota. The interview with Mr. Megaw took place in an empty conference room at Radio Mankato. Mr. Megaw was a personal and professional acquaintance of the PI, and was the immediate supervisor of the PI when the PI worked for him in 2001.

While at Radio Mankato, the PI made interview requests of three other employees for their participation in an interview. Mike Sullivan volunteered and was subsequently interviewed in his radio studio. Mr. Sullivan began his radio career in 1972 and has worked in sports broadcasting as a play-by-play announcer, sports reporter, and at the time of the interview was the senior sports director at Radio Mankato in Mankato, Minnesota. Mr. Sullivan was a co-worker of the PI in 2001.

While at Radio Mankato, Scott Schmeling volunteered his time and was interviewed in an empty conference room. Mr. Schmeling began his radio career in 1963, working as a DJ, and at the time of the interview was the chief engineer for Radio Mankato in Mankato, Minnesota. Mr. Schmeling was a co-worker of the PI in 2001.

While at Radio Mankato, John Linder volunteered his time and was interviewed in his office. Mr. Linder began his radio career in 1980 and at the time of the interview was a third generation owner of Radio Mankato in Mankato, Minnesota. Mr. Linder was the station owner when the PI worked for Radio Mankato in 2001.

In the evening of November 11, 2013, the PI traveled to Minnesota State University Mankato for a scheduled interview with Jim Gullickson. Mr. Gullickson began his radio career in 1980 and has worked as a DJ, sales manager, morning show co-host, news director, and at the time of this interview was the general manager for the college radio station at Minnesota State University Mankato in Mankato, Minnesota. Mr. Gullickson was interviewed in an on-air studio at Minnesota State University Mankato in Mankato, Minnesota. Mr. Gullickson was referred by Dwayne Megaw.

The sixth day of interviews wrapped up with five interviews and approximately 184 miles of driving. On Tuesday November 12, 2013, the PI flew back to Las Vegas, Nevada, a distance of approximately 1600 miles and drove the remaining 121 miles to return to his home in St. George, Utah.

A respite of two days took place as remaining interviews were sought after and scheduled; these would be within local driving distance to the PIs hometown of St. George, Utah.

On Thursday, November 14, 2013, a scheduled video conferencing interview through Skype commenced with Brad Steele. Mr. Steele began his radio career in 2005 working as a DJ, and at the time of the interview was the program director for Three Eagles Communications in Mankato, Minnesota. The PI sought out individuals to interview while in Mankato, Minnesota by visiting other radio properties. At Three Eagles Communications in Mankato, Minnesota, the PI met Mr. Steele and he agreed to be interviewed, but was unable to meet at that time with no prior notice. Future contact was made and the

video conference interview scheduled. Mr. Steele was interviewed from his work cubicle at Three Eagles Communications.

On Thursday, November 14, 2013, Tim Nesmith was interviewed at Cherry Creek Radio in Cedar City, Utah. Mr. Nesmith began his radio career in 1971 and has worked as a program director, DJ, on air host, production, sales and marketing consultant, and at the time of the interview continued these duties at Cherry Creek Radio in Cedar City, Utah. Mr. Nesmith was interviewed in his radio studio. Mr. Nesmith was a professional acquaintance of the PI.

On November 14, 2013, a scheduled interview with Mark Crump took place at Cherry Creek Radio in St. George, Utah. Mr. Crump began his radio career in 1983, working in sales and marketing and at the time of the interview was the general manager of Cherry Creek Radio in St. George, Utah. Mr. Crump was interviewed in his office. Mr. Crump was recruited through direct email by the PI.

On Friday, November 15, 2013, a scheduled video conferencing interview took place via Facetime with Brian Huen. Mr. Huen began his career in radio in 1996 and has been a DJ and producer for Radio Disney, Dial Global, Westwood One, and is currently the executive producer for The Lia Show at Westwood One in Denver, Colorado. Mr. Huen was interviewed from an outdoor café in Denver, Colorado. Mr. Huen was referred by a personal acquaintance of the PI, and initially contacted through Facebook.

On Tuesday, November 19, 2013, Carl Lamar was interviewed. Mr. Lamar began his radio career in 1972 and has worked as a DJ, programmer, general sales manager, general manager, and at the time of the interview was the executive vice president at Canyon Media in St. George, Utah. Mr. Lamar was interviewed during a break period of a charity event that he oversees. Mr. Lamar was a professional acquaintance and former employer of the PI as of 2010.

On Wednesday, November 20, 2013, Morgan Skinner came to the office of the PI for an interview. Mr. Skinner has been working in radio since 1957, and at the time of the interview was a Broadcast Consultant for FCC compliance work with Rockwell Media Services in St. George, Utah. Mr.

Skinner was a professional acquaintance of the PI, and contracted by the PI to perform FCC compliance work.

During the three-week period in November 2013, the PI conducted 28 interviews, and traveled approximately 6500 miles. Interviews were conducted at a location of choosing by the participant: a location that would allow privacy between the participant and the principle investigator in a comfortable setting, that would be free from interference from co-workers or constituents, would allow a clear audio recording, and would allow the principle investigator to control and conduct the atmosphere during the interview. Interview locations included closed offices at the radio station of the participant's employment,, restaurants, private homes, and the principle investigators office. Before each interview, an audio recorder was placed in view of the participant and they were reminded that all audio would be recorded. Before the questions from the interview were asked, and after the recorder had begun recording, a verbal consent was read to the participant by the principle investigator (Appendix 3). The participants did not receive compensation and their participation was completely voluntary. Upon the participant's approval, the questions from the interview were asked, and the interview commenced.

The PI asked each participant a pre-determined set of questions that were approved by the IRB of Southern Utah University. The questions are located in Appendix 1. For each interview, the verbal consent, the questions asked, and the answers given were audio recorded, and supplemented with written and typed notes taken by the PI during the interview. Some of the audio recordings were transcribed by the PI, and some were transcribed by "Dragon Software." The transcriptions from "Dragon Software" were then re-transcribed by the PI for better accuracy. During the transcription process, the PI summarized and modified some of the participant's answers by removing unnecessary verbiage common with extemporaneous speech, while maintaining the integrity of the answer. While in some of the transcripts, specific nuances of speech were left in. The transcript from the 28 interviews comprises 151 pages of single spaced text that is located in Appendix 4. Quotations in this thesis from these personal interviews are taken from the aforementioned appendix.

This study was designed to discover the professional perspective and opinions from those working in radio regarding the radio industry before the TA96, after the TA96, and predictions pertaining to the future of radio.

Discussion 1

Before the Telecommunications Act of 1996

What were the Strengths and Weaknesses of Radio before The Telecommunications Act of 1996?

Radio as a Business

Radio was a very different business before the TA96. After World War II, as television was becoming more accessible and popular, an era of 'mom-and-pop' radio stations were emerging. "If someone wanted to build a radio station they could; they could piece it together and make it happen" (G. Smith, personal communication, November 5, 2013). These operations were called 'mom-and-pop' for a reason; it was a family business, and like most family businesses, they were small and geared towards the local community.

The money that early broadcasters made does not compare to current station profits and salaries. Much of the time, broadcasters lived "month to month" (C. Lamar, personal communication, November 19, 2013). For their employees, it was "a race to the bank on payday, and whoever got there first had the best chance of getting their checked cashed" (D. Dart, personal communication, November 4, 2013).

At the time, the radio industry was not seen as an opportunity to make significant sums of money. Rather, "it paid for their (the owners) living expenses, and it provided their families a good living ... when it was family operated, a lot of those families did not make their fortune operating radio stations" (C. Lamar, personal communication, November 19, 2013).

At the time, the FCC limited the ownership growth of any radio operation to seven AM and seven FM licenses. One observation of limited growth was the fighting for advertising dollars that took place. "Like in Salt Lake City, you had 55 radio stations all chasing each other" (T. Nesmith, personal communication, November 14, 2013) and attempting to acquire a piece of the advertising pie. Some advertisers "are still driven by the top five finishers in ratings" (P. Ihander, personal communication, November 5, 2013), which would leave the remaining '50' stations to fight for the leftovers. One argument was that as an overall industry, radio was not maximizing its financial potential because of the number of

separate owners. The other argument was: owning a radio station was like owning any other small-town, family business; long-term sustainability was there, but short-term growth and profit was not.

Because, at the time, there were more owners with fewer stations, a combination of limited technology, and FCC rules, it required a staff at the radio station "24 hours a day" (D. Dart, personal communication, November 4, 2013; M. Sullivan, personal communication, November 11, 2013; C. Lamar, personal communication, November 19, 2013). That meant "a lot more jobs, a lot more competition" (D. Dart, personal communication, November 4, 2013). "I can remember walking into a radio station where I worked in San Antonio, Texas, and there were four guys sitting in chairs with neck ties and audio tape in their hands; they all wanted the job I had or that someone else on our team had, and that was in 1973" (K. Sutherland, personal communication, November 7, 2013).

In many cases the jobs were more focused: "you use to be more specialized; your job was to cut commercials" (P. Ihander, personal communication, November 5, 2013). One performed the duties of the position for which he/she was hired; there was no, or limited, crossover with other positions. Each radio station had its own staff, even though the stations were owned by the same entity. "In this building here, there was an AM and FM [each ran] with two separate staffs, not a lot of cross selling or anything like that. It kind of was every person for themselves sort of thing. With more mom-and-pop stations you had a staff of however many, five to ten people, operating one or two stations" (D. Megaw, personal communication, November 11, 2013).

With the availability of jobs in broadcasting, there were numerous opportunities for those wanting to gain experience. A beginning point for many was to simply get into the building. "I started around 16 years old mowing the lawn at the radio station. I did it just so I can hang out at the radio, be a part, see what was going on and it was all these cool flashing lights and pushing buttons and music knowledge and crazy stuff; that was exciting" (D. Megaw, personal communication, November 11, 2013). Many programmers allowed beginners to 'cut their teeth' with the weekend and overnight shifts where new talent would be trained (H. Johnson, personal communication, November 10, 2013). Programmers provided more opportunities to potential talent. "Our program director took chances, like if there was a

board operator that was funny they gave them (him) a chance on the weekend to do a show, 'give it a shot and see how it goes.' The program director was a lot more about taking chances and giving the show a real chance to develop an audience" (M. Kube, personal communication, November 4, 2013).

Having a local owner was beneficial to the employees for the station as well, because

With local owners you knew them face-to-face, and you knew them as a person and they knew you as a person, and that created a better situation as far as being an employee, and as part of your long-term future at the business. (M. Sullivan, personal communication, November 11, 2013)

The desire to get into radio, echoed by those interviewed, was a desire to have a "fun" job. A majority of the 28 participants mentioned that radio was "more fun," (J. Duncan, personal communication, November 4, 2013; S. Schmeling, personal communication, November 11, 2013; B. Steele, personal communication, November 14, 2013; D. Dart, personal communication, November 4, 2013) before the TA96. A few of the participants mentioned that being in radio allowed them to "meet girls by having them bring a burger to the station, so I could weed them out" (D. Dart, personal communication, November 4, 2013), "and there are girls" (D. Megaw, personal communication, November 11, 2013), and to "get laid" (B. Handel, personal communication, November 4, 2013). Radio was "show business" (K. Lee, personal communication, November 7, 2013), and "this is show business and there is an entertainment level" (H. Johnson, personal communication, November 10, 2013). The allure of being an entertainer attracted many to seek a career in radio. DJs saw their shifts as an opportunity "to listen to me having this little party in the studio so call me up to be a part of the party" (J. Dresen, personal communication, November 8, 2013). Many who got into the radio business did it for the fun job that was portrayed. It was an opportunity for a local DJ to be a local celebrity, and all the perks that went with it. There was an "energy" (S. Pierce, personal communication, November 5, 2013) in the radio building that allured young talent with dreams of being a "super jock" (M. Skinner, personal communication, November 20, 2013).

Radio before the TA96 was less economically viable. It was a struggle for many small town radio station owners to keep their heads above water. But at this time, more jobs were available, as were entry-

level opportunities, for those seeking to be accepted into the business. Radio was perceived as fun, but it was also perceived as being connected to the community.

Community

The model of a small business and its limited growth opportunities encouraged, forced, or allowed radio station owners to stay in the community in which they served. "Our owners lived here in the community and worked in the community" (D. Megaw, personal communication, November 11, 2013).

There was more of a personal touch from the standpoint of the real owners. They lived in town and they knew the towns better because they had lived in the towns, and that's something that helped them understand each individual market better. (T. Nesmith, personal communication, November 14, 2013)

A connection to the community was the core to radio's success before the TA96.

Radio's involvement with the community can be traced to its family operational model. In many cases when a family owned a radio station, their own core values emanated to the community. "There was more of a family thing going on" (J. Duncan, personal communication, November 4, 2013). "There was more of a human element involved" (C. Lamar, personal communication, November 19, 2013). "Radio was more local, it was focused on a community" (G. Smith, personal communication, November 5, 2013), and radio "brought families together, where the entire family would sit together and listen" (B. Handel, personal communication, November 4, 2013).

A common theme from the interviews was that of being connected to the community. Before the TA96, many radio stations had a stronger and more focused attention to the community (G. Smith, personal communication, November 5, 2013; K. Lee, personal communication, November 7, 2013). Since radio station owners lived in their community, they knew the "community values and were able to respond to that" (M. Skinner, personal communication, November 20, 2013). This allowed the station to be "more tied to its community" (T. Nesmith, personal communication, November 14, 2013). Owners of

these mom-and-pop operations "worked really hard building these wonderful community-focused radio stations" (J. Gullickson, personal communication, November 11, 2013). The success of a radio station was directly attributed to the connection it had with the community.

In various degrees the question was asked, "Why did people listen to the radio?" "Radio was where people went for information and entertainment" (M. Kube, personal communication, November 4, 2013). This simple answer encompasses many of the ideals that allowed radio to flourish before the TA96. People listened to radio for information and entertainment and they did so with heightened levels of loyalty. The connection between the radio station and the listener grew primarily because of the manner and reliability in which information and entertainment was delivered.

Before the TA96, radio was the primary conduit of music and pop culture information.

When the Beatles became big in the 1960s, the best way to have any connection to the British invasion was through radio. An average listener had limited access to the Beatles, but as they listened to their favorite DJ dispense news regarding The Beatles, a connection between the listener and the DJ was developed. (B. Huen, personal communication, November 15, 2013) These listeners, most in their adolescent years, found solace in their relationship with local DJs they listened to.

Teenagers feel somewhat alienated from their world around them; it's a part of puberty. And when you are an alienated teenager and you go hide in your bedroom, which most do, they would turn on the radio and easily find a guy talking to them. That is what happened in the 50s and 60s. Teenagers turned to the radio and the radio embraced them because it had nowhere else to go. (K. Sutherland, personal communication, November 7, 2013)

The ability to call a radio station only added to this connection. The mediums of TV and newspaper did not have the immediate availability for the receivers of their content to access them easily or quickly. Radio did. The telephone became the energizing agent to facilitate this connection between the listener and radio. "You could call the radio station, a person would answer; you could request a song, and it may or may not get played, but your communication line to the station was there" (S. Schmeling,

personal communication, November 11, 2013). With a live DJ answering the phone "the DJ was interacting with the listeners" (K. Lee, personal communication, November 7, 2013); they were connecting with a live human being.

People still want that connection with a live human being. When you turn on the microphone, you are speaking to somebody, and if you do it right, it's like you and I talking right now, and I think that's what radio does really really well. (M. Sullivan, personal communication, November 11, 2013).

"Having "that connection is the lifeline for radio" (K. Lee, personal communication, November 7, 2013).

Connections from listeners to radio stations were so strong, and loyalty was so prevalent, that a well-connected and listened to personality would be able to ask the community to act, and more often the community did respond.

At KISN in Salt Lake City, Fischer Todd and Erin would say jump, and people would ask how high. Country Joe at KSOP was the face of the station in the community and when things happened, Country Joe was involved. When we asked people to come to Provo for a store opening, and Karl Malone was there, the police were called in to control traffic because so many people showed up. (G. Smith, personal communication, November 5, 2013)

Radio had a loyal audience because they were connected to the things the audience cared about—their community. Having a connection is "just that feeling, a connection, a certain vibe" (D. Megaw, personal communication, November 11, 2013). A connection from radio to audience was "extremely valuable" (G. Smith, personal communication, November 5, 2013).

Radio built a deeper connection with its listeners—friendship. Functioning members of society have a need for a human connection. Many people will say that talking with a computer or an answering machine is not appealing. Radio is a "friend to them, a companion in almost any situation" (H. Johnson, personal communication, November 10, 2013). "Radio is a best friend that you can always turn to" (T. Jones, personal communication, November 6, 2013). "Radio is that voice that's going to tell me that everything is going to be OK" (P. Ihander, personal communication, November 5, 2013).

The human component of radio was a valuable asset. That human connection made radio what it was,

My friend, because I can remember as a kid I had to have the radio on because I had to hear whoever was on the air because they were my friends, and I wanted to make sure we got together every day. (T. Nesmith, personal communication, November 14, 2013)

The connections became emotional memories.

I remember my favorite DJ of all time was Tom Donahue, who invented the album rock format. But before that he was a top 40 DJ on KYA in San Francisco, and I could remember him saying after every Clearasil commercial, 'this is Tom Donahue clearing up your face and messing up your mind' and as a teenager I loved that. That was a wonderful thing to say to me. (K. Sutherland, personal communication, November 7, 2013)

I had a DJ, Chuck Knapp, who worked for me for many years and developed a large and connected fan base. He has since retired, but I still get phone calls from his old listeners asking how he is doing and that he is missed. Chuck was a friend that they listened to in the car radio; they went to work with him, and that does not build over a week or two. That's a guy who has been on the air for years and he is a part of my family and he is an incredibly viable part when it comes to a marketing point of view because he has more credibility to the listener. (H. Johnson, personal communication, November 10, 2013)

Radio's success was partially based on its friendship connection to its listeners, or better, its friends.

As radio consumers grew from adolescence to a more mature role in society, their connection to the radio was still vibrant, but their quest for information moved away from music related items, to more community issues and news. "You had to have more than music ... you needed other content" (K. Lee, personal communication, November 7, 2013). Until 1987, the FCC had the Fairness Doctrine. It required the presentation and broadcast of both sides of controversial public issues. It allowed for more public input and responses to issues that went over the airways. "You didn't have to be a conservative or liberal, you could report both sides" (M. Skinner, personal communication, November 20, 2013). It became

mandatory that station owners allow time for both sides of an issue. The doctrine forced broadcasters to give time to local concerns.

That helped with the connection to the community and when you look at how you define a community, the more local people you have representing the community and getting information about the community on the radio, the radio station reflects the community more... It's just bound to be more relevant to people living in your area that you serve. (D. Megaw, personal communication, November 11, 2013)

By programming to "the community and its needs and sensitivities" (B. Shea, personal communication, November 5, 2013), you "are part of the town, part of the community, and they know you face to face, and not just by voice (M. Sullivan, personal communication, November 11, 2013). The connection between the community and the radio station was essential for radio-station success.

A strong connection to a radio station is built on "loyalty and trust" (N. Larrimore, personal communication, November 5, 2013), and an effective way that radio was able to build that trust was by reliable local news coverage. Besides music, a primary reason for listening to the radio was "for the news of the day; radio was the first source of news for people" (D. Dart, personal communication, November 4, 2013). Many radio stations

Built their reputation in the 60s, 70s, and 80s on local news where they had someone at every city council meeting and every county commissioner meeting, and at every news event you would see their car and reporter live on the scene. They would come back to the station, cut it up, and put it on the air, and that's how their reputations were built. (S. Pierce, personal communication, November 5, 2013)

"You had to have somebody on top of what's happening in your market to report on it" (S. Greeley, personal communication, November 6, 2013).

Many of the respondents to this interview shared similar thoughts regarding local radio news, that it was "invaluable" (M. Skinner, personal communication, November 20, 2013), "immeasurable" (S. Pierce, personal communication, November 5, 2013), and "huge" (D. Dart, personal communication,

November 4, 2013). The value of radio news was its "immediacy and availability" (J. Tunnell, personal communication, November 6, 2013). When something was happening, listeners would turn on their radio to hear the local news to "know what was going on in the community" (D. Dart, personal communication, November 4, 2013). This connection to the community was a key factor to radio's success before the TA96.

Technology

For ages, advances in technology have accelerated the death of certain industries. "In the 1800s, ice farming was a huge industry—until the invention of the refrigerator. The buggy whip was huge business until the automobile was invented" (H. Johnson, personal communication, November 10, 2013). Vaudeville was a thriving business until radio came along. "You no longer had to go to a show; you could listen to it on your radio" (G. Smith, personal communication, November 5, 2013). Radio was expected to die when TV became popular in the 1950s. It didn't. Radio found a way to adapt. The technology of TV was a passive medium "because there's no activity, no active thinking with TV, you just passively watch what happens on the screen" (B. Handel, personal communication, November 4, 2013). Yet radio faced a challenge in the 1950s as they lost large network programming, such as radio dramas, to television. Radio

Had to figure out how to get programming on the air, so they started doing the one that they can do, which was DJ and music; and several things happened at once to make things happen in the 50s for radio. The baby boom generation turned 13 and got really interested in what was going on with music, radio stations were struggling and they put on format that was the hottest, which was top 40, and rock n roll was born... and it took a decade, but radio began to revitalize itself.

(K. Sutherland, personal communication, November 7, 2013).

Radio found a way to adapt to the technological competition—and succeeded.

The invention of FM radio created turmoil in the radio industry as a cleaner, clearer signal could be sent and received. Radio stations began to move their music formats from the AM to the FM band for the higher-quality sound, "like KFRC-AM did in San Francisco, moving their top 40 audience to FM so to

retain and gain a teenage audience, and placed older big band music on the AM," (B. Huen, personal communication, November 15, 2013), which now had a lower advertising value. The radio industry was facing a new technological opponent, FM, and programmers faced this challenge by promoting talk radio on the AM band. "They've done so much to the AM radio stations that all they have is Rush Limbaugh and Hannity on 1000 stations" (B. Handel, personal communication, November 4, 2013). The AM band is now primarily radio stations with talk, because the fidelity for music is not available. Yet these stations have been able to survive, when once thought dead, by adapting and finding a new audience.

The next major opponent that radio faced was the advent of mobile audio devices in the automobile dashboard. "Radio was supposed to die when the Walkman came out, the 8-track, cassette tape, the CD; you can name the things that were supposed to kill radio" (S. Pierce, personal communication, November 5, 2013). Each device was created to contain and playback music for individualized listening. The car manufacturers quickly adopted these advances as they reconfigured automobile's dashboard to accommodate the new mobile media. Through all the changes from 8-track, to cassette, to CD, the AM/FM radio has been a consistent fixture in every car's dashboard.

As noted, radio was able to connect on a human level, where an 8-track was not. Radio was able to give news and information, where a cassette was not. Radio was able to bring new music faster and freer to the listener, where the CD could not. With each technological advancement, radio was written off as a dying medium; but it "adapted" (J. Tunnell, personal communication, November 6, 2013; N. Larrimore, personal communication, November 5, 2013; T. Nesmith, personal communication, November 14, 2013). Radio has survived, and thrived. "They have been talking about the death of our industry forever and we haven't died yet" (S. Pierce, personal communication, November 5, 2013).

Uses and Gratifications Theory

Before the TA96, listeners used the radio primarily to gratify the desires of information/learning and entertainment/enjoyment (Stafford & Stafford, 1996). The manner in which these desires were gratified was through the additional desire of companionship, as listeners tuned in for this content by way

of connecting with a live human being. "They would turn on the radio and easily find a guy talking to them" (K. Sutherland, personal communication, November 7, 2013). "Radio was a friend to them, a companion" (H. Johnson, personal communication, November 6, 2013).

As radio listeners emotionally connected with their favorite radio announcers, they had continued exposure, which became habit (Stafford & Stafford, 1996). These users found gratification with information that was delivered by the announcers. A user may have wanted to know about the Beatles, and the announcer was able to convey that information (B. Huen, personal communication, November, 15, 2013). Another user may have wanted local news, and "radio was the first source of news for people" (D. Dart, personal communication, November 4, 2013).

Another desire that was gratified was that of the Radio DJ working at the radio station, desiring companionship or food. They would use the media and their control over it, to meet girls and have them bring food to the radio studio (D. Dart, personal communication, November 4, 2013; D. Megaw, personal communication, November 11, 2013; B. Handel, personal communication, November 4, 2013).

Discussion 2

After the Telecommunications Act of 1996

What are the Current Strengths and Weaknesses of Radio Since The Telecommunications Act of 1996?

Radio as a Business

The passage of the TA96 changed radio. Larger corporations including Jacor, AMFM, Cumulus, Clear Channel, began buying smaller stations. They began their own mergers as well. Clear Channel is currently the largest radio company in the United States. Their name is being used as a generic term for a large- conglomerate-radio-company. The 'Clear Channels' came in to harvest from the mom-and-pop operations; the mom-and-pops "saw big paydays; the values on stations were so enormous that when they came to offer them five times what they ever even thought they'd see, they retired" (M. Skinner, personal communication, November 20, 2013).

They worked really hard building these wonderful community focused radio stations and then one day, Clear Channel or Cumulus or somebody came along and said, "hey, here is a check for x million dollars" and they said 'yeah I'll take that to the bank' and they got a well-deserved payday. (J. Gullickson, personal communication, November 11, 2013)

"Economically, it forced the mom-and-pops out with 'I have a check with 6 zeroes behind it'. And as a 50 year old station owner with four stations they cashed out" (P. Ihander, personal communication, November 5, 2013). The larger companies bought out stations where they thought a profit could be made. A remainder of mom-and-pops still exist in places like

Page, AZ, because it is so small that it can barely pay mom-and-pops; there's not room in the market, no money in the market, to support (a large Clear Channel). Mom-and-pop radio has existed because corporate radio cannot afford to operate there. (G. Smith, personal communication, November 5, 2013)

As the mom-and-pop stations transitioned to new ownership, so did the type of money being used to operate the stations. The former money, in many cases, was the local family business money that ran and

supported the family radio business; some would call it 'Main Street' money (M. Crump, personal communication, November 14, 2013). The new money that was being invested was "Wall Street" money (M. Skinner, personal communication, November 20, 2013; J. Linder, personal communication, November 11, 2013; M. Crump, personal communication, November 14, 2013). The business of radio became very "transactional, in a sense that numbers meant everything" (M. Skinner, personal communication, November 20, 2013). "It became Wall Street driven medium" (M. Crump, personal communication, November 14, 2013). "Things were run by accountants and Wall Street" (J. Linder, personal communication, November 11, 2013) and no longer by local owners from the local communities. The medium of radio changed its focus to the bottom line.

It's all financial, a medium to make money... there's no radio people involved . . . it's run by money people, and that's not good for programming. The money guys came in and it went from radio people to money people, that's basically it. (B. Handel, personal communication, November 4, 2013)

"And with Wall Street running the business, there has been an infusion of capital and with that, revenue has grown. It probably helped save the medium of radio" (M. Crump, personal communication, November 14, 2013). The business of radio has been extremely profitable for the larger corporations. "The business has gotten smaller because of economics, but quarterly reports show the millions of dollars they make" (J. Duncan, personal communication, November 4, 2013). Wall Street investors like Goldman Sachs are treating radio as an investment business and are demanding "goals attainment and budgeting and growth for these groups" (M. Crump, personal communication, November 14, 2013). It is the interest of these investors to have a profitable return.

One option that radio stations have used to increase profits is to accept any money that is made available to the station through advertising.

"I don't think I've met a single station that will turn money down, to say to a client, 'no, we won't run your shitty ad; we are going to make an ad that kicks ass,' so in that regard, radio has failed itself, by allowing advertisers too much leeway. 'The client is always right', and that doesn't

change. (C. Merrill, personal communication, November 4, 2013)

This pressure to do what the client wants in order to gain access to their advertising dollar has created the feeling that listeners hate commercials. "I don't think people hate advertising, but they do hate bad advertising" (C. Merrill, personal communication, November 4, 2013) and that bad advertising, from one point of view, has resulted from doing what the client wants.

Under previous stricter FCC guidelines, radio stations had to offer more public issues programming. With the now relaxed guidelines from the FCC,

Public service has become a complete joke. Because you have a radio station that Sunday night from 2-3 am does an hour of public service; they get some loser from the community to come in and do an hour and that's their public service? (B. Handel, personal communication, November 4, 2013)

These time slots that were used for public service are now monetized with paid programming. "The 30 minute public affairs show is now the snake oil salesman... taking up eight hours of programming; and I ask why? And they say 'cha-ching'" (J. Duncan, personal communication, November 4, 2013). Yet radio's profits are up, partially because they take the money from the client, and they subvert normal programming for hour-long infomercials. "I think today it's a commercial industry that is focused more on making money than on making good content" (M. Kube, personal communication, November 4, 2013).

This demand for financial results placed managers in situations where cost cutting measures were needed to meet the demands of their new corporate owners. Consolidation allowed owners and managers to streamline their operations. "When I started, there was 9-10 jocks in the building, a fulltime programmer, promotions director, engineer on site, a business manager and traffic director, receptionist sales manager, etc. etc. It's not like that anymore" (S. Pierce, personal communication, November 5, 2013). Multitasking became a norm in radio stations; "when you consolidate . . . more people are laid off and a single person is doing more jobs" (B. Steele, personal communication, November 14, 2013). As automation and multitasking became more prevalent, the number of job possibilities decreased.

It took eight DJs to be a radio station; we now run five stations with four DJs, and that's around the clock. Every time we have added a station we have increased our efficiency . . . and under the old formula, that's 40 DJs, and I can't charge that kind of rate in order to pay those salaries. (K. Sutherland, personal communication, November 7, 2013)

With a combination of bottom line thinking, and advances in technology, the number of personnel needed at a radio station has become fewer, which has translated into "fewer jobs" (B. Handel, personal communication, November 4, 2013; P. Ihander, personal communication, November 5, 2013; D. Megaw, personal communication, November 11, 2013; M. Crump, personal communication, November 14, 2013).

Fewer jobs in the radio industry have turned into fewer opportunities for training or farming new talents.

The farm system is gone in radio and that's the problem, that's the complaint of a lot of news directors. We see a lot of people getting recycled. Program directors just move from city to city to city, unless they are incredibly successful; but there is not the ascension, just more lateral moves, and they go cause that's where the work and the paycheck is... and those replacements are not to be found, because they are not seeing those opportunities. (P. Ihander, personal communication, November 5, 2013)

"The biggest impact has been unemployment for people wanting to get into the business. Stations have been made so efficient that there are not nearly the opportunities to work in the business" (J. Linder, personal communication, November 11, 2013). In radio's quest for short term profits, it has been placed in a position where new talent is not being cultivated as readily as it was in the past, thus providing fewer future listening options.

Many who got into radio in the past were radio people who wanted to have fun. Radio is now being run by money people, and the word fun does not seem to have the impact as it once did. "There was more fun and less pretend fun" (J. Duncan, personal communication, November 4, 2013). "It may not be as fun as it was several years ago (K. Lee, personal communication, November 7, 2013). "But it's not as fun as it was" (J. Dresen, personal communication, November 8, 2013). The corporate structure and

streamlining of radio has removed some of the emotion from those who work inside its walls. The desire to break out, do more, experiment and 'have more fun' has been countered with more multitasking, homogenizing programming, and a goal of a successful bottom line. Nothing is allowed to interfere with that goal.

Fewer people are doing more tasks at a radio station; consequently, a lack of attention to details is also occurring. One segment of radio that has been accused of losing its way is the connection that radio used to have to its listener. When a radio station had personnel in the DJ booth 24 hours a day, a listener could "usually call the radio station, a person would answer, and that was your link to the station" (S. Schmeling, personal communication, November 11, 2013). But as the many changes in the business have occurred, a live body in the DJ booth is not common anymore. "For example, a guy on KISS does voice-tracking for five other stations, and says 'Hi, I am Valentine, insert name of station here,'" (B. Handel, personal communication, November 4, 2013). "I told you about my voice-tracking girl who sounds great, but is out of town; and is that what radio is supposed to be about?" (S. Pierce, personal communication, November 5, 2013). The entertainers on radio are not as accessible via the telephone as they once were. "We don't get a lot of callers because we don't encourage the request line because we are not here all the time" (K. Sutherland, personal communication, November 7, 2013).

Community

The ease and availability of voice-tracking (the pre-recording of an air shift), from different times and from different places, removed the live function of radio. Without a DJ in the studio doing the performance live, the ability to connect through the phone, or request line, is diminished. Some would argue that the request line is only used for "crazy people and old ladies who lost their cats" (C. Merrill, personal communication, November 4, 2013), and that it was not a better line of connection from the listener to the stations. "We hear the folklore that 'the phone was always ringing and we talked to the coolest people and they always told us how much they loved us, it was amazing'; again I call bullshit" (C. Merrill, personal communication, November 4, 2013). A connection from the listener to the DJ has been

severed, and that potential communication is cut off because the DJ is not there to pick up the phone. The connection from the listener to the radio station front desk is still viable;

“They call us about a parade, lost pets, and about what info they need” (T. Jones, personal communication, November 6, 2013). Some would argue that even though information can be exchanged, the emotional connection that could occur is lessened by not having the person that is on the air be the same person who answers the phone. A theatre of the mind is created by the listeners of “having this little party, dance club, in the studio” (J. Dresen, personal communication, November 8, 2013), and the phone can connect them to that party, or rather, that emotional experience. Without that desire to connect emotionally, it only becomes a phone call for information.

Talk radio has partially built its reputation on the ability of its hosts to connect to its listeners via the phone, by allowing callers to participate in the on-air discussion. Yet the emotional connection through the phone has also been limited. Many syndicated shows are not live, but rather tape delayed for different parts of the country. A listener may hear a ‘live caller’ on the air, but that caller participated in that exchange 4-12 hours prior. It may also be argued that when a show is live and nationally syndicated, calling in may be an option, but there are listeners phoning in from all across the country. The chance of any one individual being able to talk to the host on-air is minimal. Many stations choose to have syndicated programming because “it’s cheaper to do a syndicated national show” (B. Handel, personal communication, November 4, 2013); therefore, the options of local talk programs are reduced.

Local talk is usually generated in two separate scenarios. The first scenario is when a disaster occurs. “When Katrina or when tornadoes hit Joplin, Missouri, radio is the dominate source of information because it’s the most reliable source for information” (N. Larrimore, personal communication, November 5, 2013). “The first person there is radio; ‘let’s tell people where they can get safe, where to get food, water’” (T. Jones, personal communication, November 6, 2013). “Two to three years ago, the San Francisco Peaks caught on fire and whoever was on the air, they gave that info over the air” (S. Pierce, personal communication, November 5, 2013). During these times of disaster, radio usually rises up and is live on the air, taking live calls from the concerned community about the disaster at hand.

Radio facilitates an emotional connection to say "I need someone that I can turn on when there are 160 mph winds or earthquake, there is a voice that will say things will be OK, here's how you do it" (P. Ihander, personal communication, November 5, 2013), and that's what radio can do.

The second scenario where radio can generate local talk programming is when a station has been given the focus and funding to be a formatted station for news and talk. "Because we have a news talk radio station, we can't have it without local news and talk" (T. Jones, personal communication, November 6, 2013). Since the TA96, the number of newsrooms and local news directors is down, and the biggest reason for the decrease in news and newsrooms is "news is expensive, it's very expensive" (Gullickson, 2013; Smith, 2013; Pierce, 2013). "There are stations that are doing less local news, because on weekends, they turn on ABC news, and it works for them economically" (P. Ihander, personal communication, November 5, 2013). Many of the participants agree that "it is important to have a local newsroom, you build loyalty, trust, you become the go-to place when things happen" (N. Larrimore, personal communication, November 5, 2013). "If stations were smart they'd realize that having a local news staff and local people covering local stories is better" (M. Kube, personal communication, November 4, 2013), and the value of local news is "immeasurable" (S. Pierce, personal communication, November 5, 2013), "huge value" (M. Kube, personal communication, November 4, 2013), and "extremely valuable" (G. Smith, personal communication, November 5, 2013).

Without a local news presence on the air, the ability to connect on the radio with local news items decreases. So that's why you have seen local news departments all but evaporate. Who in St George, Utah, has a full time news department? Who could? Canyon could, Cherry Creek could, and Simmons could have one. They could, they choose not to; there's no money in it. Let me rephrase that, there is no perceived money in that. There is not perceived importance in that. (D. Dart, personal communication, November 4, 2013)

Many stations have chosen to partner with other local news outlets, rather than funding their own department. "What we have done is partnered with the local news operation that has gone digital, STG news; we have partnered with them and using both of our resources, sports and in the news" (M. Crump,

personal communication, November 14, 2013). "We partnered with our local newspapers" (T. Jones, personal communication, November 6, 2013).

Do stations like that have to rely on TV and newspaper partners more? Absolutely, there is a synergy that has been created between a lot of TV and radio stations to provide weather services and to provide content sharing. The 10 o'clock [TV] news will show up on 5pm [radio] forecast and that has to do with sharing. It's becoming an acceptable part of the business. (P. Ihander, personal communication, November 5, 2013)

Another option that radio stations use for news is to rely on the 'top of the hour' news that is offered by many of the larger syndicated delivery companies, like ABC or Fox News (S. Greeley, personal communication, November 6, 2013; J. Duncan, personal communication, November 4, 2013). During this research, notice was taken that many of the 'larger market' stations that had the resources also had a local news department, and that a focus was placed on the delivery of local news. It was also noticed that in 'smaller' markets, a reduced staff was utilized for its daily function and in many cases a dedicated local news staff was not present. In other cases,

We spend money on news that we can do without; we, in fact, are the only radio station in this town that has a full time news director, but we have to have 5 stations to afford it. We got a guy that we are lucky to have. (K. Sutherland, personal communication, November 7, 2013)

"And I'm always sorry when I drive through local stations in the country and don't hear local news. I feel like it's a key part of keeping a radio station alive" (J. Linder, personal communication, November 11, 2013). Many small market stations had minimal or no local news department, but it was also noticed that KOGO, the Clear Channel news talk station in San Diego, a large market station, had chosen to reduce its news staff and rely on other Clear Channel properties to produce its news (B. Handel, personal communication, November 4, 2013; D. Dart, personal communication, November 4, 2013; C. Merrill, personal communication, November 4, 2013). Many agreed that having local news was valuable, but it was observed that many chose to do without this 'valuable' asset.

"If local content wasn't key, then local news would be gone" (B. Steele, personal communication, November 14, 2013). The cry for local content has been a consistent theme from many of the participants. "It all comes back to local, local, local, and programming" (S. Pierce, personal communication, November 5, 2013). "Radio being able to provide local content, music, entertainment, personality, and local local local local local, all in one package . . . and as long as radio can be local it can be relevant" (K. Sutherland, personal communication, November 7, 2013). "Radio has to be local" (K. Lee, personal communication, November 7, 2013). "It has to be local" (M. Sullivan, personal communication, November 11, 2013). "Local content is the ace in the hole" (D. Dart, personal communication, November 4, 2013). "People want it, they want to feel connected. They want local. I firmly believe that people want the connectivity, they want to be in touch . . . they don't want to be left out" (P. Ihander, personal communication, November 5, 2013). That is reflected in the way people choose their news.

You see USA Today and the Mankato Free Press side-by-side in the newsstands; some people take the USA Today but more people take the local newspaper wherever it is, because that's going to tell you what's going on, it has local names and faces in it. Like radio, local radio has local names and what's going on here and now. Local is always better. (S. Schmeling, personal communication, November 11, 2013)

But one question that needs to be asked is, if radio needs to have local content and much of that local content is derived through local news, then why is local radio news portrayed as expensive and expendable, and not valuable and immeasurable as many of the participants observed?

News is expensive. And sports is expensive, and both of those being live and local. Why are stations moving away? It's a bottom line issue. And it reflects a corporation philosophy to what extent they will go to serve their communities. (G. Smith, personal communication, November 5, 2013)

Local content is a phrase used as the solution to radio's connection to its community. A local connection between the radio station and the community can go beyond news. It can be news, but local content can also be worthy items of radio discussion that are more 'soft' than news. "People want to know

what goes on in their own town" (M. Kube, personal communication, November 4, 2013); "Local content is what local listeners want to hear" (D. Dart, personal communication, November 4, 2013); "Good companies will still focus on local content" (C. Merrill, personal communication, November 4, 2013); "That's part of who we are in our own community. It's important to have local content. You need to let your community know about it" (T. Jones, personal communication, November 6, 2013).

The connection a community has to its radio station is as strong as the radio station's attempts to be tied to that community. An FCC guideline for a radio station is that it serves the community in which it is licensed. Many radio stations have offered scheduled programming for public affairs issues. "It used to be mandatory to play a public affairs show" (B. Huen, personal communication, November 15, 2013). Local content "is really driven by people who think local news, local events, and local public affairs is what people really want to have" (M. Skinner, personal communication, November 20, 2013). "We are mandated with this license from the FCC to be a servant to our communities. We run public affairs and things along those lines and if you're going to be a good broadcaster you're going to do that" (S. Greeley, personal communication, November 6, 2013). Since these FCC mandates have been relaxed, the amount of public affairs programs that deal with local issues has been decreased, as have the news departments.

As the term 'local content' is used in radio, asking the regular listener if that is what they want to hear, the question may confuse them. Yet when local programming is offered, the listeners do tune-in. "People want to hear local content; look at the ratings, they want to and do listen to the local content we deliver" (B. Handel, personal communication, November 4, 2013).

Consciously or subconsciously, they want it. That's where the connection is. It matters when it's affecting them. My 16 year old daughter may not say 'I want local content' but if there is a flipped over tanker truck spilling gas all over the freeway, she will care. It's there now, it's affecting me, and so she connects. (C. Merrill, personal communication, November 4, 2013)

Listeners to radio do want to have that local content connection. They desire a voice of reliability, and information they can use.

If you're telling me that there's a bear at my door or a bomb that went off in Russia I care about the bear at my door more than the bomb in Russia. But it comes down to relevant local. (H. Johnson, personal communication, November 10, 2013)

The option for news and social content from around the world is readily available, but radio's success is based on the local content it delivers to the local community.

What is the reason for the existence of a radio station? Is radio a business or is radio meant to serve the community? The overwhelming response by participants to this question was "both" (T. Nesmith, personal communication, November 14, 2013; M. Crump, personal communication, November 14, 2013; B. Huen, personal communication, November 15, 2013; B. Steele, personal communication, November 14, 2013). "You can't do one or the other, otherwise you would get lost. Got to make money to stay in business, but you have to have a connection with the community to provide a strong service" (J. Linder, personal communication, November 11, 2013).

If you never reported the local news, or never had a remote for one of your hosts, if you never staged a volunteer event, then you are not serving the public interest at all. You're just turning on the signal for the sake of keeping the signal warm, that's not radio, that's just repeat. (P. Ihander, personal communication, November 5, 2013)

Any good station strives to be a voice for the community through community issues, through national issues that we can explain to them how it affects them locally, so any good radio station wants to be all about the community. I think those that don't care are the ones that are focused on making money, that's all they care about. (M. Kube, personal communication, November 4, 2013)

For a radio station to be profitable, they must have good community ties, and give back to the community in which they serve. The size of the market and station can determine the dollar amount it 'gives back' to the community. But in a more abstract view, the emotional connection that is bridged can have equal values whether it's a large or small community event.

Here at KTAR, we raised over one million dollars for Phoenix Children's Hospital and we are getting ready to do our yearly heroes event that will raise a half million dollars for fallen

firefighters and their families. We do millions of dollars each year in fundraising and community service, giving back... That's service to the community, and that's in the public interest. (G. Smith, personal communication, November 5, 2013)

We got 7000 people at a promotion on a Wednesday night, Halloween night, and we didn't say hey kids we are giving away candy. We said hey parents we going to keep your kids safe for a couple hours; we're going to have extra lighting, security, we are going to provide candy that you can trust, and we did, and we had about 7000 people show up between 4-7pm on Halloween. They weren't winning a boat, this was not a raffle for a house for free; this was four dollars' worth of safe candy. (K. Sutherland, personal communication, November 7, 2013)

Community involvement with the radio is a key to success. "You are not going to make money unless you serve the public and you take care of the community" (J. Tunnell, personal communication, November 6, 2013). And when you build that trust with your community, the community will trust the radio station with its advertising dollars, thus allowing the radio station to be a profitable business, while still serving its community.

Technology

The repercussions of the TA96 were amplified by a convergence of technology. By 1996, the commonplace usage of computers was burgeoning. The Internet had opened a new door to commerce and information sharing. The computer programs being written were allowing a consolidation of work, and the potential elimination of jobs. The computer facilitated the mass changes in radio that the TA96 permitted. Radio moved from LPs and CDs to computer based automation systems. Before automation, a station needed a full staff of personnel to be on the air. With automation, that staff was not needed for live on-air work. Voice-tracking became standard, as air shifts were pre-recorded. The economics behind voice-tracking propelled it as the must-have tool, as radio stations now pay someone for 30 minutes of work, instead of the 6 -8 hours of work they normally would have. Many in the industry struggled with

this technology. Even though a small station can acquire a big market voice at a very inexpensive rate, this hired talent is still not a local voice for the community.

"In my world, automation / voice-tracking...I think its changed radio negatively. Its had a negative impact, here where I work; my girl that does classic rock is in Michigan, she does a great job and sounds great on the air. Yes it does make a difference to my bottom line, yes, but my listeners are losing out because no matter how hard or good she tries to sound local, she's not driving down Milton Road three times a day or she's not eating at same restaurants as our listeners. It sounds good and acceptable, but it's a change in radio; takes the heart and soul away from what radio really is. (S. Pierce, personal communication, November 5, 2013)

Computers provided

More tools and more shortcuts to do it now, but no time. From a show prep point of view, we got away with it because of voice-tracking and moving that direction, looking for fast solutions as opposed to correct solutions. The promise of voice-tracking in the beginning was that we would be able to do it better and with more perfection and more clarity; and we're supposed to be in the communications business, which means we should be communicating with clarity and conciseness, but instead we are just rambling on blowing off liners and it's not getting the attention to detail it should. (H. Johnson, personal communication, November 10, 2013)

There is a lot of voice-track radio that is just pliable and fills the holes and I don't need to be any better than that to make it work. That may be okay today, but if there are 1000 choices, that's not going to be good enough anymore. (H. Johnson, personal communication, November 10, 2013)

You can have seven people doing seven shows on seven stations, and one show live on one station, and record other shows for the other stations and everything else is voice-tracked.

Limiting anything is not good, and I think that has been the biggest negative, is that it has reduced the growth of the industry from allowing more people to be involved in it. (M. Sullivan, personal communication, November 11, 2013)

Radio has built a reputation in the past by its ability to be live and local and immediate. When news is breaking or critical information needed to be broadcast, a live DJ had the ability to share that pressing information. Another drawback from voice-tracking is its lack of ability to be immediate. "And while voice-tracking is a marvelous technological wizardry kind of thing, because it really can't sound live, and still it can't deal with anything that's happening right now" (J. Gullickson, personal communication, November 11, 2013). Those in the industry would argue that the final product of voice-tracking is still inferior to a live local DJ. "When I was on a vacation with my wife, I heard myself tracking, and it was horrible...I'd sounded sterile" (J. Duncan, personal communication, November 4, 2013). When using pre-recorded voices on a computer, "internally we leave ourselves open for a lot of error, its sloppy if not done right" (P. Ihander, personal communication, November 5, 2013).

As the need for internal personnel was reduced, the options of using outsourced talent increased. Many who worked as on-air talent, news producers, commercial producers, and content creators, were able to share their talents online and thus gain employment across the globe. A single voice-tracking talent could produce many programs for separate stations across the country. A content creator could produce show prep on a subscription site for air talent. A producer of commercials could make commercials, in Utah, for a station in Minnesota. "We go across the nation and get things turned around with half a day notice. That has impacted my business. I don't have to wait for anybody" (T. Jones, personal communication, November 6, 2013).

We send out production to major market talent, we can never do that before the small-market; and we're able to get that production done with voices that aren't heard in the marketplace so you don't have the redundancy of the same voices like you did back 15-20 years ago. So you have a variety of different voices, and it makes the station sound better. The production itself is better than it was back then so it has a positive impact effect; but once again technology, you look back and see what it has done and it has eliminated jobs in the industry. (S. Greeley, personal communication, November 6, 2013)

There was a time when we had somebody sitting across from the DJ reading the traffic report. Now I have a guy in Chicago looking at the DMV maps and saying 'here is where all the changes that are happening'. We have a better quality of reports when compared to the other way. Our weather's the same way. It's a guy out of town. Reality is, most news and weather is coming from outsourced places. We are getting a better quality, but as far as the listeners are concerned, I do not think they care as long as it is giving them what they need. (H. Johnson, personal communication, November 10, 2013)

An argument to be had with outsourced talent is mentioned in the previous quote. A station can get better sounding talent and a better product; but does the listener just want information, or does the listener want to know that the information being given is from a local person, or does the listener even care.

Depends what you're listening to radio for. If your listening to local radio to be entertained and hear music, no. If you are part of the segment that wants to find local news on the radio and can't find it, you're upset. (S. Pierce, personal communication, November 5, 2013)

It would appear that each format would have a different answer as to the type of content a listener would want to hear. Some listeners are satisfied knowing that Rush Limbaugh will never be local, or never offer local content. Yet other listeners crave that connection to their local host.

On our country station we had one of the big syndicated morning shows on. We watched our ratings fall and revenue fall on that station each year that show was on. We pulled that show off, and we went local . . . and the phone started ringing off the hook, revenue started to climb, and buzz for the station climbed, and the station moved up in the ratings diaries. But . . . on our classic rock station, we launched it with Bob and Tom, and they are near the top if not the top for the last 7 years. I think local depends on format. NPR is very popular, and there is not much local reporting on NPR; it's still very, very popular, it's still out cumes commercial ratings, so I think it depends on format or demo of listener you're trying to reach, between local content and content content. (S. Pierce, personal communication, November 5, 2013).

The connection to a community will allow a radio station to discover whether that community will tolerate and support outsourced and/or generic programming, or whether a live local announcer is required for the ratings.

The tool of satellite programming became more of an option to radio stations looking for content and programming at a cheaper price than hiring local personnel. Instead of having a custom prerecorded voice, the content was delivered from satellite in a generic format. This option, like voice-tracking, was a less expensive option, but it also has its repercussions on the air.

In 1988 KONY went satellite. And with voice-tracking etc. it took the human element and the connection to the audience away from it and I think now we have seen that happened here. They can save money by doing voice-tracking, but there was a time before voice-tracking when they went to satellite music because they felt that having an announcer sitting in Los Angeles or New York would be just as friendly and connected as a local guy can. And they found out that that is not true. That just cannot happen. The guy in Los Angeles cannot say 'wow what a great day in St. George it is'. All they can say is: That was..., this is..., it is 15 minutes past the hour, and on the national news front'. People can get national news anywhere they want. They want to know what is happening in their own community. (C. Lamar, personal communication, November 19, 2013)

Local content is extremely important. If you don't have local content, you're just another satellite delivery method. Here's somebody with no name and they don't know who you are. You have to have local content so they can identify and relate, what is relevant to them, things that are going on in the community that are relevant to them. If it is not relatable to them, then they will not listen. It's just noise. (C. Lamar, personal communication, November 19, 2013)

For a while, satellite was the hot thing because you could put a station on the air with little staff and no music library and minimal technology on the downlink, and you could conceivably run with a triple deck cart machines. The impact initially was a lot of people are going to satellite

because it sounded great, but I think there is a realization that you were again losing, even more of that local voice, local flavor. (S. Schmeling, personal communication, November 11, 2013)

A combination of consolidation and the use of automation and voice-tracking changed the way radio sounded. The on-air product has become homogenized and generic, lacking a local feel. This applies to the DJs and the content they share, but also with the music.

We will deliver same product, but it's just the same product. You hear similar stations like, KISS FM; Hank is the newest incarnation. We are starting to deliver the same things over and over again. I will say some of that localism is gone. (P. Ihander, personal communication, November 5, 2013).

"You now have a KISS in every single market that is owned by Clear Channel: same format, same playlist, in the same order" (B. Handel, personal communication, November 4, 2013). "That's the downside of the Telecom Act. Everyone got sloppy, and vanilla, not unique. The big groups have become homogenized. No real personalities, some of, not all. They are just copycats of other markets" (K. Lee, personal communication, November 7, 2013). "All of a sudden you can hear Rockin' Rod Boshart in 8-10 different markets ... but he couldn't say anything that was specific to a market, so radio became quite generic, especially in the big box radio groups" (G. Smith, personal communication, November 5, 2013). Radio, in an effort to increase the bottom line, chose this type of programming, and the results have diluted the radio product. "I think in the homogenized radio world, and in corporate control of programming you see a lot of chasing dollars, which doesn't necessarily lend its self well to family values radio" (G. Smith, personal communication, November 5, 2013).

External technologies have affected radio greatly. The biggest vocal opponent to AM/FM radio is that of the Internet radio, or the Internet based radio station such as Pandora, Spotify and iHeartRadio. These services offer 'unlimited' music with 'minimal' commercials. These 'stations' can provide any content, any time, any place, in almost any way. With the advent of cell phone technology and data plans that offer more data at higher rates of speed, the potential of these services to challenge radio is great. But so much of the hype over these services appears to be hype. Radio continues to have between 91 percent

and 94 percent of the country listening at least once during the week (B. Shea, personal communication, November 5, 2013; S. Pierce, personal communication, November 5, 2013; H. Johnson, personal communication, November 10, 2013; N. Larrimore, personal communication, November 5, 2013). "Some national ratings say that all Internet radio listening does not surpass 8 percent, and yet Pandora is claiming over 8%" (H. Johnson, personal communication, November 10, 2013). Internet radio is attempting to battle AM/FM for its audience, and its advertising dollar. To level the playing field, some in the radio industry are asking Internet radio to use the same ratings system as radio.

I've said 'hey Pandora let us put this issue to rest and code yourself and get measured with the rest of us with the PPM (Personal People Meter); you can get the encoders for free' and no one from Pandora replied to my editorial. (T. Nesmith, personal communication, November 14, 2013)

Another drawback to Internet radio is that "As we've had local tragedies and local disasters, we have found that oftentimes cell towers go down, or that people don't have the availability to recharge their cell phones" (C. Lamar, personal communication, November 19, 2013). The draw to Internet radio is its portability via the cell phone, where listeners can listen anywhere, yet a drawback to listening through a cell phone is the technology coming from the cell tower. "Most cell phone towers cannot operate at more than 20 or 30% efficiency" (H. Johnson, personal communication, November 10, 2013). The availability of Internet radio in the dashboard is only as reliable as the signal from the cell tower, and the number of people connected to that tower.

Although Internet technology is presenting the potential of impacting radio, it currently is not having the impact that many would say it is. The number of listeners is not greatly challenging radio. Advertisers are not necessarily pulling their advertising from radio to go to Internet radio, and for many average users, the radio is easier to use when compared to an Internet radio station.

Radio is easy; you don't have to do any work. It's a utility; you turn on the switch and it's there. I don't like the song; I push the button. I don't have to take the time to build a playlist. (D. Dart, personal communication, November 4, 2013)

The Internet radio requires more attention to operate, and when placed in the smart dash of a car, a safety issue arises.

I got a car that had a connected dash, it was fascinating. I would say that it's the most dangerous car I've ever driven. You're going to have to take time to run through that minefield of options and sources and everything else. Even finding radio on it was difficult. (G. Smith, personal communication, November 5, 2013)

The technology of Internet radio is being lumped in to the same category as TV, CDs, cassettes, 8-tracks, XM Sirius, and other past technologies that have 'threatened' radio's viability as a medium. The potential of Internet radio is overshadowing the reality of Internet radio, because it's just a jukebox (H. Johnson, personal communication, November 10, 2013). If a listener just wanted music, they have the availability to connect to Internet radio. But why should someone listen to the radio? As mentioned before, many listen to radio for local content and information, but these items are also available through the Internet and, in most cases, available faster than radio can deliver. "The LAX shooting; I didn't hear about it on the radio, I had the alert on my phone. Technology changed that" (D. Dart, personal communication, November 4, 2013). "Can social media be faster? Yes, but in terms of that human connection, social media does not do it" (C. Lamar, personal communication, November 19, 2013). Though the Internet can provide fast information, radio builds its reputation on providing accurate information. "We put a superior product on, one that people trust will be there at a specific time, and then they'll keep coming to us. It's a matter of trust" (N. Larrimore, personal communication, November 5, 2013).

The current state of radio is financially strong. Through the TA96 and use of technology, the business of radio has grown into an economically viable investment. The content of radio has been compromised because of decisions that stemmed from the TA96 and technology. And with new competitors fighting for radio's audience, radio can see that changes must be in its business model so it can adapt to the coming challenges.

Uses and Gratifications

Items in this thesis have been explored to highlight changes that have taken place in radio since TA96. Radio has changed, but so have the users of radio, the listener, and how they use radio to gratify their needs. As mentioned previously, radio was used to gratify the need for connection and companionship. Since the TA96, that desire has been lessened. The desire to emotionally connect to an announcer and feel as if they were your friend did not appear as much in the discussion of post TA96.

Radio is now seen as a "utility... you turn on a switch and it's there" (D. Dart, personal communication, November 4, 2013). The desire for information is sought after during times of emergency and disaster, like when "tornados hit Joplin, Missouri... radio was the dominate force for information" (N. Larrimore, personal communication November 5, 2013). But this gratification for instant news during an emergency is also being satisfied by the Internet and mobile media; "The LAX shooting; I didn't hear about that on the radio, I had an alert on my phone" (D. Dart, personal communication, November 4, 2013).

Information about bands and artists that local DJs once monopolized is now readily available on the Internet. Local news and weather is also more available online, thus reducing the gratification that a user has with radio. Radio has touted the importance of being local, stating that listeners want local delivery of information, but outsourced voice work; syndicated programs like Rush Limbaugh, and satellite deiced network news from NPR, are satisfying the needs of many listeners "who don't care where its coming from, just as long as it gives them what they need" (H. Johnson, personal communication, November 10, 2013).

The uses of radio, when viewed from the theory of uses and gratifications, have changed; many of the listener's desires can be gratified with other sources, like the Internet, thus adding speculation to the value of radio's future. The gratifying reasons to use radio, to pass time, companionship, excitement, relaxation, escapism, entertainment, and information, are still reasons that individual users of radio tune-in. But each of these reasons is countered with a viable option from the Internet and mobile media. A probable solution for radio to have reasons for listeners to tune-in is to have reasons, that the Internet

cannot provide, for listeners to tune-in. If particular gratifications are only met through radio, then radio can retain an audience for continued exposure. If better options for news, entertainment, companionship and passing time avail themselves on the Internet, or other media, then the use of radio will decline.

Conclusion

What is the Future of Radio?

Based on Radio's Past and Present, What Should Radio do to Secure its Bright Future?

Technology

When the participants of this research were asked about radio's future, the majority of respondents said that radio had a positive future. Many of the respondents, without prompting, used the term 'bright' (M. Skinner, personal communication, November 20, 2013; C. Lamar, personal communication, November 19, 2013; D. Dart, personal communication, November 4, 2013) to describe the future of radio. But as the term bright was used, the qualifier 'if' was associated with it. This combination of words highlights the optimistic attitude of radio broadcasters, while realizing that challenges towards the industry are building. Active adaptation is needed to secure a successful future for radio. Adaption and change must be considered in the areas of technology, on-air content, and the business model of radio.

Technology has always forced radio to adapt as explained in this thesis. The current rival to radio, which has garnered the most attention, is Internet radio: Pandora, Spotify, iHeartRadio. The success of these companies is based on the availability and access to music by the consumer. Their operations model is based on the premise to give the consumer music when, how, and where they want it, with the ability to 'skip' songs, make their own playlists, or have playlists developed based on their listening history. Radio, with its set playlists that are programmed for the masses, "cannot compete against that" (J. Linder, personal communication, November 11, 2013). "It comes down to what kind of product are you presenting to the masses. And the masses are pickier now" (C. Lamar, personal communication, November 19, 2013). Radio's challenge with professional Internet Radio-based music services, on a technological view, is a losing battle; Internet radio offers more ways to listen than AM/FM radio. Based only on the availability of music that Internet radio can provide, radio cannot win. Internet technology wins.

Streaming technology has opened the door for audio content to be available from anywhere to anywhere. Radio stations have been utilizing streaming technology to make their product available beyond the normal AM/FM signal. "AM stations have a hard time breaking into concert buildings, and streaming allows us to into those work places... Streaming puts us in a lot more places" (P. Ihander, personal communication, November 5, 2013). The streaming of a radio station is the first step to adapting to a new model of radio. Radio has been built on the delivery of content from the transmission tower to the antenna. We can see a change in TV as it still broadcasts from transmission towers, but the majority of recipients receive their TV content from cable or satellite.

How much TV do you watch off the antenna? Not much. It doesn't matter that KABC is spending hundreds of thousands to keep that antenna on Mt. Wilson, they have to have the transmitter to have the license, but most people are getting it on dish, cable etc. (D. Dart, personal communication, November 4, 2013)

It's being predicted that "someday, we will turn our transmitters off and everything will be Internet" (K. Lee, personal communication, November 7, 2013). "There are a lot of stations that are online right now not using a transmitter, just a person in a room; the computer and some of them are pretty good, some are pretty terrible" (J. Gullickson, personal communication, November 11, 2013). The future technology of streaming over the Internet has the ability to eliminate the need for the AM/FM frequencies, but the future potential is sidelined by the present progress of this technology. Many in this research expressed the positive need to have streaming as a part of their programming: "We stream all of our stations... Local radio has to stream" (S. Pierce, personal communication, November 5, 2013), "And we stream it" (T. Jones, personal communication, November 6, 2013), "We stream" (J. Linder, personal communication, November 11, 2013), "We use Tunein radio as a mobile app, we stream" (J. Gullickson, personal communication, November 11, 2013), "We do stream and we podcast our shows" (M. Crump, personal communication, November 14, 2013). Yet some questioned the value of their streaming. "We stream, beyond that we're not really doing anything" (J. Gullickson, personal communication, November 11, 2013). "I was surprised how few listen, less than 5%. It's not that large" (S. Pierce, personal

communication, November 5, 2013). "We stream, but the only time streaming is popular is during sporting events. I don't think there's going to be much demand for somebody in San Diego to listen to a Mankato radio station unless they want a Mankato connection" (J. Linder, personal communication, November 11, 2013). "The cost to stream is the royalties involved" (M. Skinner, personal communication, November 20, 2013).

Our biggest success from our streaming product is the local university football and basketball games. And we see those numbers spike. The royalties are tough and the BMI reporting is pain in the ass, but it's a necessary evil to be perceived as professional. (S. Pierce, personal communication, November 5, 2013)

Although the availability of streaming is accessible to all, some see it as an option, a necessity, a path to the future, but some do not share that view.

We are not streaming because we are a small market station; and while we are the best in town, we are not the best in the world, and the best in the world is on the Internet. So, if people want to hear that quality of programming, I don't see how it's going to help us. I don't know if we can compete with Los Angeles or New York stations that are streaming, and I don't know if we can sell any advertising from it, so it's expensive to set up and maintain.... its glowing because it's new and hot and interesting, and that does have value, but they better turn it into something. (K. Sutherland, personal communication, November 7, 2013)

Streaming radio has the potential to be very competitive with AM/FM radio. But AM/FM is still easy; "radio is easy; you don't have to do any work, it's a utility; you turn on the switch and it's there" (D. Dart, personal communication, November 4, 2013). Internet radio can be difficult to use, especially in a car; "Have you driven the new car with the new dashboard in it? I think there are a lot of people where that can be very very confusing to them" (H. Johnson, personal communication, November 10, 2013). The current and near future delivery of most radio content will continue to be AM/FM. The car dashboard is still the main place for AM/FM, and over the years, radio's competitors (8-track, cassette, iPod, XM) have all shared space with AM/FM. This dash space is still morphing with the addition of Internet radio

as a listening option. The Internet radio in the dashboard is based on cell technology, addressed earlier, which relies on the availability of two-way cell data communication, which is still a growing technology. But even as the dashboard allows more options, the desire of broadcasters is to stay in that dashboard. "We got to maintain the dashboard... you do not want that AM/FM to be lost on the dial with all the other things coming out. And if we lose that, then that will be the death of us all and we will be selling our transmitters" (K. Lee, personal communication, November 7, 2013).

We need to digitize and compete in the dashboard of the new automobile... The car's been an ally of radio for as long as the car's been around. So we need to compete for the dashboard space; so that is our challenge. (M. Crump, personal communication, November 14, 2013)

AM/FM still has a place in the dashboard, but if Internet radio technology can become as 'easy' and 'reliable' as the AM/FM transmitter, that dashboard could be lost. If and when this happens, radio should have already adapted to the streaming model as mentioned earlier, so that its content will be within the same medium as all other audio content, but that 'killer app' (K. Sutherland, personal communication, November 7, 2013), that technology that will force those changes has not yet been developed.

The equipment and technology required to maintain a radio station is expensive for many operators. "License isn't free. Equipment is not free, and the folks and power aren't free" (S. Pierce, personal communication, November 5, 2013). And when changes in technology are 'knocking on radio's door', the idea of spending more money on new technology or investing in assumed future technology, is a step many radio station operators do cautiously. The radio studio has continually adapted to the new technology of the time. From reel to reel and cart machine, to CDs and LPs, to automation and voice-tracking, the equipment continually changes and the decisions to purchase new items are always debated. With each incarnation of technology, the question is raised as to its contribution to a return on investment. Many of the changes in radio technology have been in the internal execution of radio, whereas the transmission of radio has stayed pretty constant. Radio's challenge is now to explore, invest and adapt to the new transmission methods being developed for radio. It's a cycle of

Storm, reform, new norm... a new storm may happen and once that happens it changes everything, then you have to reform and when that is done then you have to come back to the new normal. It's not the old normal that you left. We are in the new normal. (H. Johnson, personal communication, November 10, 2013)

The new normal is still being defined, but the storm that's reforming radio is Internet radio, its Satellite radio, and its HD radio.

TV has changed from analog transmission to digital transmission. AM/FM radio may soon face that same forced transition. But the availability of HD radio is already a reality, where more channels with a clearer signal can be broadcast within the same spectrum as AM/FM.

One of the things that will start taking off and has not yet is HD radio. I think that HD radio will start gaining in 3 to 5 years. If you haven't had a chance to listen to it, it's pretty phenomenal, so the sound is there and for people that like to listen to music; obviously HD is going to help us out quite a bit. (S. Greeley, personal communication, November 6, 2013)

"HD will deliver for free what I'm paying for on satellite to deliver now" (H. Johnson, personal communication, November 10, 2013). "We have a great technology called HD radio and it's probably unheard of by a lot of people, but we have a great technology that we have not taken to the public very well, we just haven't" (T. Nesmith, personal communication, November 14, 2013). "HD radio has the ability to counter some of the arguments against AM/FM radio, most notably that it's a CD quality sound" (T. Nesmith, personal communication, November 14, 2013), and it has the ability to provide more niche programming. Yet the cost to add equipment for HD transmission can only be justified if consumers have access to listen to HD radio.. "A lot of people are getting radio over the Internet now. They have decided that they need HDTV. We need to convince them that they want HD radio as well" (H. Johnson, personal communication, November 10, 2013). "But we have done a horrible job of selling digital broadcast to the public. And there are probably folks driving around that don't even realize that they have HD radio in their car" (T. Nesmith, personal communication, November 14, 2013). For radio to win with HD, radio must invest in the equipment for HD transmission, must provide programming for these new signals, and

must inform the public of the benefits of HD radio. HD radio is one avenue that radio should peruse to maintain a transmitter-to-antenna relationship with its radio audience.

Content

Technology has played a small part in radio's past and present, and it will play a minor part in radio's future when compared to the content that radio delivers. This thesis has shown that radio's past was built upon live, local, relevant content, and an emotional connection between the listener and the radio station. This thesis has also shown that a decrease in live and local content and a decrease in the emotional connection has occurred since the TA96. The options for audio listening are expanding greatly and their influence and impact on radio are beginning to take effect.

When it comes down to having 1000 top 40 stations, or 2000 rock stations and everybody's playing the same music, we will have 1000 radio choices but you will pick three to five, and those will be where you spend your time. And it comes down to how efficient are you at targeting the people you're trying to reach and how much are you going to give them what they really want and how much are you high-touching them as well as using all the high-tech tools. (H. Johnson, personal communication, November 10, 2013)

"I do not think the new technology is going to be the savior" (J. Linder, personal communication, November 11, 2013). "Radio has the ability to reconnect to its listening audience, but this can only be done through live and local programming. "Radio should be nonpolitically correct, unafraid of controversy, direct and honest" (M. Kube, personal communication, November 4, 2013). "It should be an emotional connection" (C. Merrill, personal communication, November 4, 2013). "Radio should evolve backward and do our best to be what we were in the 60s, 70s, and 80s. Radio should be involved in their community, an arm of the community" (S. Pierce, personal communication, November 5, 2013). "***LOCAL***', underline it, put it in bold, put it in quotes; put it in caps, local, that is the answer" (K. Sutherland, personal communication, November 7, 2013). Radio's future depends on its ability to connect to the local audience and local community in which it serves. And for radio to be attuned to that

community, the radio "should be a companion, should be my best friend" (H. Johnson, personal communication, November 10, 2013); and radio can only accomplish that emotional connection by being live, local and relevant.

Business

The business of radio needs to adapt to meet the needs of radio's future. Many have invested their money in radio and are seeking a short-term return on investment. But radio needs to be making long-term investments in new technology that may open new doorways to different audiences that are not thought of now.

Radio has lost its connection with its listeners because the DJ is no longer live. Radio must invest in quality talent who are given the resources to focus on being content creators who attract audiences that then can be sold to advertisers. Talent must be live, not voice-tracked, and local, not satellite. They must live in the community, which they represent. Talent must be immediately accessible to their audience. "Local hosts can discuss what's in our backyard" (N. Larrimore, personal communication, November 5, 2013). Radio must financially invest in new talent, and the farming of new talent, to attract new listeners, because radio is "not just music. Very few listeners are listening just for music. I think they are listening to it for more content" (J. Tunnell, personal communication, November 6, 2013).

Earlier in this thesis the value of local news was highlighted in radio's past, and it also showcased the decrease of local news since the TA96. Many are using the Internet to get news from various news sources, including social media. But news must still come from a source, whether that's a reporter, or a teenager on Twitter. Many stations built "their reputation in the 60s, 70s, and 80s on local news", and to regain that trust from the listening audience, a return to local news must take place, with hired, local, individuals that can immediately report on local events that affect the community, and do so in a reputable and trusting manner. "If you get on-air and give bad info and listeners would rapidly lose trust and you killed the goose that lays the golden egg ...we have an obligation to do it correctly" (J. Tunnell, personal communication, November 6, 2013). "I think the news is really, really important, local news; and we

don't even talk about what's going on in the rest of the world, unless it connects directly" (K. Sutherland, personal communication, November 7, 2013).

The biggest investment that radio must make to ensure a successful future is an investment in people, the people within the radio station that work for it, and the people that listen. Radio has used the DJ, the talent and others within the walls of a radio station as liabilities not assets; they have replaced people with computers, and replaced jobs with outsourcing. For radio to deliver compelling, relevant, live and local content on the air, radio must have the warm bodies in the studios behind the microphone. That voice, that friend, is what makes the emotional connection between a listener and the station. That connection is not available on XM, or Internet radio, or in other audio entertainment, and radio can capitalize on that, as it did before the TA96.

Radio needs to invest in news, news gathering, and news delivery. Many have been quoted in this thesis that radio news is expensive, but these same respondents also expressed the importance of news for a radio operation. "In an emergency state, the first thing we do is turn on the radio. Radio is there during a disaster" (T. Jones, personal communication, November 6, 2013), but radio will lose its audience when they tune in for information regarding an emergency, and no information is given.

The audience of radio is being "fragmented" (J. Tunnell, personal communication, November 6, 2013; K. Sutherland, personal communication, November 7, 2013; K. Lee, personal communication, November 7, 2013) by the new mediums available. Radio must invest in the people of its audience and community.

So, one of the things that supports building audience is not driving them away with 9 commercials in a row, so it's very important to maintain that balance because without the audience, why would they buy any advertising from us anyway. (K. Sutherland, personal communication, November 7, 2013)

"It's going to take compelling content to get listeners" (B. Huen, personal communication, November 15, 2013). "We put a superior product on, one that people trust will be there at a specific time, and then they'll keep coming to us. It's a matter of trust" (N. Larrimore, personal communication, November 5, 2013).

Radio cannot take the listener for granted. Radio must cultivate a loyal and emotional bond with its listeners, a bond that is based on trust and community ties.

The future of radio is "to be determined, radio will be what it decides to be" (D. Dart, personal communication, November 4, 2013). But the optimism of those who work in the industry say radio's future is "bright and rosy" (G. Smith, personal communication, November 5, 2013), "good" (S. Greeley, personal communication, November 6, 2013), "very good" (D. Megaw, personal communication, November 11, 2013), "still bright" (C. Lamar, personal communication, November 19, 2013). But this optimism is contingent on the people within the radio industry. "If you marry transactional then the future is not as bright" (M. Skinner, personal communication, November 20, 2013); "We just have to do it better, and we have to have an onslaught of competition" (M. Crump, personal communication, November 14, 2013); "As long as the industry recognizes what it's good at and tries to take advantage of technological opportunities as they present themselves in a way that makes sense for the industry" (J. Gullickson, personal communication, November 11, 2013); "The future of radio is what radio stations make of it. A lot of small-town stations cut news departments out, cut their farm markets out, and there ends up being no reason for people to listen to radio. You have to provide a full service" (J. Linder, personal communication, November 11, 2013); "If we don't pay attention we will be like the people doing ice farming in the 1800s when the refrigerator came along" (H. Johnson, personal communication, November 10, 2013); "IF, and if goes back to local, local, local, local, local" (K. Sutherland, personal communication, November 7, 2013); "If we continue to take care of our listeners, the future is very bright" (J. Tunnell, personal communication, November 6, 2013); "If done right the future of radio is really good" (S. Pierce, personal communication, November 5, 2013); "It has to be values-driven to grow, garbage radio will not survive" (Smith, 20123); "As long as radio does that (a connection) it will have a future" (C. Merrill, personal communication, November 4, 2013); "If radio is not giving to the community, then why should the community give back to the radio?" (D. Dart, personal communication, November 4, 2013);

And if anything kills radio, it won't be competition; it will be radio! It will be idiots in our business who think that it's only about selling advertising and forget what the audience wants. If anything kills radio, it will be radio people causing the audience to lose interest. And if the audience is losing interest, then there is nothing we can do, if we don't have the audience, we don't have anything; we can't sell the advertising to the great void. So the enemy of radio is inside the radio industry now. (K. Sutherland, personal communication, November 7, 2013)

The speculated death of radio has been likened to the buggy whip. The analogy of the buggy whip is that through the invention of the automobile, the buggy whip was no longer needed, and those who made a living making and selling buggy whips went out of business. Those that made buggy whips were not in the buggy whip business. They were in the transportation business. Radio is not the radio business, or music business, or commercial air time business; radio is in the communication business. And as long as radio can maintain that focus on what it does best, communicate, then radio will have a bright future.

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Appendix 1

Qualitative Questions

Before the interview starts:

1. Review questions and content of the interview. "This interview will consist of questions that relate to radio's current and future state."
2. Remind participant that this is voluntary.
3. State that all answers given are non-confidential answers, unless a specific request for confidentiality at the time of the answer is requested.
4. Recorder. Audio recorder will be visible and recording all audio for the interview.
5. IRB. Institution Review Board has approved these questions and this interview.
6. Information from investigator.
7. Reason for study. Graduate research on the future of radio.
8. Request for honest answers. No 'sales' answers.
9. Investigators background (My resume).

Interview Questions:

I. Radios Future

1. What is radio's future?

II. Personal

2. Tell me your name, the company you currently work for and their stations, and your current position and duties.
3. What is your radio resume? Where have you worked? What have you done? (Anything you wish you had done?)
4. How did you get started? Why did you get into radio? What allured you into the business?

5. What advice were you given when you got into radio?
6. How have you changed over the years? Your view of radio? Why are you still in it?

III. History

7. What was radio prior to the Telecommunications Act of 1996?
8. What was the radio station / listener connection? The DJ / listener connection?
9. Why did people listen to the radio?
10. How did radio get new listeners? And keep them?
11. What was the value of a news director and local content?
12. What was the value of a local entertaining DJ?
13. TV, CDs, movies and newspapers were the primary competitors to radio in the past. How did radio retain listeners when these options were available?
14. Was radio a powerful medium because of a lack of viable competition, because the only competition for audio entertainment was other radio stations? Did this put radio in a comfortable position?

IV. Changed from then to now

15. What changes have you seen in radio? Are those changes positive or negative? Explain.
16. What changed radio the most? What single item has had the most impact?
17. What has been the impact from consolidation, a result from the 1996 Telecom Act?
18. What has been the impact from internal technology: Automation, satellite, syndication? (And)
19. What has been the impact from external Internet technology: Internet, Podcasts, and Streaming?

V. Current State

20. What is radio?
21. Who is listening?
22. Is radio a community/public interest entity, or solely a profit-based business?
23. What are your views on streaming music from the Internet and its impact on radio listening?

24. Many CD players are gone from 2014 cars; Smart radios/Smart Dashboards, are becoming the norm for new cars. With Internet in the car dash, how much of an impact will this have in traditional AM/FM radio? (And)
25. Does this only affect those who can afford new cars? What's the affect in 5-7 years when these cars with Smart radios populate used car lots?
26. What type of listener is using technology for audio entertainment, and what type of listeners are staying with radio.

VI. News and Content

27. In the past a radio station had a dedicated news director; not so much anymore. Has this affected the information that a radio station delivers?
28. One study mentions that TV viewership is down, but stations that have more local news are seen are more 'believable.' Does radio parallel this study, and if so, why is there less local news on radio?
29. Does that also affect a listener's perception of the station?
30. Does radio still have a 'hold' on local content and news, or is this information becoming more available, and sought after, online?
31. And does the existing radio listener even care?

VII. Technology

32. Are you using Internet technology to reach more listeners, and if so how? Results?
33. Can radio use traditional AM/FM and Internet technology together to reach a broader audience, or is that listener gap widening? Should radio reach for the growing technology audience, or cater to the remaining AM/FM audience?
34. Is technology creating a gap between the types of listeners?
35. What type of person moves to technology for their audio entertainment?
36. Internet audio is able to more accurately track listeners, thus presenting more accurate information for advertisers. Will more accurate reporting, compared to previous sample diaries and surveys, affect how advertisers buy radio?

VIII. Future

37. What should radio be?
38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?
39. Music is available online; local content is available online; personality entertainment is available online. With the access to technology becoming more widely available to the masses, why should those who have this access choose to listen to traditional AM/FM?
40. Some say the gap between radio and Internet listeners is growing? What can radio do to bridge or lessen that gap?
41. Those who cannot afford, do not have access to, or won't (for whatever reason) use technology for entertainment appear to be those that are left listening to AM/FM radio. This demographic is normally of a lower socioeconomic status. Will radio become the 'poor man's medium'?
42. Is local content what listeners really want to hear, or is it just a buzzword?
43. What do you say to those who want a job in radio?
44. What is the future of radio?
45. Your final thoughts?

Appendix 2

Recruitment Letter

Hello, my name is Shawn Denevan and I am a graduate student at Southern Utah University. I am working on a research project, under the direction of Dr. Art Challis of the Communication Department. I am researching perspective and insight from radio professionals that have been in the business for over 20 years and have a broad view of the radio business (from intern to owner). I desire 30 minutes of your time to hear your experiences and views of radio's past and present, and your opinions and predictions about radio's future. I desire to find out what will 'save' radio, and how, or if, the radio industry will make the needed changes for its future.

Participation is voluntary and your comments will be identified as yours. If there are comments that you wish to share for the sake of honesty, but you are uncomfortable to attribute your name to them in a published article, then your comments will be used as aggregate data, with no attempt to identify you directly or indirectly. Your participation in this study constitutes informed consent.

I desire to hear from you and look forward to meeting with you and hearing your opinions about radio's future.

Thank You,

Shawn Denevan
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Graduate Student
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Appendix 3

Pre Interview Information

1. Review questions and content of the interview. "This interview will consist of questions that relate to radio's past, current and future, with discussion about the 1996 Telecom act, listeners, content, consolidation, and Internet technology."
2. Remind participant that this is voluntary. "Your participation in this interview is 100% voluntary, and by giving this interview you agree that your answers will be recorded and used for my Master's thesis. You may choose to not answer any question, or to forfeit the entire interview for any reason at any time without consequence."
3. State that all answers given are NON-CONFIDENTIAL answers, unless a specific request for confidentiality at the time of the answer is requested. "All response in this interview will be non-confidential, and your name will be attached to the information you give; UNLESS you specifically state that a certain answer not be attributed to you, then, your response will be used as aggregate data, and not attributed directly or indirectly to you."
4. Recorder. Audio recorder will be visible and recording all audio for the interview. "I will be using this recorder to record the audio of this interview, and may be using another device as a backup, recording audio and/or video."
5. IRB. Institution Review Board has approved these questions and this interview. "The Institution Review Board at Southern Utah University has approved these questions and this interview and you are free to contact them."
6. Reason for study. Graduate research on the future of radio. "I am choosing this topic of research, because I am curious about the true feelings of those who have knowledge about radio and its future."
7. Request for honest answers. No 'sales' answers. "I want no BS answers from you. This is not a sales presentation; I want to know your honest opinions and feelings to the questions I ask."

Appendix 4

Interviews

Bill Handel

November 4, 2013

Radio Host (local and syndicated)

KFI / Clear Channel

Los Angeles, CA

1. What is radio's future?

I have mixed feelings on that. We thought that terrestrial radio was going to die when satellite came into being; now we have Internet radio and I'm not a huge fan about the future of radio. I think technology is going to make radio less and less relevant, but it going to be long time. People are still in their cars. In LA, we have a couple million people driving and listening in their cars. LA is a huge radio market, in fact the most profitable market in the country. It's going to be a while, it's going to be the next generation, when Internet in is cars and Internet radio will be the radio of choice for drivers. It's going to take the next generation of cars to tell us that.

5. What advice were you given when you got into radio?

Don't. Because consolidation of radio, it made fewer jobs. Weekends are all brokered. Very few local broadcasters, I don't know of 3 stations that do local broadcasting across the board on weekends and even during the day. Nobody has the bench anymore. It's difficult to start on in the various markets. They're all syndicated broadcasting. No one has a chance anymore to break in or get experience. It's hard to start in the very small markets. The smaller the market people use to get a job and work their way up, they are all syndicated programming and they can't afford to put in live broadcasting, no one has a chance anymore to break in or get the experience. There are a few people that are successful and it's been that way for many years and everybody else is a complete loser... Fewer successes. Everyone else is a complete loser unfortunately.

6. How have you changed over the years? Your view of radio? Why are you still in it?

In terms of the politics, radio has not changed at all. I was there in 1989 when Rush Limbaugh exploded on the scene and he made it political and he made it interactive radio, but I was there in the early part. Since then management still hasn't told me how to view anything, so that part hasn't changed, but the commercialization, it's not run by radio people, it is run by money people, it is not what's good for programming, it's what's good for the bottom line.

7. What was radio prior to the Telecommunications Act of 1996?

The money guys came in. It went from radio people to money, that's basically it. Nothing else has changed, certainly in the world of talk. The world of music it became different. You now have a KISS in every single market that is owned by Clear Channel. Same format, the same playlist in the same order. Voice-tracking has occurred. There are fewer DJs doing many shows in many markets. For example a guy on KISS does voice-tracking for five other stations, and says "Hi am Valentine, insert name of station here," and does the liners before and after the music. For anybody that wants to be a DJ that's out too. There's no future.

8. What was the radio station / listener connection? The DJ / listener connection?

In the world of music I really don't know. All I know is DJ's in music stations got laid a lot and that worked, and it was a great job to pick up the ladies. In the world of talk that didn't work a lot. I think the connection is different depending on the format. In talk radio I think it's the closest connection. I do four hours of radio every day and I talk about how old my wife is and family is and that she's incontinent and really can't control herself. And so people say "I recognized you before you were born" to my kids when they come to my events. "I was there listening to your Dad the day you were born, so I know all about you." Of course my kids go "What? I don't know anything about you. I am not interested in talking to you about my life, you're a stranger" and off they go. So that connection in the talk radio world is very, very connected.

9. Why did people listen to the radio?

It was all entertainment, all they had was newspapers. You can't do newspaper communally. You have this box; the entire family would sit about after dinner. It brought the family together. You can also have production value. One of the things about radio is that as a media people use their imagination of what people look like. Its great storytelling that you cannot do in print and it does a better job than TV because there's no activity, there's no active thinking in TV. TV you just watch passively what happens on the screen. Radio you imagine what's going on. It's really a neat medium and that's why I think it exploded.

10. What was the value of a news director and local content?

News director is still valuable of all the jobs, because news is local, and radio is very local. That's what makes radio so effective. The more local it is more people connect. On a national level people do not connect, but it's cheaper to do syndicated national shows because they are only paying one host, even if it's a lot of money, it's still less. Less than paying 400 different hosts in various markets. If you want to know what's going on up the street, then you have to listen to radio. For example, traffic reports, how else are you going to get that? You're not going to have Rush Limbaugh tell you what the traffic is in Pittsburg. You are going to get Pittsburg traffic on a Pittsburg radio station.

11. Was radio a powerful medium because of a lack of viable competition, because the only competition for audio entertainment was other radio stations? Did this put radio in a comfortable position?

Radio was tremendously comfortable. It makes a fortune and the only one knocking it out was TV. Radio never went away, it just became the poor stepsister. It didn't have the same panache. Not the same glamour.

15. What changes have you seen in radio? Are those changes positive or negative? Explain.

Consolidation. Depending on how you look at it, if you are money person, an investor, you look at it financially. For them, it was a good thing. For anybody actually listening, it's crap, for anybody involved in the radio business its described as a disaster.

16. What changed radio the most? What single item has had the most impact?

2 areas. Satellite and the ISDN lines, not new. It makes it much easier, pervasive. There is so much more available. Anybody can have a radio show. In terrestrial radio nobody can get a job but anybody can do a podcast and open up a radio show. The other day I ran into someone who use to be on a couple of radio stations, and I said, "Are you still in radio?" And she said "absolutely" and gave me a card and there it is, "this persons name.com". There's your radio show. So there is that with technology, particularly the Internet. And satellite plays the same as terrestrial radio, there's very few people on satellite that aren't already on radio, now with other technology, you can broadcast from anywhere anyplace, you can take an entire radio studio. Use to be I needed a suitcase, now it's a case the size of a paperback novel and I can broadcast anywhere in the world. That technology is wonderful. So remotes are very easy, (cost of equipment) any station can get the equipment now, that use to cost \$100,000 but now cost nearly nothing, so that technology has exploded. It's so much cheaper to provide programming. For example my Handel on the Law is nationally broadcast, on satellite for \$55/hour, for satellite time. It's nothing, except it's a lot of money because you have technology that you can run over the Internet for \$1.50 an hour. Those are the numbers.

20. What is radio?

It's a little box that you turn on, and voices come through and talk to you and something about radio broadcast waves and I don't understand, nor will I ever. It's all financial, a medium to make money. There's no joy in radio. There's no radio people involved with the joy of creating programming and putting it out there. No joy in doing the crazy promotion, the crazy stunts. All that is gone, it's just a balance sheet now. That's what radio is.

21. Who is listening?

A lot of people, anyone in a car, people listen around the house. People listen that don't want to sit in front of a computer or want something to listen to as they are going around the house without having to be glued to the TV set.

22. Is radio a community/public interest entity, or solely a profit -based business?

No. Not a chance, never has it been. That's a joke. It's a quota system on KFI. For example I am part of the quota system on KFI, you have to have certain number of minorities. Since I was born in Brazil I am an official legal Latino according to the FCC. So when a report is written every single year as to the minority breakup of the station I am one of the minorities because I am Latino. It is a joke. Yes, it's a joke. Public service is a complete joke. Because you have a radio station that Sunday night from 2-3 am does an hour of public service they get some loser from the community to come in and do an hour and that's their public service?

23. What are your views on streaming music from the Internet and its impact on radio listening?

You know what? I don't know on the music end. On the music end I don't know or don't care.

24. Many CD players are gone from 2014 cars; Smart radios/Smart Dashboard, are becoming the norm for new cars. With Internet in the car dash, how much of an impact will this have in traditional AM/FM radio?

Certainly more on FM than on AM. Far more on music than talk. It's going to change everything in the world of music. They'll generate their own radio stations, and put song on the radio in any manner they want, with no commercials. When it comes to talk radio or news radio we are the content. It doesn't matter what radio station you go to, you can listen to moronic Britney Spears songs. It matters if you want to listen to me. We control where I go. You can't control where music goes, because that's every radio station in the country. If they want me, that have to tune into this station, or a streaming that this station controls, or a satellite channel that this station licenses me to or send up.

26. What type of listener is using technology for audio entertainment, and what type of listeners are staying with radio.

I don't know. I don't talk to those people. I don't care about people's views I don't care about anything. I hate everybody :) To me it's all the same.

27. In the past a radio stations had a dedicated news director; not so much anymore. Has this affected the information that a radio station delivers?

Not much, there are too many sources of news that one can get. You have people phoning in, tweeting, photographs, everyone has a cell phone. National news comes instantaneously from every source you can think of, so when it comes to news directors we have one and it is fair to say "Chris Little is superfluous and is here because our program director likes him" lol. KFI has news reporters. They don't have to because you can do without it, because news is so accessible in so many different ways. As long as you have a good reporter, it really doesn't matter. Consolidation. At KFI we have our full reporters however they do news broadcasts for KOGO, KOGO doesn't have reporters, we do it for them. We go back to consolidation. Where fewer and fewer people do more and more. We happen to be lucky here at KFI because we are the flagship station. We are considered, we do the best quality. But those reporters are getting the same money and doing three times the work.

28. One study mentions that TV viewership is down, but stations that have more local news are seen are more 'believable.' Does radio parallel this study, and if so, why is there less local news on radio?

I don't know. It's news to me. There is nothing more moronic on this planet than local TV coverage.

30. Does radio still have a 'hold' on local content and news, or is this information becoming more available, and sought after, online?

Yes. It is more available but people still listen to radio.

33. Can radio use traditional AM/FM and Internet technology together to reach a broader audience, or is that listener gap widening? Should radio reach for the growing technology audience, or cater to the remaining AM/FM audience?

No I think radio can. Radio has become content driven by the way its disseminated You are going to see radio stations not being radio stations anymore. That's what Clear Channel is doing, it's not even calling its self a radio company – it's a media company. And media is radio and billboards and the Internet and satellite you put it all together, it's how content goes to you and it doesn't matter how it gets to you as long as the company controls the content.

36. Internet audio is able to more accurately track listeners, thus presenting more accurate information for advertisers. Will more accurate reporting, compared to previous sample diaries and surveys affect how advertisers buy radio?

Absolutely. They haven't monetized it yet, but to be able to target certain listeners, it's the Google model. They will be able to target specific listeners so I'll be able to sell you...because I know you enjoy going to 'oriental massage parlors', and I know that I'll be able, when you go on the Internet I'll be able to know what you do and I'll be able to send you ads for the special this week.

37. What should radio be?

Exactly what it is, purveyor of news, entertainment, analysis, opinions of various sources.

38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?

They are now. Some came in late, but none that don't have a website. "Drive people to the web site" is the mantra here. Management will never tell me what to say or a position to take politically but they will tell me to drive people to the website. That is a mandate.

39. Music is available online; local content is available online; personality entertainment is available online. With the access to technology becoming more widely available to the masses, why should those who have this access choose to listen to traditional AM/FM?

They shouldn't. They can choose whatever is most convenient. You can listen to any station you want at home. With radio you have 30-40 choices and with talk stations 4-5. Through the Internet, you have hundreds and thousands of stations. Not only nationally but internationally.

41. Those who cannot afford or do not have access to, or won't (for whatever reason) use technology for entertainment appear to be those that are left listening to AM/FM radio. This demographic is normally of a lower socioeconomic status. Will radio become the 'poor man's medium'?

I hope so. No. I think tech is so cheap. I don't care how poor anybody is, everybody has a cell phone. I know a homeless woman on the street for 3 years. Doesn't have enough to eat, but has a cell phone for safety. It makes sense. I don't know of anyone who doesn't have a cell phone and now tech will be so cheap it doesn't matter.

42. Is local content what listeners really want to hear, or is it just a buzz word?

People want to hear local content, look at the ratings, they want to and do listen to the local content we deliver.

Michelle Kube
November 4, 2013
Executive Producer for The Bill Handel Show
KFI /Clear Channel
Los Angeles, CA

1. What is radio's future?

That is a tough question. Radio is facing a very uncertain future. With all the online stuff and podcasts and the way people are listening differently I think it's uncertain but I think there is a promise or reinvention of radio. That's going to be up to the companies that are running the radio stations and the hosts themselves and whether or not those companies are willing to invest in that reinvention is the question. I think some of them aren't because they think it's cost effective but the ones that do will have a tremendous future in radio.

7. What was radio prior to the Telecommunications Act of 1996?

I can only really tell you what it was like here. Cox Communications was a smaller company. It was really fun. That's the word that I really let stand out to me. It was really fun. It was really challenging. And for us, we were not on the top of the ratings at the time so anything went. Like, anything goes. We could try anything, do anything. We could really stand out there and be the people who were talking with the most honesty and not be afraid of it. Because we were not backed by an ABC or NBC we didn't have a corporate parent that was scared of what we might say. It was like a rebel station. It was a lot of fun, we took chances. Our Program Director (PD) took chances, like if there was bored operator that was funny they give them a chance on the weekend to do a show, give it a shot and see how it goes. PD was a lot more about taking chances and giving the show a real chance to develop an audience. I think that is something that does not exist today.

8. What was the radio station/listener connection? The DJ/listener connection?

I think it was much closer to the relationship between listener and host because they depended on the host for the information. I think it's different today because they don't have to depend on the host as much for the factual information that's coming in, they look to the host to uncover the things that they might not be hearing or info that they're not getting online. Listener and host were closer 20 years ago, because of the need for information from the host.

9. Why did people listen to the radio?

Two reasons back then. Information and entertainment.

11. What was the value of a news director and local content?

20 years ago, it was a huge value. If you are a huge show serving a local audience, be in tune with local issues and local issues that were not being reported anywhere else. There was more digging up stories that weren't already there and digging into them and finding out everything that was going on, whereas today, it's different because the news cycle it is so much shorter that they don't have time to do that. That was the role, finding things happening in your neighborhood.

12. What was the value of a local entertaining DJ?

It was a huge value to have a local entertaining DJ. You can't put a price on that. Invaluable. You can't put a price on someone that can tell you a great story. And give you the information and the facts and keep you entertained at the same time. It's invaluable. There were fewer options back then. The ones that started back then are still invaluable to the listeners.

13. TV, CDs, movies and newspapers were the primary competitors to radio in the past. How did radio retain listeners when these options were available?

A great personality that is a great storyteller, you can get information from any other source, but when you had a really great host who told a great story and cut through all the BS and told you what it meant without the political correct language, that's what people stuck onto and that is why KFI has been successful for so many years.

14. Was radio a powerful medium because of a lack of viable competition because the only competition for audio entertainment was other radio stations? Did this put radio in a comfortable position?

I don't know that it was lack of competition. I think what made it viable was you had something focused on your local community – it was a need, it was a necessity to a lot of people. Today it may not be a necessity, but I don't think that made radio any less viable.

16. What changed radio the most? What single item has had the most impact?

Consolidation has made radio sound generic in a lot of places. Every company's goal is to save money, that's understandable. What I think happens is you take one marginally good host and put them on a bunch of stations because you can, because it will save you a bunch of money and try as you might to make it sound local, it's not going to work. There is a huge focus on music radio verses talk, there is a less of focus on AM radio and talk radio in general and that is sad thing to see. You don't see a lot of AM stations do as well as we do. I think that's sad because they've done so much to the AM radio stations that all they have is and Rush Limbaugh and Hannity on 1000 stations, it's just more of the same, instead of finding these people that are so different, your finding people that are generally all the same and putting them on a bunch of stations. You just don't get any diversity anymore.

18. What has been the impact from internal technology; automation, satellite, syndication? (And) 19.

What has been the impact from external Internet technology, Internet, podcasts, and streaming.

20 years ago I was cutting up tape on a reel to reel to edit something. The changes in that digital editing has been a great thing for the industry, I think some of the danger in some of that is there's so much voice-tracking, its less personable and kind of plain. I like it when it sounds different. It sounds generic. External tech can be maddening, when you are sitting here doing a morning radio show and hear a commercial for iHeartRadio. You don't have to sit and listen to the radio any more, you can listen to iHeartRadio anywhere and anytime. Listen to Limbaugh and Hannity. Why are we doing that? I understand the promotion of it and the push of it but I think it's harming the actual physical radio stations to a point that won't recover from that. Stations with less strong personalities who are still trying to build an audience are not going to recover from that. There's podcasting which is great, to find new people to find those new future hosts. It exposes you to those people you may not come across. It will hurt smaller stations. I worry about people in smaller markets and just getting started in this business because I think it's going to hurt a lot of those smaller stations. It used to be that people in smaller markets were the future hosts in the big markets that you would work your way up and I don't know if that opportunity is there for people any more.

20. What is radio?

I think today it's a commercial industry that is focused more on making money than on making good content. I say that with exception to my own radio station, because I think we create good content. But I think the state of the business is much more focused on promoting a brand than each individual station. When you have a company that owns a list of radio stations most of their websites and sound looks the same, everything sounds the same, so I miss the individuality, and that is leaving this business. It's more of a generic commercial brand based rather than an individual storytelling, content driven business.

21. Who is listening?

Business as a whole is probably losing younger listeners. They're losing younger listeners because they don't have to listen. Our younger demographic 25-35 has been building in small increments and not as much as I would like but people who are listening are older, but there is a younger generation to be had I think they are there a lot of the time. They are the children of people who were listening to us in the first place. If you keep it interesting, and if you change as it goes along and use your social networks you then know how to talk to the younger generation, and talk about things they are interested in, then they will stay. I think that's the challenge, a lot of radio stations haven't figured that out yet, how to talk to those people. They're there but they don't have to listen, as they once did, because everything has changed in the way you listen.

22. Is radio a community/public interest entity, or solely a profit based business?

We are not NPR. You don't have the right to call in and be on the air just because you have an

opinion. Any good station strives to be a voice for the community, through community issues through national issues that we can explain to them how it affects them locally, so any good radio station wants to be all about the community. I think those that don't care are the ones that are focused on making money, that's all they care about.

23. What are your views on streaming music from the Internet and its impact on radio listening?

Stream music and talk radio is fine. I wish there was a way to measure it, so we can see how many people are actually listening and have that included in our ratings, because we only have the eon ratings based system that we have. We know by people contacting us are listening that people are listening in other states, on vacation, using their phones or computers so it would be great to have a way to measure that.

24. Many CD players gone from 2014 cars; Smart radios / Smart Dashboard, are becoming the norm for new cars. With Internet in the car dash, how much of an impact will this have in traditional AM/FM radio? (And) 25. Does this only affect those who can afford new cars? What's the affect in 5-7 years when these cars with Smart radios populate used car lots?

It potentially could have a huge impact, again it's all up to the radio station it's all up to those producing good content. Producing good content regularly gets people to listen regardless of other options they have. People will put up with commercials breaks if they like who they are listening to. I'd love my commercials breaks to be shorter, two commercials an hour, or an hour brought to you by, with no commercials. I think it has the ability to impact a lot but it's up to the individual radio station. If you are producing good content, people are going to listen regardless. If you can catch younger generations now that will be buying those cars in 5-6 years you'll be ok, because you are providing good content regardless what other options they have. If you don't catch those people if you don't grab them, before they buy a car, it will have a huge impact. It goes back to the content that you are providing for people,

26. What type of listener is using technology for audio entertainment, and what type of listeners are staying with radio.

The person listening to radio is older; the younger is audio entertainment when they can't find something else. It's a secondary thing for them. This younger generation that has the ability to listen to anything, anywhere, anytime, they kind of just come across it. The older generation sits at home and turns on an actual physical radio, those are the people sitting down and listening to it every day, while they are doing something else. It's the younger generation that kind of just falls into it, because of all these other things they have got going 18-25 age range. "I am done listening to my CD or mp3, I guess I'll see what's on the radio," that's what they are doing.

27. In the past, a radio station had a dedicated news director; not so much anymore. Has this affected the information that a radio station delivers?

It has affected it greatly but overall it is affected no matter what. KFI was where you tuned in to hear news and information. The exception is breaking news as it's happening people tuned to their radio, but in reality on a day to day basis people don't need their radios anymore to tell them what's going on in the world they have it on their phone, updates, Twitter, Facebook, computers, they don't need radio anymore to tell them what's going on in the world. They need radio for in-depth stuff that they're not hearing, or cutting through the BS though the other mediums. They look to us to cut through it and tell them what it really means. That's a pretty big impact. Bill was telling you about our news people, there are no reporters or news directors in those other stations, but there's 24/7 news service which is a Clear Channel Service that provides news nationally. That's almost unheard of. You hear people that you know are out of state providing news for your local area and it's almost maddening because they are not here, they are not experiencing it, they don't know anything about the area, They are just doing it. It has the potential to be a huge disruption. And it think that's a sad thing, so when I see stations that don't have news directors and maybe have one reporter, it's sad. The plane crash in San Francisco, there was a time when we would send our guy on a plane to SF and report live for us. Now we get the email "We have a reporter in this town, " which is great, not knocking anyone else's reporting, but our reporters

know our attitude, know how our hosts like to express what's going on, and so it's hit and miss when you have someone you don't know reporting or covering a story, you don't know if they are going to play along with the host or if they are going to give you the information you want, or be kind of generic, or have talking points that they won't deviate from, it's different and hard, and it's sad when I realize that something big happens somewhere and we might not send a reporter anymore. It's going to be somebody else saying "by the way we got this person." It has the potential to be a huge disruption on industry, and not necessarily good.

28. One study mentions that TV viewership is down, but stations that have more local news are seen as more 'believable'. Does radio parallel this study, and if so, why is there less local news on radio?

If stations were smart they'd realize that having local news staff and local people covering local stories is better. It's sad to me they haven't realized that, and they have let themselves get picked apart, and depend on other sources for news, but they should pay attention to that.

29. Does that also affect a listener's perception of the station?

It can. When they mispronounce the name of the city or local politicians name, when you hear that, you feel the disconnect, and I think that's the danger, you don't feel connected to the radio station in any way.

30. Does radio still have a 'hold' on local content and news, or is this information becoming more available, and sought after, online?

I think radio has a hold. That's a hard question because, in the sense of information, no they don't have a hold on the information because you can get information anywhere, but what the local radio station has is that the one person in the chair talking on the mike and giving all the info and cutting through all the BS, is giving more than just the info. That's something you don't get when you read a story online, or hear about a tweet. Radio still has a hold on that part of it. Listeners care. I think they do care about that, they care that the other person on the other end knows what they are talking about, where and why it's happening, I think they do care.

32. Are you using Internet technology to reach more listeners, and if so how? What are the results?

We will always be reaching for a wider audience. The new technology allows us to be able to do that and I think the more that we can utilize that technology to create content for people on the web, Social Media (SM), that's only a benefit for the radio station, I don't think it can hurt it. I don't think we should only focus on the people that listen to traditional radio; I think they are there and will be there; I think now it's time to embrace a greater audience. That's how to do it.

34. Is technology creating a gap between the types of listeners?

It's a generational gap, but it's easy enough to bridge the gap if you know who is listening already and why and how, and you know you can get more audience by doing one thing differently and focus or paying attention to that, then you can bridge a gap like that.

35. What type of person moves to technology for their audio entertainment?

A younger audience. We have kids on iPads at three years old. I don't think money is a factor as much. There are plenty of places you can go to use the technology especially in school. Probably people with lower incomes have less, but still have access.

36. Internet audio is able to more accurately track listeners, thus presenting more accurate information for advertisers. Will more accurate reporting, compared to previous sample diaries and surveys affect how advertisers buy radio?

Yes tremendously. The biggest notion is that once you're out of the demo you don't matter. For radio it used to be if you were over 54 years old they won't pay attention to you. If you look how people are spending money, older people spend it like crazy. If radio would realize that and be open to it and target appropriately for their radio stations, they can make a lot more money. They waste too much time ignoring people outside the demo, and they don't see the huge cash cow there. I'm not saying radio stations should be running Depends ads, but there are people in their 60s buying Lexus, Mercedes, Hondas. And they are not focusing on those people enough. That's sad.

37. What should radio be?

Radio should be nonpolitically correct, unafraid of controversy, direct and honest. If more companies weren't so afraid of getting angry at their hosts for something they said they would see a huge increase in listenership, people love to listen to Bill because they hate him, like Howard Stern, like in the movie. People who hate them listen two times longer because they want to hear what he's going to say next. They think they are afraid it's going to affect their bottom line, I think they forget those people who are the angriest are the most loyal. If they can get back to that, back to letting radio stations run themselves, and be individuals, it would make a huge difference.

Companies are so structured that they want things to run a certain way and they want everybody to have a certain look and sound that they are not letting their stations be individual enough and if they did that, it would make a huge difference.

38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?

They are now. Radio is finally embracing other technologies in order to keep afloat and keep going. I think they should have started it a long time ago. They need to continue to let the stations be individual, and not like a cookie cutter, and we could embrace all kinds of technology and referring to it, using it. With Bill, we've been fighting and I'm just now getting him to use Instagram after a year and half. And now he knows how to use it, but forgets to use it. One little piece can expose you to a bigger audience, we should be trying everything.

39. Music is available online; local content is available online; personality entertainment is available online. With the access to technology becoming more widely available to the masses, why should those who have this access choose to listen to traditional AM/FM?

I go back to the individuality of it. You can find people doing podcasts that are individual and there is something to be said about going on a long drive where the bleed over from somewhere else, and that is different and compelling and not a generic thing you can download from the Internet. It's an atmosphere that is not in other forms of media. That's why people should be listening, there is something personal about it, it's not something that happened six hours ago when someone recorded their podcast, you're listening to it live, anything can happen, that's the one thing that keeps people listening, what can happen at that moment.

42. Is local content what listeners really want to hear, or is it just a buzz word?

It's local content, people want to know what goes on in their own town. Some people do use it as a buzz word, and if they are, they are using it wrong, and they are not running their stations correctly. I don't think you constantly need to say local content. You're either doing it or you're not.

43. What do you say to those who want a job in radio?

It's a hard road right now, but still worth it. It's still as challenging as 20 years ago. Opportunities are much different. I encourage younger people to get in radio. I'm in charge of the Internship program here and the last 14 interns have all been under 25 with a love for radio and this particular station. It's surprised me to see that many young people who knew our brand, our station, our hosts. Some of them grew up listening with their parents. They're the ones that can change it. They're the ones that can bring it back, turn it back around, so I'm hoping to see more young people get in the business.

44. What is the future of radio?

A hybrid of radio and online content, be it podcasting and using social networks as a way to make their shows the one place you need to be. There is a great future ahead if we can get our companies to listen to what we're saying. If we can get them to pay attention to how we know radio works, and incorporate the new uses for all these other mediums and the future can be really great. It can be more compelling than it ever has been by taking these other mediums and using them to our advantage and how to work together seamlessly. We can be a one-stop shop.

45. Your final thoughts?

The state of radio is perilous right now, but has so much potential. I wish more companies would

look to what made them successful and go back to some of that. Loosen up the reins, and be more open to smaller commercial breaks. I mean, nobody watches commercials anymore, you can stream almost anything you want to see so they fast forward through commercials. Sometimes I wish I could fast forward the commercials on the radio, but I'm hoping that companies will see the individuality of radio stations is the cash cow and if they can let that happen and not make everything look and sound the same, it would be huge for them, but who knows?

Jim Duncan
November 4, 2013
Director of Production
Clear Channel
Los Angeles, CA

1. What is radio's future?

Unknown. That's why I am leaving man. In 1966, the future was so bright. Internet and iHeartRadio and Pandora is such a debate right now in terms of the future. There is always going to be some form of terrestrial radio or satellite. People want something in their car. Younger generations of kids are looking at their way. They don't want to do it like their grandpa did. But the ratings show they actually do turn on the radio and listen to their mix tape. I hope it has a future. I am not sure I can answer that. We do things here at Clear Channel that amazes me on a lot of levels like iHeartRadio. I listen to the commercial breaks. I listen to make sure the other guys are doing their gig right. I'm not sure if it bothers me, but they are hyping the iHeartRadio which is what they need to do, they want and need to sell it as the best thing since sliced bread, but in a sense you're telling someone to stop listening to us and listen to Cleveland or Des Moines or Salt Lake City or wherever. In the overall scheme, they're making money on radio and iHeartRadio Internet goes into the Clear Channel pot. Is that a good or a bad thing? I don't know. Is that a good thing for radio I don't know, but that's a long way around to say that I don't have a clue, the way I feel about it. I think it's all good, I love the technology. I've used iHeartRadio and Pandora and others to find a song, and I've been lucky being in this business close to 50 years to have seen all these changes. People who dislike the changes are no longer in the business. The ones that can conform to it accept it, and try to make it as good as it can be, but they come and go. Will iHeartRadio be here in 2-3 years? Radio maintains, Radio keeps keeping on, and will long after I'm gone.

7. What was radio prior to the Telecommunications Act of 1996?

To me, it was no different. There were different laws but I was a DJ. I came in prepared with material, produced bits, I had more show than I could do in a 4-5 hour time period. I didn't bother reading the Act. I figured my boss would tell me if I was doing something wrong. I didn't care about it, it didn't affect me. I was selfish, if you didn't like me, fire me, hire someone else. I didn't really care about the laws. For me, nothing changed.

11. What was the value of a news director and local content?

Oh yeah, a lot. Again, I was glad for the network I worked for, Westward One. I was working in a building in Valencia with 8 studios and a bunch of production studios with 8 different formats, and it was cool, but morning shows started at 3 in the morning and had 8 other people there sharing stories, but we took away from the local guys. Chances of them having a news team, we definitely took away from that. But how much news is there? We'd take a road trip with the family and it was fun listening to the local radio, they were looking for a lost kitten or a babysitter on Saturday night and giving out phone numbers. It was big news there. And they could get national stuff at the top of the hour. The business has gotten smaller because of economics but quarterly reports show millions of dollars they make. I hope local stations will find a spot for a young buck to report the local news.

16. What changed radio the most? What single item has had the most impact?

Number of on-air personalities because of technology and voice-tracking things. When I was on a vacation with my wife, I heard myself tracking, and it was horrible, it made me better and anyone tracking needs to hear their tracks in that market, and in being a production guy and get back and listen. What tracking did for me, when I messed up, I'd sound sterile. Voice-tracking and Internet and all that spawns from that, as iHeartRadio etc., have got to be connected in some way, the jury is still out if we are really competing with ourselves or doing more harm to radio itself, just driving people to other formats, but if you are bringing people in and you're making money, then ok, it's fine.

20. What is radio?

I still believe it is what turned me on years ago. It's a source for music, entertainment, news. Who wasn't plugged in to a news station on 9/11? I had to be on the air that day. I looked at the TV and thought it was a movie on. Not only had the world changed but all the jokes I threw away. I didn't know what I was going to do, at that time or any other news event. You were listening to the radio. It's still a source of information. The things I do before I find my music station is to find a traffic report, especially here in LA, so, yeah I can get my smart phone and go to sigalert.com, or on my computer, but I want some guys in a helicopter telling me what's happening on your way home. From the time I got into it in 1966 to now, it's still the basic principles, communication. And that's what we do great, the ones that have survived.

22. Is radio a community/public interest entity, or solely a profit-based business?

A little of both, but more on the profit side. I do a variety of PSAs all the time. I spread the word on events. We still do some public service shows, but not as many as we use to or were forced to. But really, how many people are actually listening to those shows? I think radio was kind of forced and people just tuned out as a radio station fulfilled their obligation to the FCC, to run so many hours of public affairs programming. I think it's something that needs to be done, and I hope some stations are still doing it. I see the programs now being loaded for weekends, and I ask why are we stopping programing for 8 hours? And they say "cha ching." The 30 minute public affairs show is now the snake oil salesman.

24. Many CD players are gone from 2014 cars; Smart radios/Smart Dashboard, are becoming the norm for new cars. With Internet in the car dash, how much of an impact will this have on traditional AM/FM radio? (And) 25. Does this only affect those who can afford new cars? What's the affect in 5-7 years when these cars with Smart radios populate used car lots?

I think a lot. Very much so. But they're still going to want to have the ability to tune in to the radio station. When the LAX shooting happened, I knew they'd take Rush off the air and we'd go local. That was exciting. It was like, wow. You can;t get that off a satellite from some guy in New York who has no idea that it's something that is affecting us locally. That's an amazing question because kids have a different view than us old-timers, which is sad, but I love the technology and the changes that's made my job easier.,

38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?

Yes. Going back to iHeartRadio and Internet, it's actually cool to go to websites. Someone had to sit down and listen to radio stations that would copy their competitors. Now you can go on to one of our websites and see the playlist and see how many songs are at a station. Perception of top 40 radio is gone when you hear the same 5 songs over and over. Nowadays there is no way to hide what you're playing. Not dying, but slightly wounded. The jury is out to a certain extent.

43. What do you say to those who want a job in radio?

Run for your life. No, I'm not going to be Professor Elizabeth. Follow your dream. Give it all you got. Know if it's not going to work. Provide for your family. I was above average at best but I would reach out there with my feet on the ground and keep reaching for the stars. My dream came true. Yeah. Go for it. Run for the light man. Try to make it, but know when to stop and get a real job. We don't laugh as much as we use to, there's not as many pranks, and we didn't make that much money either. We laughed a lot. There was more of a family thing going on. Now, it's a lot of worry on people's faces. I try to brighten that up. I'm at the end of the road, my journey has happened. I wish there was more fun and less pretend fun.

Dave Dart
November 4, 2013
Production, Broadcast Specialist
Same Day Voice Over
Los Angeles, CA

1. What is radio's future?

Hard to say. There are so many things going on, that it is like . . . I don't know how anybody answers that. The future of radio is its ability to adapt and the bottom line is its ability to adapt, and is it a bright future? We will see. We'll see how well it adapts.

6. How have you changed over the years? Your view of radio? Why are you still in it?

I'm not day to day anymore per se, but how my view has changed was I see it more as a business than when I got into it. When I got into it, it was a business but I did not necessarily see that aspect of that. I see that aspect now. I got into it for the girls and the fun. "Come bring me a burger," was a way to weed out the girls, to check out whether or not it was something you wanted to pursue. Haha.

7. What was radio prior to the Telecommunications Act of 1996?

Oh it was a race to the bank by employees, and whoever got there first had the best chance of getting their check cashed. There were a lot more jobs, it was a lot more competitive I think between stations, even between friends and stations, because the station down the street you wanted to just kill them, do anything you could to beat the competition. It's not so much that way anymore.

8. What was the radio station/listener connection? The DJ/listener connection?

That's a great question, I tell people that radio then was to a community, to the immediate listener as Facebook (FB) is now. It was the social network. And radio has in many respects lost that connection. It was what FB is now. It had that common bond they could go into the office and talk about and what was being talked about on the radio. The Bonneville station this past weekend brought back old jocks and it was interesting to relive that and see that, and that's how it was really then, and I don't attribute that to the Telecommunications Act so much, but that's how it was when I got in. We were the social conversation.

9. Why did people listen to the radio?

I think a number of factors. For the news of the day. To know what was going on in the community. Escapism. What you heard you could make your mind be anything you wanted it to be, it had entertainment value, something to fill in the silence.

10. How did radio get new listeners? And keep them?

You know, it was a social network. There was a lot of word of mouth going into it; this is what my friends listen to, yada yada yada. There was some guerrilla tactics. Certainly the formula has changed somewhat, given away some stuff, back then it was still an era. If you were a rock station the one who played the most Zeppelin won. Give the people what they wanted. It's not really difficult, it comes down to the content and how it's put together.

11. What was the value of a news director and local content?

Huge, it was huge. That's the biggest disappointment of the Telecommunications Act. A lot of it was mandated. You actually had to interview or have a public file that ascertained the needs of the community and service the community, and of course news and information was paramount for that. If you didn't have a news department, or someone attending the council meetings, criminal trials, the police department, then you weren't serving the community. And if you weren't serving the community, then your license could very easily be challenged, it was important. Huge.

13. TV, CDs, movies and newspapers were the primary competitors to radio in the past. How did radio retain listeners when these options were available?

To some extent, it was the lack of options in people's lives. My commute in St George is only 25 minutes, but in LA, my drive time can be more than an hour. There were not as many in-dash

options, so it was kind of built-in to retain that audience, but that's where having a compelling show and content made the difference between you being number 1 or 21, so it comes down to content and programming. Were we too comfortable? In terms of mobile yes, I don't think there is any question that radio took it for granted, that they owned mobile entertainment. I think there are some in radio that still take it for granted that they own mobile entertainment. The most guilty people of that I think are small operators, small towns, who aren't ready to accept that there is a new dynamic. I think of all the big players in the industry, they get it and they understand they can't take the dashboard for granted. The one thing that has changed it that it's a business, and as a business it's all about selling the advertising, so I have to separate this into two separate answers. As long as the owner is making money, selling advertising, at the end of the day how much do they really care what technology is really passing them by or not? So much of the sales process in a small market, small environment is about relationships. It really is. So are they missing it? Yes. Will it have a negative impact? Time will tell. By the time it impacts them they will be dead and gone, and it will be whoever is left to pick up the pieces, and they will say, "We got a lot of catching up to do".

16. What changed radio the most? What single item has had the most impact?

Technology, the Telecommunications Act had a huge impact. The Telecommunications Act, you can't put your hand on it and say this is a thing, per se, technology has changed how broadcasters have done business, automation systems, and now the automating of sales. I was with Google during the audio ads experiment, and the whole intent was to automate the sales process. Self-serve the sales process. Technology has its fingers everywhere, one of these days somebody is really going to figure this out. Google had a great shot at figuring that out but the problem was they kept trying to fit a round peg in a square hole. It just wasn't working. The biggest impact from the Telecommunications Act was the loss of jobs. Consolidation of jobs. Across the spectrum, it's created a more stable industry nationally. The Telecommunications Act, I'm not going to say it's the worst thing to happen to radio – because it was the best and the worst. There are two sides to that, you can't just look at the bad and ignore the good, and vice versa. Back then when you had to race to the bank, that was because as a small operator and staffing a station 24 hours a day because that's the competitive environment, that took a whole staff to do that, and that cost money. Now with the Telecommunications Act, you can staff 6-7 stations with the same people if you are smart about it. And you've got more monetary scale. So from that aspect, it helped to make the industry more financially sound. There are plenty of negative things that came from it. Loss of on-air jobs, the need for ascertainment, you still need to keep a public file, but not the emphasis on that as there used to be, so that's why you have seen local news departments all but evaporate. Who in St George Utah has a full time news department? Who could? Canyon could, Cherry Creek could, Simmons could have one. They could, they choose not to; there's no money in it. Let me rephrase that, there is no perceived money in that. There is not perceived importance in that. What are we going to do with a full time news person? We can't have them doing commercials, because that would be a conflict of whatever. Anybody could, but will anybody? No. I wouldn't hold my breath, but they don't have to. In LA, you have to have a news staff if you're a news station. KFI, of course they have a news staff, because that is an important part of their programming. Robin Bertolucci is brilliant. She's really got it put together well. But go to Bonneville, they don't have a news department. KOGO has a limited news department, KFI sends the news to KOGO, they are sharing resources. That has been made possible by the Telecommunications Act.

18. What has been the impact from internal technology; Automation, satellite, syndication. (And) 19.

What has been the impact from impact from external Internet technology: Internet, Podcasts, Streaming.

Internal Technology has affected more of the financial scale. The ability to run a radio station with a fraction of the staff, for a news department to generate news for a completely different city. That's all internal technology. In a lot of respects it has leveled the playing field as well with that technology. When I started on this, it was the fantasy of sounding as good as those radio

stations in Salt Lake City. The limitation was talent and tools. I didn't have the budget to have 8 track recording machines to do fancy production. Adobe is \$300 now? That's in anybody's budget now. General Manager mentality is "the less I spend, the bigger my bonus is at the end of the month." Then there's digital production. There is no reason why a small market station can't sound as produced as something in LA. Those things are in the reach of even the smallest broadcaster, even if they get them from less than legitimate means. External? That is the thing that has written the new obituary for radio. The obituary has been written how many times? And so we'll survive this, and radio won't survive if they won't adapt. It adapted when TV came along, when FM came along, they will have to adapt to those external technologies. Technology will not get worse, it will only get better. I can listen to a radio station from anywhere in the world. So long as I have cell reception, and broadcasters can't take that for advantage, because that's going to get better. The limitation is the cell coverage. Right here, Verizon doesn't have the best reception. Inside you have 3G. Three blocks from here you have nothing. That's the limitation. That's only going to get better, and it's going to have a really large impact.

20. What is radio?

Joe Average, it's a utility. To be turned, used, consumed at the convenience and necessity of the end user. It's not like it was in 1977.

21. Who is listening?

An aging demographic honestly. External technology, what it's done is create instant gratification. We want it and we want it now. I don't want to sit through 23 commercials, 25 songs I can take or leave, to hear Led Zeppelin, I want to hear it now! It's more passive, it really is. In terms of music radio it's extremely passive; in terms of talk radio people are seeking out that content. It's hard to say who is listening, because radio is a multi-faceted thing. I don't listen to radio, it's completely boring. And when I do, it's usually talk radio. I don't listen to it much because it's completely political. It's all anyone wants to talk about, so who listens? Hard question to answer. Who is listening? I don't know. Commuters? People who are a little more passive to fill the silence in your life? Radio is easy; you don't have to do any work. It's a utility; you turn on the switch and it's there. I don't like the song, I push the button. I don't have to take the time to build a playlist. It's people that are more passive. It's not that important to them.

22. Is radio a community/public interest entity, or solely a profit-based business?

Public radio is for profit. Even the public stations, if the funding isn't there, the show goes off the air. It's a business. You used to be required to act in the public interest to hold a license. Not so much anymore. You can fake public service by running canned PSAs, but that doesn't mean you're acting in the public interest. You're acting in your own self-interest. You're running your own interests to keep the license.

23. What are your views on streaming music from the Internet and its impact on radio listening?

I'm a fan. I ran an Internet radio station for a couple years. Its impact has been more in-office. The 800 pound gorilla is in the automobile. Internet is pretty ubiquitous at office and home. That's where it's making it against radio.

24. Many CD players are gone from 2014 cars; Smart radios/Smart Dashboard, are becoming the norm for new cars. With Internet in the car dash, how much of an impact will this have in traditional AM/FM radio? (And) 25. Does this only affect those who can afford new cars? What's the affect in 5-7 years when these cars with Smart radios populate used car lots?

This is a wakeup call. Radio's big thing was availability and content. It retains a lot of those advantages and content. As Internet is ubiquitous and coverage is better, the playing field gets leveled. It will come down to content and programming. It's not just enough to have good content but you have to know how to put the pieces together. TV has good shows, for the programming to lead into the other, it has to be a compelling overall package. And that's where it's getting really interesting. With Internet technologies and radio in the dash, both will level the playing field content wise. And how is it going to be programmed? The Internet providers are realizing that

they just can't put a jukebox on, and away you go, there has to be something else there, they'll figure it out and how to monetize it. And then it will get really interesting.

26. What type of listener is using technology for audio entertainment, and what type of listeners are staying with radio?

That comes down to comfort and the ability of technology. My dad will never own a smart phone, a cell phone, because telephones have a cord on it. Years ago I built a computer for him, did all these things and he has no interest in it. It comes down to the type of person that embraces technology and change. There's some generationalism to it. My wife would rather listen to the radio than anything else. I'd rather listen to anything but the radio. It's impossible to make a blanket statement that its generational, but older generations are less enthused by technology and there are still people trying to figure out the VCR.

27. In the past a radio station had a dedicated news director; not so much anymore. Has this affected the information that a radio station delivers?

It certainly impacts what radio stations do for programming and news content. Because they don't have the resources. So there is an impact there. What society wants to know is if Lindsey Lohan was in a car accident and what her alcohol level was. I can care less about that, you can care less, but someone wants to know. We have this infotainment news business, and it sells, and that's what people are buying. Is the Telecommunications Act to blame? I don't think so, again its business; people will always, always take the path of least resistance to sales. It's easier to sell fluff news, than it is to sell hard news.

28. One study mentions that TV viewership is down, but stations that have more local news are seen as more 'believable.' Does radio parallel this study, and if so, why is there less local news on radio? (And)

29. Does that also affect a listener's perception of the station?

It seems logical there would be a correlation there. Radio used to be the first source of news for people. The word on my cellphone is now my first source of news. The LAX shooting, I didn't hear about it on the radio, I had the alert on my phone. Technology changed that. Does the absent of news make a station less credible? I don't know that it does. It makes it less relevant to people who are concerned about the news.

30. Does radio still have a 'hold' on local content and news, or is this information becoming more available, and sought after, online?

If I listened to KFI regularly, day in and day out and if tomorrow they then stopped doing local news reports, it would affect my perception of the station. As an example, they did away with airborne traffic reports. I use to rely on their airborne traffic when I was commuting in this area. I don't listen to them for traffic anymore because they don't have airborne traffic; it's Mike Nolan in a booth in the studio. So that affected my perceptions. It affects perception to the extent that a station had the perception of being an authority in that realm, prior to.

33. Can radio use traditional AM/FM and Internet technology together to reach a broader audience, or is that listener gap widening? Should radio reach for the growing technology audience, or cater to the remaining AM/FM audience?

Can radio survive by doing what it's done? No. Radio is going to have to adapt. I think that if stations embrace technology, embrace by any means to get the message and product out to people it needs to be relevant. How much TV do you watch off the antenna? Not much. It doesn't matter that KACB is spending hundreds of thousands to keep that antenna on Mt. Wilson, they have to have the transmitter to have the license, but most people are getting it on dish, cable etc. It's a different delivery vehicle. It's a real opportunity for radio. Radio has always been limited to being able to generate revenue locally, became a local medium, that's its strength and that's its weakness. The tools are there to extend their reach. They just have to figure out how to keep the local appeal, while extending that reach.

34. Is technology creating a gap between the types of listeners?

Sure there's a gap. That's self-evident. Does it affect relationships between those people? I don't think so. There's no common interest there. I can't blame technology for anything. It's how people

- use it. It exposes people's natural tendencies. It's not the technology's fault. So is it technology driving the gap? I don't know. The availability of technology exposes people's natural tendencies.
37. What should radio be?
Regain that place of public service, trust, interest. Radio has had some good moments. Radio rises to the occasion when it has to, (Katrina). The future of radio will depend whether it rises to the occasion or not.
38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?
Some are really embracing that. iHeartradio. I worked for Bob Pitman. He's a brilliant man. He is a visionary that has embraced where that is going. To Clear Channel it's going to be just fine. Radio has to embrace the technology and find the synergies and bring its strengths and use technology to improve its weaknesses.
39. Music is available online; local content is available online; personality entertainment is available online. With the access to technology becoming more widely available to the masses, why should those who have this access choose to listen to traditional AM/FM?
That's the question every owner should be asking themselves. Frankly I don't know why someone should listen to radio given its general state right now, but with the right programming, commitment to the community, all these things coming in play, people want to recapture what radio was in 1980. It's never going to happen. But take what was good about radio in 1980 and use the available tools now today and turn it into something. You do that, and that's why people should listen, because it still has the ability to be as entertaining and compelling, as anything else that is offered. It still has the ability to; it's just not doing it, on the whole.
42. Is local content what listeners really want to hear, or is it just a buzz word?
Local content is what local listeners want to hear, so long as we are constrained by that FM signal, local content is the ace in the hole. People still want the dirt on Lindsey Lohan and Miley Cyrus, what's she doing. Where's she been? There is a weird curiosity about that but at the end of the day, ESPN is not going to be carrying the DSU homecoming, it's not going to happen, or anything to do with SUU or DSU. That's the ace in the hole for radio. Radio can still talk about Miley and Lindsay, and general interest, but local content is the ace in the hole.
43. What do you say to those who want a job in radio?
Live within your means. You're not a rock star. If you haven't been fired at least once in radio, then you haven't been in radio.
44. What is the future of radio?
Good question. To be determined. Radio will be what it decides to be. If radio goes on a hiring binge with no more voice-tracking, that's what it will be. But if it relegates to those PSA's then that's all it can expect back from the community. If radio is not giving to the community, then why should the community give back to the radio?

Chris Merrill
November 4, 2013
Radio Host
KOGO / Clear Channel
San Diego, CA

1. What is radio's future?

Future of radio is going to continue to morph. It is yet to be determined. That's why it's the future. Its unwritten, it's unknown. We have a few different visions out there right now, and which one becomes the prevailing model that is used, is yet to be determined. Clear Channel is working hard to get ahead of the digital aspect of it with iHeartRadio, and I think Clear Channel (CC) is going to try to merge with Spotify. Pandora wouldn't deal with them, and meet up with iHeartRadio. We will see a continued migration to an "open source" content rather than having whatever frequencies as allocated by the FCC. People will migrate to whatever their special interests are online. Some of the larger companies are trying to get ahead of that. We are still going to have terrestrial radio for some of the broader content. We still have network TV even though we have satellite with mass appeal channels like Gardening, Lifestyle, etc. We have those specific channels on demand but still have mass appeal on the networks.

7. What was radio prior to the Telecommunications Act of 1996?

As a listener it hasn't changed a whole lot. You have less freedom as a host. From a business stand point I don't have the inside look on that. All I have is rumors that 'when I was in radio back in '87 those were the good old days'. But they also scream how bad it was because of the Fairness Doctrine. There seems to be some selective memory going on with people. I remember growing up and being addicted to the radio. Looking back, what were they doing that is so different from what we are doing? They were playing the hits. Whoever played Baby Got Back the most was the one I listened to the most. How has that changed from what it is right now? We complain about classic rock stations that play Zeppelin or Aerosmith once an hour. My first-time gig was a mandatory 'one Beatles song an hour.' How is that any different from today with limited rotation? The data backs up what we've always known. Play the hits stupid! As far as breaking music, that's changing, but that's not consolidation, but rather technology; introducing new music. Psy and the fox song are hits because of YouTube. Radio companies break the artists that are already proven. So I remember a big AC/DC hit coming out, playing it right at midnight. That was before consolidation. They had no idea if Razors Edge was going to be worth a crap. They just threw it out there and they said AC/DC is proven, we are going to play it; it's no different than it is right now. So as much as the old timers say "that it used to be so much better", maybe you had perks and didn't have to deal with cutbacks. Cutbacks are frustrating. I grew up in a small business family and we made cutbacks too. And we have to fire people and friends, and it sucked. But that's not different; Radio stations didn't fire people prior to 96? I'm not believing that.

8. What was the radio station/listener connection? The DJ/listener connection?

We hear the folklore that "the phone was always ringing and we talked to the coolest people and they always told us how much they loved us, it was amazing." And I'm not sure how much we can say things have changed because of consolidation or technology. I also know they are full of shit, because who calls the radio station? Crazy people and old ladies who lost their cats. That's who calls radio stations. You occasionally may have the cool caller, and the regulars you really like, but has the human condition changed in 20 years and the Captain of the football team called in and the crazies didn't? Again I call bull shit. I think profit and loss lines has changed. You got a few multi thousandaires involved, a few stations owners with successful stations, you've got larger conglomerate stations that are sucking up all those profits and answering to the shareholders, and if you have a company that's doing well, and publically traded, then you can make the argument that more people can make money off that American business, as opposed to just a few station owners. But the other argument was that you can improve quality by having them combine resources. It's different from the 90s, but that's more from a management

standpoint and less from programming. I hate the liners. I spend 30 seconds on why they should listen to another station on the Internet and stop listening to me; that bugs the shit out of me. Our perspective as the soldiers in the field is they are trying to win the war, we are trying to win the battles. They are reallocating resources for the stronghold that's more important. Then you give them all your weapons and they wonder why you're not winning your battles.

14. Was radio a powerful medium because of a lack of viable competition because the only competition for audio entertainment was other radio stations? Did this put radio in a comfortable position?

Radio was the only wireless entertainment. You can blame radio for not having the forethought in the 50s to look ahead or the 70s, but I don't think anyone had the foresight in the 50s or 70s that suddenly we would have this info available to us, just like we have no idea what our kids develop in the future,

16. What changed radio the most? What single item has had the most impact?

Complete dependency on computers. More efficient in many cases, but the potential for disaster is raised. I would say from that standpoint it's better where I don't have to play CDs on Christmas morning, it's better, but that means a part-timer lost their job man. It's a reallocation of jobs. Yeah that U.S. postal service is great, but how many horseback riders are out of a job? It is what it is. It's advancement. Communication will last forever. What mode is volatile?

17. What has been the impact from consolidation, a result from the 1996 Telecommunications Act?

I have to read 41 liners this week. I hate that. I see a generalizing and a lack of attention to details that allows a radio station to win. Good companies will still focus on local content and Clear Channel consolidates and has a butt load of debt. KOGO, we have Rush but otherwise we're local. KFI is one of the most successful stations in the country and is local except for Rush. KOGO news department has been slashed. KFI now does our middays and overnight traffic. Why am I still in radio? I'm willing to we put roots down here or wherever I need to be. That's the tough part. To get programmed by a neighboring city. To go to the next opportunity. I have no knocks against anyone who does that.

18. What has been the impact from internal technology; Automation, satellite, syndication? (And) 19.

What has been the impact from external Internet technology: Internet, Podcasts, and Streaming?

Radio as we know it, the broadcast medium as FM may change, but the communicators will continue to be important part of society since the Greeks. Mass communication will be around but how it's delivered is the question. On the inside, the changes have been for better or worse; we are dependent on computers. I don't use paper anymore. Everything is on Google docs. The stories are ready to go tomorrow morning at 330 am. I'll pull up the Internet sites and look at the comment board to see what people talk about. It lets me hone in on what's important for my show, and at the same time, I'm saving a tree. It's super convenient and I can work on my laptop. I could work on my show right now. I can stand in the shower and send myself an email from in the shower. It's made my job much different, not better or worse, because now I'm doing my job in the shower, but I can also be more productive than I could be in the past. Now I can't get away from my job and that adds work stress.

21. Who is listening?

Depends who you listen to. Survey results say everybody is listening all the time, remarkably. I say everyone hears radio on a regular basis, whether or not they're listening is a different story. If my kids are in the car with a PPM it will be picked up, but I can guarantee that they are not listening. They are not paying attention to traffic reports. The kids are exposed to it, but, I can't tell you that they are listening to it. Prior to consolidation we still had had same things like the Top 8 at 8. I know younger people listen to the radio and have access to it, but I can't tell you the percentage, I don't know margin of error. I know people have exposure to it but I can't tell you who's passionate about it and would consider themselves listeners of the medium itself.

22. Is radio a community/public interest entity, or solely a profit-based business?

Can you not serve the community and still make a profit? That's the business of radio broadcast as we know it. Is the evening news for profit or does it serve the community? We cover breaking

news as a process of making money. And we do it better than others, and when you make money you have money to spend on resources. When Christopher Dorner was killing people, NPR could tell you the economy in Uganda, but we told you who was going to shoot your ass. Course we still had to break for commercials. I think it can be both; any commercial radio above 92 on the FM is both. In terms of content itself, is that not serving the community? From a sports debate, political debate, lifestyle debate, from a talk stand point, or is introducing music to the hearts of children not a service to those children and increasing the quality of life for the people around us? Define service to the community? I can tell you whose cats are missing, but does that mean I have to do that to be serving the community?

24. Many CD players are gone from 2014 cars; Smart radios/Smart Dashboard, are becoming the norm for new cars. With Internet in the car dash, how much of an impact will this have in traditional AM/FM radio? (And) 25. Does this only affect those who can afford new cars? What's the affect in 5-7 years when these cars with Smart radios populate used car lots?

As much as we didn't have forethought what we can really do, that doesn't mean what we do really changes so it doesn't become obsolete. One thing about these cars, in '09 we got a car. It has an iPod dock but it won't charge a phone, it's from the old connector, I can't play music in the Bluetooth in the car, and Bluetooth was the 2010 model. As fast as technology is changing, radio is not, that may be the clubfoot that slows us down, but it's also the clubfoot that stops us from dropping off the edge. I love looking at all the new toys, but what's important to me is that I can communicate between my phone and car, not just for phone calls but I love listening to content through my phone. Maybe I love that directions come to me through my speakers. It's important to me, but at the same time, whether it's AM/FM or a digital tuner, the tuner hasn't changed we still are going to that spot. The familiarity is still there. 5 years from now the technology advancements may be a detriment, I won't buy a car that's more than a few years old cause the technology is already outdated in that vehicle. AM/FM will always be the same.

26. What type of listener is using technology for audio entertainment, and what type of listeners are staying with radio?

Different generations and part of that has to do with the cool factor, trends, branding. Kids want the coolest, hottest items and we have been taught at a young age, we have been conditioned that the new shiny thing must be better than the old shiny thing, so we have to have the new shiny thing. The older generations are familiar with radio but "all this new-fangled stuff", I don't know if it confuses them so much, but that they have seen it before, and to them "they come and they go". I made it through 8 tracks and cassette tapes, I'm making it through CDs, there will be another one, it will come and it will go. Give it time. So people using radio are those familiar with it and the quick adapter of new technology. And those that are excited about anything new like new technology. It's not an economic gap. But if you take a look at lower income status, we are such a spoiled country, poor in the U.S. is not poor, and because of that; we create social programs and distribute taxes to those that have less, and whatever income they have, they don't have to spend on food or rent, etc. because we provide those through the programs we have and so they use that money on fashion and electronics. The vast majority of those in lower economic areas have all the cool toys and gadgets. You could make the call for regionalism, where companies have not found it profitable to put up a cell tower. Or run Internet cable, phone, there could be a divide there. They won't run it out to my parents' house. My dad's a computer guy in a remote area and less likely to adopt new technology. AMs are going to have nighttime to have access.

28. One study mentions that TV viewership is down, but stations that have more local news are seen are more 'believable'. Does radio parallel this study, and if so, why is there less local news on radio? (And)

29. Does that also affect a listener's perception of the station?

Its poor business but I'm not the one making decisions that affect the livelihood of the entire station. We can argue that it's detrimental to them for top 40 stations not to have news at the top of the hour, it's probably not, because if it was, they'd put it in. Is it perception? It depends on

who your target is. Does my teenager care that she's not hearing the news every hour, it would irritate her, she would tune out. Again, who's the target demo? My newswoman left TV to work with us, and their target demo is a 57 year old female. That's completely different from my 25-54 year old male. Credibility doesn't come from having the news, but from connecting locally, that's the win.

30. Does radio still have a 'hold' on local content and news, or is this information becoming more available, and sought after, online? And 31. Does the existing radio listener even care?

They care but it depends on who the target is. My 16 year old cares about the concert that coming to town and generalities.

33. Can radio use traditional AM/FM and Internet technology together to reach a broader audience, or is that listener gap widening? Should radio reach for the growing technology audience, or cater to the remaining AM/FM audience?

They can go together, whether it's carrying an Internet station or creating new content they can work and should work in concert.

36. Internet audio is able to more accurately track listeners, thus presenting more accurate information for advertisers. Will more accurate reporting, compared to previous sample diaries and surveys affect how advertisers buy radio?

Absolutely it will. For better and worse, it would be great for some places and terrible for others. PPMs (Personal People Meters) are a better bad way of doing it. They are both terrible, up to 40% error, but it's still better than the diary. The more accurate, the better you can serve your audience with content and advertisers, and stop wasting time on things they don't care about, just like the Internet and cookies gather what your top sites are, with geo fencing, etc. They can see where you have been, what you like, see me logon and send me info on softball gloves and bats, and not waste my time on china wear. Better for everyone involved, it's a win-win-win. From content, to the advertiser targeting, to the listening audience,

37. What should radio be?

It should an emotional connection, intellectual, marketing. I don't think people hate advertising, but they do hate bad advertising, and I think radio is chicken shit. I don't think I've met a single station that will turn money down, to say to a client, "no, we won't run your shitty ad, we are going to make an ad that kicks ass" so in that regard, radio has failed itself, by allowing advertisers too much leeway. "The client is always right", that doesn't change.

38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?

First decide whose opinion that was, that radio is dying like newspaper. I don't think it's dying like newspaper. I think it's changing. As far as its appeal though, the young kids, they still line up to hear the One Direction song. I don't think that has changed. I think old people listen a lot and are more vocal about what stations they listen to, and when I say old I mean anyone over 30. It's not dying, it's morphing, it's expanding its reach via the Internet, and I think more opportunity for new introductions. I have people that listen in Texas, West Virginia, Kansas City, that listen on iHeartRadio. It creates new opportunity for new stars in the business, new personalities of note. It helps brand ourselves and increase our own value. I think radio is embracing that in the right manner and it continues to grow. And I think that's the vision of the movers and the shakers. And they are putting an awful lot into it because all their eggs are in one basket. Internets not going anywhere for a while. Distribution of information is necessary for to our information and digital age, so in that it would be ignorant to ignore any opportunities that our medium might have. I don't think or won't say that radio is dying. It's changing, not dying.

39. Music is available online; local content is available online; personality entertainment is available online. With the access to technology becoming more widely available to the masses, why should those who have this access choose to listen to traditional AM/FM?

Because AM/FM makes connections. Radio is a connection, so if it's done right, it's not just the

song that you can hear anywhere, it's that person who's in your back yard; but if you got someone from Port Lucy FL, they won't know about the earthquake, or power outage, and our bread and butter is connecting and being entertaining when those big stories are not happening. I don't care if that's music or news format, but if we connect at important times and continue to connect, radio offers a relationship that's already been built. That's the value of the brand of those individual stations, and that's where the value continues to be, for AM/FM, it's there, it's dependable. If the Internet goes down, no matter, what I can do is turn on the radio and it will be there, it's as reliable as the sun coming up in the morning.

42. Is local content what listeners really want to hear, or is it just a buzz word?

Consciously or subconsciously, they want it. That's where the connection is. It matters when it's affecting them. My 16 year old daughter may not say "I want local content" but if there is a flipped over tanker truck spilling gas all over the freeway, she will care. It's there now, it's affecting me, and so she connects.

43. What do you say to those who want a job in radio?

Yeah, no. Don't. The climb is too long to get anywhere for stability and viability in the business. You and I lucked out. My expectations of salary were low, and they offered me 35k I thought I had it made. I know a guy that's interning for free. Those with talent excel, and the guys with all the passion in the world keep being broke. There are some really good non-radio jobs out there, unless you are really good, then I'll say stay in radio. When I was in Kansas, I made 40K, and the Sonic fast food manager was making 45k. Why did I want to get up at 3:30 am, because I loved it. It's worth 5K not to go home smelling like fryer grease.

44. What is the future of radio?

Undefined. It all depends on who we have in it and the visions come to fruition and relies on radio as a connection, it's why we listen to radio, it's for company, to feel like we are a part of something, As long as radio does that it will have a future. When radio loses sight of that, like in some smaller towns, not all because some smaller towns have an even tighter connection in that small town than in a larger major market, especially when a town has its own personality. In those towns, radio is going to flourish. But in others, in a college town you have a transient population that are in and out all the time and don't have time to forge that connection. Get people to get hooked early on, or radio will struggle.

Gary Smith
November 5, 2013
Director of Engineering
Bonneville Media
Phoenix, AZ

1. What is radio's future?

It's built on two things, live programming that is local and focused on the community. Radio is not a worldwide medium, it is a local community-oriented medium, and as radio progresses, and moves into the future, what it does for its communities, how it serves in its communities, and how it grows the community, will have a greater impact on its future than any move towards globalization or globalized syndication.

6. How have you changed over the years? Your view of radio? Why are you still in it?

My view has never changed. It's a really fun business to be in. We have some definite requirements for engineering, everything has to work. It's just radio. It was never meant to be to be anything more than fun. It's just radio

7. What was radio prior to the Telecommunications Act of 1996?

Radio was smaller. It was growth limited. KSL had a TV AM and FM, they wanted more FM, and so they sold their FM stations, to the Simmons family, and have since acquired it back. But before 96 they could not have, and even after, it was difficult to own because of the cross ownership of the newspaper and TV. Many stations were caught in the 666 rule, and so it was hard to grow. Once the 96 act was enacted, and ownership rules changed, it became a feeding frenzy. We have large companies who said let's get while the getting's good, and sort it all out later, so they went on a buying spree, and they are still sorting out what stations to keep and what to get rid of, in order to be a profitable well-run company.

8. What was the radio station/listener connection? The DJ/listener connection?

Radio was more local, it was focused on a community, we had those early talk show people, a nationally syndicated night time talk show guy and he had listeners all over the country and that was rare. I remember when we started getting big name talent that went across multi markets Bruce Williams, Sally Jessie Rafael, and some of those, and syndicated started to grow before 96, but not in the same way as things changed afterward. You could buy a canned satellite program and it sounded like a canned satellite program before 96, after technologies were developed that allowed a station to sound like it was programmed for your market, even though it wasn't, through voice-tracking and all of a sudden you can hear Rockin' Rod Boshart, in 8-10 different markets and that was the Clear Channel model. But it wasn't, he couldn't say anything that was specific to a market, so radio became quite generic, especially in the big box radio groups.

11. What was the value of a news director and local content?

It was extremely valuable, sometime the entire image of a radio station was built around the news team, or the morning show host, like in SLC, KSOP Country Joe was the name and face of the radio station and he was a part of the community, and when things happened, and Country Joe was involved, it focused around Country Joe. At KISN, Fischer Todd Erin, when they said jump, people asked how high. When on the sports stations when the players from the professional ball teams went to a location, the location would get mobbed, people would come out of the woodwork, police would have to be called in to control traffic, this was true with Karl Malone in Provo. I can remember one time in Provo where they had to shut the store down and barricade the show inside the store and the police had to come, the crowd was not unruly it was just very large. So there was a huge attraction to the show and the talent on the show, that's not the draw we see today.

14. Was radio a powerful medium because of a lack of viable competition because the only competition for audio entertainment was other radio stations? Did this put radio in a comfortable position?

When you go back to the WW2, that's what people did, somebody in the neighborhood had a radio and all the neighbors would gather around and listen and there were many many shows. I remember as a young man we would gather around the radio and listen to "Only the Shadow Knows" it was a

bigger piece of the pie, but it's not a piece of pie that will disappear as things compete, it's just going to have to be a little different; it won't have the same foothold.

16. What changed radio the most? What single item has had the most impact?

I don't think radio has changed all that much. Now I'm speaking from a tech standpoint, my first car was a 54 Desoto, and it has a 6 volt battery and a tube radio, and radio in the dash, and the first thing you did was warm up the radio before you left. Radio has gone from, in the beginning, radio was very corporate, then it became ma and pa, and in WW2 and in that era if someone wanted to build a radio station, they could. They could piece it together and make it happen. Then it's become very corporate again. The biggest change has been the small locale is gone, even in small markets, even in St George (STG). You've got two corporations that run all of radio in STG, you've got Canyon Media and Cherry Creek and even they are focused on small market radio but they are still corporate driven by outside the town, they are still controlled by a corporate mentality, and in your major markets, there are no ma and pops left, it's all corporate radio. The ma and pa localism, you'll find it in communities like Page, AZ, but that's rare and the market is so small, that it can barely pay ma and pa, there's not room in the market, no money in the market to support. Ma and pa radio has existed because corporate radio cannot afford to operate there.

17. What has been the impact from consolidation, a result from the 1996 Telecommunications Act?

Serious homogenization of the on-air product. You go to any major market and you know if you tune to Clear Channel you'll get these five programs no matter where you go, it's like McDonald's for the airwaves. And that's pretty much true across all the major companies, and that is what's happened because of the ability to program across markets as opposed to focusing on the local programming, local live, where the people that are broadcasting are a part of the community, they understand the community, they're focused on the community, and it's the community they live in that they are trying to enrich. I think also, there's a lot to be said about family values. I think in the homogenized radio world, and in corporate control of programming you see a lot of chasing dollars, which doesn't necessarily lend its self well to family values radio. I think family values radio wins in the end. What you may want to do for yourself is not what you want to do for your children.

18. What has been the impact from internal technology; Automation, satellite, syndication. (And) 19. What has been the impact from impact from external Internet technology: Internet, Podcasts, and Streaming?

We develop product, and podcasting etc. It's just a vehicle for us to deliver. If the product is not good you can have all the method of delivery and it doesn't make the product any better. If the product is good, then it's driven by the selfish nature of this generation what they want, when, how they want it, and so the dial is to deliver our product to them. That's what these other technologies do for us, but they don't care if the product itself isn't any good, so it's still about developing the right product, having content that is interesting and compelling, and to do what you need to, to be focused on your community

20. What is radio?

A voice in the community.

21. Who is listening?

I can only speak for my radio stations, because I don't pay attention to the competition, and I want to digress from the question. In the radio industry there has been a lot of chasing tails. If one station turns up the modulation, then everyone else does to, and you have a chasing of tails, and pretty soon you get butter. I've not been part of that game. I set my standard, and I stick with it, and I'm consistent. And the rest of the community comes back around to where I'm at, so, I think that establishing an unerring course, striving to do it right. To nail it, not to try the outdo the guy next door in terms of the product, but to be the best you can be all the time, and understand that things around you fluctuate and you need to follow a straighter path. Now to the question. Who is listening, moms, kids, dads, its people that want to be informed, and do not want to be insulted, or have to listen to things that are not appropriate for their kids to hear. So its people with values, and I think that's by far the greater percentage of Americans. I believe there is a silent majority, and we are focusing on them,

and they are people that are family people, and love their family and kids and wants what's right for them.

22. Is radio a community/public interest entity, or solely a profit-based business?

It has to be both. It is a for-profit business, and like other businesses, profitability is your security; it's what you do with those profits that makes a difference. Are you giving back to the community are you serving the community are you lifting up the community? Here at KTAR, we raised over 1 million dollars for Phoenix Children's Hospital and we are getting ready to do our yearly heroes event that will raise a half million for fallen firefighters and their families. We do millions of dollars each year in fundraising and community service, giving back. Within the corporation, we have 40 hours a year as making a difference hours where you are expected to serve those outside of the radio station, not under the influence of the radio station, but like Habitat for Humanity, Boy Scouts, etc. Different kinds of things that lift the community that you can do on a personal basis, and the company provides a time for that. Giving back is really really important, so it is a public entity, in the sense it serves the community, very much so, in the sense its controlled and dominated by the community, no, it's a for profit business, and its owned by a business that has certain sets of values, and those values are important and it will be reflected in what they do with their programming and on the air. We connect entertainment to value, and we create opportunity for discussion so we can develop understanding and educate, all of those things are important, and there are timeless values that go beyond money, that really help. Hope, learning, caring, are important to understand that if the company has those values they can serve the community extremely well, by just instilling those virtues and values, and reflect that in what they do. That's service to the community, and that's in the public interest.

24. Many CD players gone from 2014 cars; Smart radio /Smart Dashboard, are becoming the norm for new cars. With Internet in the car dash, how much of an impact will this have in traditional AM/FM radio? (And) 25. Does this only affect those who can afford new cars? What's the affect in 5-7 years when these cars with Smart radios populate used car lots?

I got a car that had a connected dash, it was fascinating, I would say that it's the most dangerous car I've ever driven. You're going to have to take time to run through that mine field of options and sources, everything else. Even finding radio on it was difficult. In the old days we use to have desirable frequencies in the middle of the dial, they were in the middle of the dial, even though the lower frequencies in AM had better coverage, and you also wanted to be loud, so that when you dialed past it, it would stand out. Today, that dash is a totally different animal and has been for some time. For me, the ability to listen to an iPod is a great thing. A CD would not hold enough for me. Changing CDs would be a distraction. A connected dash where you can control your device and is user friendly, it does not take away from radio for me, because I listen to the iPod when I'm not near a broadcast signal while traveling. I find that when I leave my town I listen to that local radio, and when I lose that, I switch to my own source. And when I come to the community that I arrive at, I'm interested in that community and turn on their radio. I don't think having a multitude of sources is going to hurt, because to better understand and connect to the community and to know what's happening, you still have to find some local source. Satellite will not do that for you. iPod won't do that, CDs wont; Radio WILL do that for you.

28. One study mentions that TV viewership is down, but stations that have more local news are seen are more "believable". Does radio parallel this study, and if so, why is there less local news on radio?

News is expensive, and music is easy and cheap, relatively speaking. And that's not to say there aren't problems, because we pay for the music we play. Music boxes are easy to maintain, they are easy to staff, and especially if you want to do radio in a box. If you want to do live and local radio that's a different issue. News is expensive. And sports is expensive, and both of those being live and local. Why are stations moving away? It's a bottom line issue. And it reflects a corporation philosophy to what extent they will go to serve their communities.

29. Does that also affect a listener's perception of the station?

It's mostly subconscious. They go where things interest them, and what interests people is what's about them. I don't care what's happening in NYC, but I care about my home community of Phoenix, Mesa, etc. You migrate to things that feed your interest.

30. Does radio still have a 'hold' on local content and news, or is this information becoming more available, and sought after, online? (And) 31. And does the existing radio listener even care?

Yes they care and yes radio has a hold on local content. When was the last time you had a Saturday afternoon that was free and you were really driving around and you hear something on the radio and you thought "that sounds fun, let's go there". Some people plan their days, some don't. Radio is right now, it's live, it's there for you, and we talk about what's happening in the community all the time. And we publish online lineups and we don't promote events that don't have family values.

32. Are you using Internet technology to reach more listeners, and if so how? Results?

We podcast in this facility, we have a TV station that is committed totally to our web department and web pages, we provide human interests, options, all kinds of additional info of things discussed on the air, so you can take what's happening on the air and go to the web and see more. We produce sometimes as many 30 video vignettes a week in the webpages, for those who want to take the time to learn more about a topic or more about our talent.

34. Is technology creating a gap between the types of listeners?

There is no gap because people find ways to afford what they want regardless of their circumstances, and those that want to have the modern communication devices have them.

35. Why type of person moves to technology for their audio entertainment?

That's a silly question. People that have always moved to technology for entertainment. Remember that in the beginning it was Vaudeville, then the radio was invented and people moved to radio, and I mean that was technology they would go to the neighbor's house to listen. People always have and will, when they'll embrace new technology that doesn't mean they will leave old technology behind, the old technology that is delivering content that is meaningful, they will survive.

36. Internet audio is able to more accurately track listeners, thus presenting more accurate information for advertisers. Will more accurate reporting, compared to previous sample diaries and surveys affect how advertisers buy radio?

It already has. There is more money spent on digital media but there are certain buys that are still radio buys and I believe the pollsters say it will remain radio buys, because there is an emotional impact.

37. What should radio be?

Live and local.

38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?

First of all, in our company, we streamlined our newspaper operation dramatically, moved the news room with the TV and radio newsroom and combined the operations, so we got better efficiencies, and were still able to deliver a quality product. Radio from that perspective is not dying. Newspaper is ceasing to print, but they still have compelling content that can be delivered over a multitude of other mediums other than print. And radio, the Internet, those are all mediums for delivery of compelling content, the future of radio is more centered around having compelling content that means something to the listener and is delivering quality content. That's what radio was, is and needs to continue to be, today and for the future. What we do on the airwaves is funding what we are doing over the Internet; it is still the main financial revenue source

39. Music is available online; local content is available online; personality entertainment is available online. With the access to technology becoming more widely available to the masses, why should those who have this access choose to listen to traditional AM/FM?

Because traditional AM/FM is still avail in more places than any of the other technologies and it's a tried and proven delivered medium, whereas if you try to stream something today, it might work. It

might not work, and will not work if you leave town. Also, with today's sourcing and as crowds gather, the reliability of the Internet diminishes rapidly, only so much bandwidth available and bandwidth to cover large groups in small areas, and constantly moving is very expensive. If there is enough money to grow bandwidth everywhere, then it will happen. If that's where the money is, that's where the growth will be.

43. What do you say to those who want a job in radio?

Go for it. Part of radio is engineering and we have no one coming through the ranks. RF engineers are almost impossible to find. In the industry there are stations that have posted for 2 years and gotten nothing. There are good jobs out there, we have a lot of people come through our news station from the Walter Cronkite School of Journalism, and from other communications programs, and come to our news and sports department and go on to have great careers in other parts of the country. Some have stayed here and developed great careers right here. As long as radio continues to provide compelling local programming, and remembers the values that the listeners expect from their entertainment sources, there's going to be a place and a future. And where there's a future there are good jobs. It requires work, but it's fun work.

44. What is the future of radio?

It's a bright and rosy picture. Radio will continue to grow, and it will continue to deliver meaningful content, it has to be values-driven to grow, garbage radio will not survive.

45. Your final thoughts

Radio is a technologically-driven business, and will continue to be so. And I think the future is bright. I don't think radio is dying. When people choose to do a mass produced music box, they are making a mistake because Pandora does that, but when you do something that is focused on the community, then you win and the community wins, radio wins when the community wins, that is, when radio is live and local.

Neil Larrimore
 November 5, 2013
 Program Director
 Clear Channel
 Phoenix, AZ

1. What is radio's future?

Gee. Open it up to something more specific. There are a lot of doom and gloom nay sayers about radio. I don't see it short term as a reality. Radio and wireless will always be broadcasting, will always be here in some sort of way. Will it be the model that we use? Not necessarily. Now 92% of Americans are touched by radio every week. With technology coming in and new media, what are the platforms we are going to evolve to? Future of radio is still bright, it is a place for solid compelling live local content, music, new music. And it has a take away. It's going to be more mobile than it is now. There's more competition than ever before, but it will be successful in reaching a very high percentage of the population even far into the future.

6. How have you changed over the years? Your view of radio? Why are you still in it?

When you're moving from talent to management your responsibilities change. It changes how you see the format and the industry largely because you become more of a student of the industry, as opposed to creating content and going on the air. I've become a lot more critical or educated about the industry itself and like anybody else, you do a position long enough you mature in it. You learn things you didn't before, you still don't know what you don't know. It's just part of the process.

7. What was radio prior to the Telecommunications Act of 1996?

In my opinion, in my format, it was a free for all. We didn't know what we were. The newstalk format was doing whatever it wanted, and trying to figure out what would attract listeners, and ratings and revenue. Once the Fairness Doctrine was removed it allowed talk radio to become what it is today, it allowed for a better business model, and we found out what people liked and didn't like. We didn't have to force other viewpoints by government standards. It was the right thing to do. Instead, we said okay this is the model we use and this is why we see a lot of talk radio. A lot of the conservative product, you don't see a lot of open forum calls anymore. There's a lot more thought and process in the breakdown of the shows.

8. What was the radio station/listener connection? The DJ/listener connection?

I was 26 in 1996 so my brain was somewhere else. My perspective was as a jock then, not management. My experience was nothing out of the ordinary. We had personalities on because they knew the market and could interact with the population and we could build loyalties, being on the air and taking requests, but I don't think from my perspective it's much different between present and past.

13. TV, CDs, movies and newspapers were the primary competitors to radio in the past. How did radio retain listeners when these options were available?

I disagree because there was cassette tapes, records, there have always been audio competition out there. Radio's last competition was right before TV came out. The difference of listening to the radio when War of the Worlds came on, and watching the Walking Dead. Radio has always had competition. I think newspaper is competition not as much but as far as revenue dollars in the market TV has always been a competitor. When TV came out people said "so much for radio." We adapted, we survived. We found a way. When CDs came out, we adapted, adjusted, we survived. We found what our advantages were and continued to adapt. And we are doing the same with new media. You have a lot of streaming going on, Pandora. But we are taking a hard look at iHeartRadio. Clear Channel has put a lot of investment into the iHeartRadio model, to say this is a good area for radio to go, to maintain the competitive nature of what we do.

16. What changed radio the most? What single item has had the most impact?

Again my perspective is newstalk and sports. When Katrina hit we were the big talk station at the

time and we see it with these big scenarios. 9/11, Katrina or when tornadoes hit Joplin Missouri. That radio is the dominate source of information because it's the most reliable source for information. During Katrina, the TV stations went down, satellite, cell, all went down, except for AM radio. All forms of communication went down except AM radio. That's extraordinary to me. Radio became a life line to New Orleans after Katrina hit. Those are the times you look at radio and say "That's the difference between Pandora and what we do." That's the difference between unlimited data on the dashboard and what we do. A reporter went there, and they were going down Canal Street and the waters were rim high. There was a guy pushing a cart, and they asked the guy, "Want some water, need sandwiches, need food?" "No no, I'm good", and he reaches into his cart and pulls out a radio and points to the radio and says "You guys rock." This is why we do what we do. Radio, food, water.

18. What has been the impact from internal technology; automation, satellite, syndication. (And) 19.

What has been the impact from external Internet technology: Internet, Podcasts, and Streaming?

External technology is where we are going to go. Podcasts are another way of being, to me a great source of potential new talent. I still look at us as being in the majors, and you look at the Internet as a great source for talent because those medium to small markets are not as full with local talent as they used to be. We can get national quality syndicated material now on in small markets, its less expensive, the quality is still good, still powerful radio, but it has depleted the potential talent pools. I see a transition from one to the other as a result of the internal technology. As a programmer I'm not a fan of automation, I would rather be live and local all the time. Or if we have a syndicated product, that it be superior. We have to do a better job making sure with the systems in place that we execute better.

20. What is radio? (And) 21. Who is listening?

Radio is radio. It's at your fingertips to have with you wherever you go. With low power FM's there are more stations available than ever. We do see an evolution of what's happening on the AM band, what's going on the FM band, and what's going on to the digital space. It's all an evolution; we have to adapt continually in order to survive. We still know 92% listen to radio every week. Everybody is listening; they listen for different reasons. Some listen to music and chillax. They are passionate about what they are listening to, some want to be informed, some just want the utility of knowing what the traffics going to be like. In a news talk we skew who's older. Until you're 30 you don't have family and you don't pay attention to where you money is going. So for me it's an older demographic. My daughter loves to listen to iHeartRadio or Pandora but what is funny is even though she listens to new technology and she's listening to and singing along to Katy Perry and I'll ask "how did you hear that." And she'll say "I heard it on the radio." The rumors of radios death is greatly exaggerated.

27. In the past a radio station had a dedicated news director; not so much anymore. Has this affected the information that a radio station delivers? (And) 29. Does that also affect a listener's perception of the station?

It goes back to not needing to fulfill government requirements. That's when you saw the news room shrink. If we had a brand which is supposed to be an information brand, how is the best utilizing that for the market? I agree that it is important to have a local news room, you build loyalty, trust, you become the go-to place when things happen. Yes for news talk that is absolutely important for a listener's perception. If there is breaking news, and people come to you and you're not covering it, they will go somewhere else and they will stay there. There are times I destroy them in breaking news. There are times they beat me in breaking news. Once the listener finds out where we are and they are going to give me that time and exposure, so it's really important to have a news room. Resources are not what they once were. Reporters don't make a lot of money and there are tools that are available, not just networks, but also partnerships you make within the market. You see lots of TV/radio partnerships and we have a longstanding one with Arizona Republic and you don't have the large newsroom just going from source to source to source. Now if I had a 24/7 news wheel, because you have to constantly feed the beast, but for

our station it's making sure the most important and most impactful stories are on the air, so we become reliable when you turn into us. We put a superior product on, one that people trust will be there at a specific time, and then they'll keep coming to us. It's a matter of trust.

38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?

I think it's trying to use technology. Radio likes to play catchup. Our response to satellite radio which is not a threat, was kind of not as well thought out, or lagged in its design. But we learn from that and saw new media coming for quite some time, and unlike paper where you rely on a physical sale of something tangible, they took a look at media and said okay "we'll put it up for free on the Internet." And when they try to create pay models, largely they don't succeed, because there are a gazillion other sources for that same content. So I think that radio has adjusted well and adapted to the streaming very early. The advertising model is there. IHeartRadio is finding platforms where we can play and compete in that space. I think we are embracing it, because we don't have the ego "we don't have to adapt we've been here for 85 years". We have learned from our mistakes, and we have to adapt or die.

34. Is technology creating a gap between the types of listeners?

I think there is a generation gap. Not an economic gap.

42. Is local content what listeners really want to hear, or is it just a buzz word?

That depends. Rush is rich because people want to hear Rush, and his take on the national product. Good content is good content. People want to hear good content. What I will say about local is our local hosts can discuss what's in our backyard. When we do take a look at what's next in the evolution, we know through the Internet you can get radio Yugoslavia or any other in this country versus me. When you get down to it, being live will trump all that. No one can provide that "in my backyard experience" like the guys who are living there, and experiencing it with me, and allowing you to communally talk back to them and have discourse. There is room for both. It comes down to how good the product is.

43. What do you say to those who want a job in radio?

We found a Jackie Gleason interview at an old station I worked at, where you send him the questions, he would record the answers, send them back, and you'd edit an interview together, and Jackie Gleason was asked, "what do you say to those who want to get into the entertainment business," and Gleason thought for a second and said "stay the fuck away from me." Haha. I think that is a tough question because we are still trying to figure out what we are. If you go in expecting radio in ten years to be as it is today, you are going to completely miss your mark. In my day radio didn't have that threat yet of Internet becoming new media. So the paradigm is changing quickly. I suggest cut your teeth online, know how to use social media, entertain to a very short attention span and understand what you are getting into. It will be completely different. Be adaptable, get your ego out of it and think forward, innovate. If you are thinking forward and innovating, that's ok, because I because you are trying what no one else has tried before, but if you get it right, that's it!!! The fun now is that we have a blank canvas that we are trying to figure out what the painting looks like. If they come in without their blinders they'll be alright.

44. What is the future of radio?

It's going to be here. What will it be? I don't know, but as long as we are open enough to realize that there is evolution taking place in media, radio will always be at your fingertips, either through terrestrial or a digital signal.

Paul Ihander
 November 5, 2013
 News Director/Assistant Program Director
 Bonneville Media
 Phoenix, AZ

1. What is radio's future?

That is an excellent question. There is no definitive answer when it comes to where radio is going to be. It will have a place. No doubt about it. But it's so simple for me to get info and music or a stat with a smart phone that was a bad phone 20 years ago. I can get that all in my hand now. Radio will become more portable with Wi-Fi across the nation, and when the most remote corner of Wyoming and Montana get Wi-Fi and Internet that's when radio will be accessible to everybody. It's free right now, but if I can put it in the hands of everybody and they can get it wherever they go, on the bus or subway or hiking a mountain in the cascades and I know I can get my fantasy football team scores; That's when the breakthrough will happen when radio fully becomes Wi-Fi distributable platform. Right now radio is struggling with its identity. It's trying to find help with individuals who have new visions to develop it. There are TV stations right now that are doing radio projects, there are two newspapers I can think of right away, who have branched out into radio are doing some really neat things making sure they they're multi-media". There are new avenues that people are discovering that they can get into this business, too It's audio, it's already delivered thru print but newspaper in New Orleans scaled back 2-3 days away, delivery is stopping in Portland, they are looking for new outlets, not everybody is going to the web, "I don't what to read on my smartphone, the screen is too small". I don't mind a little bit of chunk info at a time, but if I want something broader, I still need that outlet and that voice that's going to tell me that everything is going to be ok. That is why radio is not going to go away. I need that voice, I need someone that I can turn on when there are 160mph winds or earthquake, there is a voice that will say things will be ok, here's how you do it. Future of radio will exist. It will exist, just a lot more portable. Need to be more accessible to everyone.

6. How have you changed over the years? Your view of radio? Why are you still in it?

At my first job, the satellite tone beeped, and I missed the rejoin, and the owner called to ask what happened. I think I nodded off in the chair. He said don't let that happen again. I take that lesson to heart. Those chances don't exist anymore. Old school reporters in Portland Oregon, those guys are gone, and nobody to replace them. The opportunities are rare and veteran journalists to get them into the door to help them shape stories. Big change in radio. Larger companies have come together newsrooms whittled away a little bit. We rely on network news more than we use to, we still put out a good product, breaking news, we were doing a lot more with a lot less and don't have time to get that wrong. That is going to take you a lot farther. Here is your equipment go. News because of having smaller staffs. We have a great creative quality staff, and a mix of young and seasoned veterans hat have been in different markets and different opportunities. That's gone away too. Moved around a lot. Owned two homes. Sold a house at a high point and a place at a low point too. Different news rooms in different parts of the country. In a lot of cases, news directors do both jobs, on the air as well as laying out the days stories. Just there to finger point and move people around. We've gotten a lot more digital. That older demographic is going away. They don't use music as their companion, its talk radio. Format no longer spins to standards. I love Sinatra and One Republic and Kesha and Pitbull. Reel to reels are gone and mom and pops don't exist in major markets anymore. Smaller radio operations still own 10-20 stations. That's the new definition of mom and pop. There are very rare cases but also has a passion for the station. Wearing multiple hats too. Used to be specialization you were just there to cut commercials, now you usually have an on-air or management role. Reporters write for the web, shoot video pieces. No longer an AP wire, we are checking out multiple sources. You use to count votes on election night, and now I have someone watching social media, you only get good info when you talk to the original source. I run long distances and talk about travel on my blog. I keep a Sony tape

recorder deck to remind me where we have been and I get sound I am not afraid of putting on the air and I can edit in a flash. Portability all fits in their pocket. iPhone 5 changed the way we do business immediately. Accurate, and more instant than. There is a lot of credibility on the line when you screw up.

17. What has been the impact from consolidation, a result from the 1996 Telecom Act?

It affected it more economically than anything. We still delivering the same service. We are still doing news still doing traffic, sports play by play, weather, emergency messages, amber alerts those kinds of things. Economically, it forced the mom and pops out with "I have a check with 6 zeros behind it; I will buy those for a set amount of money". And as a 50 year old station owner with 4 stations they cashed out, it depends what they will do with those stations. We will deliver same product, but it's just the same product. You hear similar stations like, KISS FM, Hank is the newest incarnation. We are starting to deliver the same things over and over again. I will say some of that localism is gone, especially on the talk side, certainly on the music side, as well. I have friends that do voiceover in multiple markets and they do very well for themselves, and I won't fault them for that, because they are talented people, but with power becomes great responsibility, as we get older, we have to look for our replacements at some point. And those replacements are not to be found, because they are not seeing those opportunities, in those markets, like Atlanta, Tampa, etc. You see that see that voice-tracking, that consolidation on the music side. You see the news services are out here, and again I love free enterprise, those news services are delivering news to smaller market and I salute them and wish I thought of that. But they are not hiring 20-25 year old for first time. As we begin to age, those opportunities are not happening. No training market anymore. That's what's being taken away from consolidation, is that next generation of up and comers. They're being steered towards television. There are very few radio programs that focus on solely good radio products. I love syndicated radio. I like hearing my national talk shows in multiple markets, I'll listen to Dave Ramsey, Rush, Clark Howard, Glen Beck, the Wall Street Journal this morning. Those opportunities are there, for those guys who are the mom and pops, in the small markets that need that stuff, there is a place for everything. But show me the young next talk show host, the 18 year old from high school, saying "I'm going to college and going to be a talk show host and be a news director, investigative reporter." Those guys are getting moved to TV. It's a higher profile. "I want to work in New York City. I don't want to be in the small markets for very long", but are you willing to work for 20K for a year or to move up; Those entry level jobs exist in TV, but not so much in radio anymore, I don't see it.

18. What has been the impact from internal technology; Automation, satellite, syndication. (And) 19. What has been the impact from impact from external Internet technology: Internet, Podcasts, and Streaming?

Internally we leave ourselves open for a lot of error, its sloppy if not done right. There is so much back end coding, that has to be done with programs like Audio Vault, Next Gen, and you really have to know you stuff. The people relied to do that are engineers who are aging out of the business. Engineer are in high demand in radio, but the veterans are veterans, do I want to be a radio engineer and climb towers, do I want to be a Program director programming my own satellites, to make sure my programs are running. I just want to be a guy that read the news in the morning. Now I have to schedule, staff, and budget and balance breaking news and it might be a commercial ad I might miss. And if we are over sold, and I just pulled 2000\$ off the air. Those back end decisions have to be made like automation. Things like news cars and delivery products, the portability makes our jobs a lot simpler. We don't have to carry around lots of gear. In some cases with automation one would have to make sure weather plays and that block of paid programing into sports broadcast, but automation left us open to shots and rightfully so. I love syndication and it serves a lot of small markets who cannot afford to pay for quality talent. 3-6 weekends shift or don't have sources to train on a weekend shift that can hurt them as well as save them as well.

External. AM stations have a hard time breaking into concert buildings, and streaming allows us to go into those work places. We grab a different audience, who might be just a cubical worker, who does data entry, and they can just plug in and stay in touch with their favorite local host, nation host or listen to a local ball game or whatnot. Streaming puts us in a lot more places. Pandora Tunein iHeartRadio, they all are trying to crack that nut. They are commercial free for a long time, and realized that not a sustainable model, because you have to run a server somewhere, and you have to input the music from somebody and that's not all completely automated. There still has to be a human element, but the human element has disappeared. It lost a little bit. Not everybody is socially active. There a good guy in NY, Moe bounds at Z100 in NY, and he's the #1 night jock, and I worked with him, and he uses his social media as part of his program. He reaches out to people. When people Tweet him, and he Tweets them back or reTweets them. He has like 1M followers, and that's why he is successful because he has been able to incorporate that into his delivery his shows, his daily life. FB, Vine, social media, etc. Instagram, Tout, all these have to be part of the experience. It has to go beyond just the blog and beyond the basic dot com. If you really want to make an impact, and make sure you're a little more personal with your audience, even if you just took a picture of your dog and put it on your blog, if Sean Hannity Tweets a pic, then people love that experience and takes them inside of their lives. That's what's changed; it's allowed them to get more personable. Syndication made stars out of household names in their own cities, but sounding homogeneous, but they are breaking down that wall, and the smart ones are breaking down that wall of talking about and debating, by allowing people into their lives a little bit and by taking a goofy photo. Michelle Beadle, a TV personality is a great utilizer of Twitter and Vine and put herself out there, and is witty and funny and a lot of folks in the sports radio industry definitely respect her because she allows herself to be out there. It's an outreach of our brand and if you are not trying to extend your brand one way or the other, you've already failed a quarter or your job. We are out there to spread information. We are out there to be a part of that community. Whatever that community that is, you have to put yourself out there. At some point, and that's what the external has done, it's made us into Global entities. We still have to super serve our local audience. And serve our local audience because that's where our money comes from, that's where our ratings come from, that's where our listeners come from. We need to make sure they are taken care of. You have watch yourself too.

22. Is radio a community / public interest entity, or solely a profit based business?

For the company I work for, community interest, and that's why I love the company I work for. We are interested in doing news that people can relate to. People here in the community talk topics that they can sink their teeth into, that they can't get from a syndicated talk show. We have syndication, but there's no way around it unless you have incredibly deep pockets, and can be fully funded 24/7. The consolidation changed the radio economy. I still think radio is about community. You have to make a dollar, there's no doubt about it. Or you can't turn on the lights, pay for health care, you still have to pay for talent, and still have make a dollar. Even public broadcasting has to ask for money, otherwise they would not exist. But we have to super serve our community; otherwise we don't make that money. There is that relationship that goes hand in hand. I'm a firm believer that we still serve the community, that may sound idealistic or optimistic but there is something gratifying about being t the local parade, and hanging you banner at a fair event, and giving out prizes you are still apart still part of that community. If you never reported the local news, or never had a remote, for one of your hosts, if you never staged a volunteer event, then you are not serving the public interest at all. You're just tuning on the signal for the sake of keeping the signal warm, that's not radio, that's just repeat.

30. Does radio still have a 'hold' on local content and news, or is this information becoming more available, and sought after, online?

There are news stations all across the nation that have solid news departments, whether it's four or 24 people, depends on market size too. If I lived in Fargo and had 25 people, I'm probably over serving that city. You can get by with a fewer amount of new people. There are stations that are

doing less local news, because of weekends, they turn on ABC news, and it works for them economically. You record the weather forecast because it's 15 seconds. We live in Phoenix and it's sunny, clear, and sunny. In some markets the weather is a minute long. On my first station I had to read the city forecast, but also the Columbia River bar forecast and coastal forecast because of small craft advisories and they would close the bar, and that was breaking news. It certainly depends on the market. My first station does local news blocks in the morning. Do stations like that have to rely on TV and newspaper partners more? Absolutely, there is a synergy that has been created, between a lot of TV and radio stations, to provide, weather services to provide content sharing. The 10 o'clock news will show up on 5 pm forecast and that has to do with sharing. It's becoming an acceptable part of the business. We are all doing the same thing we are trying to get that cross promotion, to keep our names out there, keep that information flowing. There are some places where local news is still newspaper driven; those are very small markets, where the newspaper is that source of information and it is becoming rarer and rarer. I like curing up with a newspaper sometimes. I haven't seen a reduction in local news in the places that I have worked, and that may be selective on my part, and I'm very thankful and privileged to have that opportunity to have worked at heritage news stations. I don't see it, the decline of local news. I get told about it, but I don't see it as much as others would. News and talk are expensive to run. We have a lot of bodies, and to generate unique and enterprising stories, I have been insulated a bit because where I have been I have really cared about what they wanted to do, having a passion for the product is a great thing, but having someone committed to doing local news, we are going to do local stories, we will beat call the police and fire, and we have good relationships the chamber of commerce, there are still ways to do local news without a lot of bodies. It's a shame that some stations can only rip and read, it sucks because you'll get one local story and three others from other parts of the state. That is unfortunate and the reality of small ownership whom cannot afford 24K\$ and health care benefits, and vacation, to be able to provide, that service. There are other things you can do to stay local, but, when it comes to new and providing that content, you can't bill yourself as a news station. You can as a talk station, and run talk content. But as a news station you are an information provider, of what every the network happens to give to you, unless you have a news director that is committed to going out to city counter committees, and I was a news director in a small market that did that stuff. That's carried over with me. Do it right.

36. Internet audio is able to more accurately track listeners, thus presenting more accurate information for advertisers. Will more accurate reporting, compared to previous sample diaries and surveys affect how advertisers buy radio?

Advertisers are not always driven by ratings; some are still driven by top five finishes, in the key demo graphics. Advertisers are driven just as much as what's happening in the world as what's happening on the radio; There are sensitive corporate advertising leaders who may hear something that doesn't jive with them, and they'll fire off a note to a sales X and ask what's going on, and "I might pull my money if you don't do XY and Z" and that happens, that's unfortunate, Because you still have to look at the big picture. Am I getting my message out there? An old school salesman's taught me this lesson. He was trying to sell advertising to a business, and the business owner kept saying, "I don't see how it's going to work for me, I don't see how radio advertising is going to work for me" he said "I'll tell you what, you give me 24 hours I can put 100 people in your store, with one simple message...you're going out of business and everything is 80% off." I can put 100 people in the door tomorrow, and you tell me radio advertising doesn't work. Radio advertiser will spend the money, based on economic factors, if they see something happening. Economic downturn people stopped spending money. They had to pull back. The anti-thesis that people still advertise, like Papa Johns or Dominoes, not to sell a cheap pizza, but to let people know that they are still around; they are still there to serve them. And smart advertisers follow that philosophy, and when their competitors back away they then increase, and should increase, because now I own it all, and guess who's the only big dog on the planet. I believe ratings have a factor, but economic factor have a more to do with advertisers than ratings do.

People who make those decisions are smart, they understand that. I think people are smarter than we give them credit for.

37. What should radio be?

Radio should still continue to be local. Radio has to find a way to survive.

42. Is local content what listeners really want to hear, or is it just a buzz work?

People want it, they want to feel connected. They want local. I firmly believe that people want the connectivity, they want to be in touch with what their favorite spots teams are, with what's happening around the corner, or what friends are talking about. I don't want to be left out of that conversation. If something is happening in downtown Phoenix, and my radio station reports on it; My ultimate goal is to hear people at their desk say "did you hear what was on KXYZ" that's what I want people to say about my station, that's the ultimate goal. I think people want local; they don't want to be left out. They don't want to be unconnected to the things they care about. That's why there is Twitter, Facebook. People don't want to be left out of the conversation. That's radios place, to make sure that conversation continues, beyond 140 characters, beyond the selfie of xyz Jones in front of a burning house; that doesn't tell me anything. Yes a picture paints a 1000 words, but I don't get any of that story until I turn on the radio. That craving of being connected. We all have to have that. No one wants to be alone in this world. Everybody wants that calm voice in the storm, saying "Things are going to be okay", and here's why. And whether or not you agree with it is entirely up to the listener, but everybody still wants to hear that, that things are going to be ok. It's okay to be mad about this or smile about this. We want to stay connected with those kinds of things, we want to cheer the heroes and boo the villains.

43. What do you say to those who want a job in radio?

Make sure you want it. It's very difficult nowadays. No easy road. Whether its sales, on-air personality, IT guy. You have to have IT people, they didn't exist 25 years, ago, but now it's a must. Make sure you know someone, make sure you make connections early in high school or college, and is there is someplace you want to be, set that as your mind that's the place and find the person that can then get you in the door. This and many business is about who you know. Your experience will only get you so far. My first gig in a major market was because of an acquaintance and there just happen to be an open at that time. It's really what you want to do with it. Make sure you want it. Cause it isn't easy. Cynically? It's not as easy as it looks. You just can't turn on the microphone, you just can't walk in and sell a spot, it's not as easy as it looks. You've got to be special. Farm system is gone in radio and that's the problem, that's the complaint of a lot of news directors. We see a lot people getting recycled. Program directors just move from city to city to city, unless they are incredibly successful, but there is not the ascension, just more lateral moves, and they goes cause that's where the work and the paycheck is.

44. What is the future of radio?

Radio is still trying to find its legs, since they warmed up the tubes and radio keeps evolving. Sometimes it still surprises me. The captive audience in the car. Radio isn't going anywhere because of that. People, that voice telling them everything's going to be okay. Radios big divine purpose is we are there when you need us. Radio will always be around in one form or another. Local host who is your guy. It will never go over that abyss where you hear the same thing over and over again. I Like the local aspect of that. Tradio, lost pets, school lunch menus, obits. There will always be a place for that. How we get it to people. The towers will come down and will be replaced with huge Wi-Fi signals. But radio will continue.

Stan Pierce
November 5, 2013
General Manager
Grenax Broadcasting
Flagstaff, AZ

1. What is radio's future?

I see radio's future is very bright. My view of radio is cyclical and radios made some mistakes. And the mistakes radio has made, we fell in love with things that what radio isn't. We fell in love with automation, Internet, all these things that radio isn't. Radio is a heart and soul behind a microphone. Communication to their local community. I see a lot of companies going back to that, a lot of companies are finding profitability in that. And radio's future is pretty bright.

6. How have you changed over the years? Your view of radio? Why are you still in it?

We joke around here that radio is an A job for C students. I'm not trying to minimize. It's been great for me. It's a great career for a lot of folks. For the last 8-10 years it's been a tough career for a lot of folks. When I started I wanted to do mornings in a big city. The longer I stayed in radio the more radio and I evolved, I learned that I am a small market guy. I like little towns; I like community stuff, where my kids go to school. That's how I have changed. My goal is to stay here, do good local radio, have fun, make a couple bucks, go home every night.

8. What was the radio station / listener connection? The DJ / listener connection?

It used to be a lot closer. Back in the day, people used radio differently than they do today. Back then you could not look at the phone or computer for the weather; you had to listen to the radio. You couldn't find it out instantly. They had to turn to news; that's why they were personal with the local jocks. These were the folks telling them what the weather was, what's going on across the backyard, what happening in their local community. Now it's changed a little because they are not seen as purveyor of the information anymore. From a DJ stand point, you have to do a better job at being yourself and being local. My guys can't play a Led Zeppelin record any better than the guy across the street, or Pandora. What's changed is why people are consuming radio, and how the jocks have to communicate

11. What was the value of a news director and local content?

It was immeasurable. There are still companies today, our major competitor across town built their reputation in the 60s, 70s, 80s on local news, and they had somebody at every city council meeting, and every county commissioner meeting, and every news event you would see their car and reporter live on the scene and they would come back cut it up and put it in the local news, and they built those reputations on that. And people still listening to those radio stations because of what they did way back then. Sadly for me, a company that I started in 2006, I still fight that every day. I fight the legacy because they use to have local news. I think back in the day the value was immeasurable, I think today not as high because many other places people can get that information.

16. What changed radio the most? What single item has had the most impact?

In my world automation / voice-tracking. From the technology aspect computers, general use of technology. I think it's changed radio negatively. It's had a negative impact, here where I work, my girl that does classic rock is in Michigan, she does a great job and sound great on the air. Yes it does it make a difference to my bottom line, yes, but my listeners are losing out because no matter how hard or good she tries to sound local, she's not driving down Milton Rd three times a day or she's not eating at same restaurants as our listeners. It sounds good and acceptable, but it's a change in radio; takes the heart and soul away from what radio really is.

17. What has been the impact from consolidation, a result from the 1996 Telecom Act?

Consolidation. The largest impact is the music side of things. You've got one Program Director in one city that says "play the new George Strait but not Kentucky Headhunter song." Local small stations have lost autonomy. There is no local decision making anymore. That started on programming but it's on the sale side too. There are a lot of folks that don't understand the

community that may be owning and running that station. And they're trying to do things in Flagstaff that worked in phoenix. There's a loss of autonomy.

18. What has been the impact from internal technology; Automation, satellite, syndication. (And) 19. What has been the impact from impact from external Internet technology: Internet, Podcasts, and Streaming?

The satellite from Jones and Clear Channel, it has afforded smaller radio stations to have better content. We only have X amount of dollars for a morning show or midday show or whatever. In our particular case, I can have Bob and Tom on my classic rock in the morning which is a great show, two really talented individuals; their content, I couldn't buy that with a local announcer in the booth. It's a positive and negative. I would rather have a local living breathing person behind the board talking about things in our local community, yet, it worked for us on the classic rock station; Bob and Tom do really well. Podcasts, I don't know a lot about that. I don't pay much attention to them; Pandora it's been positive musically, but hasn't been the greatest thing for radio cause it's taken away one of the things that radio did. We broke new artists forever, and now to hear the latest song, you can find it anywhere. It doesn't uniquely break the hits like it used to. Like it did year and years ago. There are other avenues to find those songs first.

20. What is radio? (And) 21. Who is listening?

The RAB says 93% 18+ consume some sort of radio every week. That number has been pretty consistent in the last 30 years. Same people listening to radio, and that's everybody. They have more choices now, and radio has not done a good enough job to let people know of the strength of radio. The uniqueness is gone. You can get what radio offers in a lot of different venues, but people aren't as quick to say "I heard it on the radio." Good radio is a living breathing organism that has its finger on the pulse of the community. Radio is radio. A form of mass communication. It's the wireless Internet, before there was Internet.

22. Is radio a community / public interest entity, or solely a profit based business?

99% would say it is a profit-based business. Has to be. It's the chicken and the egg and the jock sales person argument. We want to be as local as we can, but it's still a business. We are still here to make money. Ownership group is here to make money. When you can make money by being as local as you can be, that's when you are a success and that's where you make a few bucks. License isn't free. Equipment is not free, and the folks and power aren't free. You have to derive some income or, it's not worth doing. I don't think I am a capitalist pig but unless we do something for that drives ratings, and creates demand on our inventory, so we can sell spots a higher dollar. Everything has to pencil out.

23. What are your views on streaming music from the Internet and its impact on radio listening?

We stream all of our stations. I was surprised how few less listen, less than 5%. It's not that large. To be considered a real player in radio you have to offer it from the business side. Our biggest success from our streaming product is the local university football and basketball games. And we see those number spike. The royalties are tough and the BMI reporting is pain in the ass, but it's a necessary evil to be perceived as professional.

24. Many CD players gone from 2014 cars; Smart radios / Smart Dashboard, are becoming the norm for new cars. With Internet in the car dash, how much of an impact will this have in traditional AMFM radio? (And) 25. Does this only affect those who can afford new cars? What's the affect in 5-7 years when these cars with Smart radios populate used car lots?

Local radio has to stream and has to offer good local programming choices. So those who don't have AMFM will still be able to find you. It all comes back to local local local, and programming. If you can find a way to get your finger on the pulse and give folks a product they want to consume, consume it through smart car dash, or the broadcast tower. We started the exercise, of "what if our towers went away?" and we talk about that all the time. Are we afraid of it? No. But is it likely happening? So we are trying to be better job at being local. It's a big word and an easy word to throw around. But we are trying to create content that people in our local area will want to consume through transmitters and antennae's or streaming product.

27. In the past a radio station had a dedicated news director; not so much anymore. Has this affected the information that a radio station delivers?

2-3 years ago the San Francisco Peaks caught on fire. Huge fire. I could see the smoke billowing, and the way we handled it, whoever was on shift was the purveyor of the info. So we didn't have news director per say, but we compiled reports from the PIO, fire service sheriffs depot etc., Whoever was on the air, they gave that info over the air. Did it affect us? Probably so. But listeners still got info? Yes, TV - less local news on now because it's expensive. We just are not turning a profit like 10-15 years ago as we did as an industry. We gave up our news like a lot of stations did when Internet exploded in popularity and everyone was wired, and a lot of stations picked a battle, if we can't do news, then let's focus on news and personality. And that's the view we took here locally.

30. Does radio still have a 'hold' on local content and news, or is this information becoming more available, and sought after, online?

It is more available and sought after on line. Does radio have hold? No, we all share it.

31. And does the existing radio listener even care?

Depends what you're listening to radio for. If your listening to local radio to be entertained and hear music, no. If you are part of the segment that wants to find local news, on the radio and can't find it, you're upset. There are so many different ways to get it now. If radio is not providing it you can find it somewhere else and the opposite is probably true too.

34. Is technology creating a gap between the types of listeners?

Personal opinion, for radio to continue to grow, and make a few bucks, they have figure out a way to reach technology audience and be consumers of our product, instead of looking for everything they need with a keyboard or an iPod. New technology is always cooler, sexy. That's what people want. We are a university town. That gap may be different, compared to rural Oklahoma. The more metropolitan the wider the gap is. The guy in the tire store in OK might have an iPad, but he is still a local radio consumer, but professor university does it all via the web or Internet. It's geographical.

36. Internet audio is able to more accurately track listeners, thus presenting more accurate information for advertisers. Will more accurate reporting, compared to previous sample diaries and surveys affect how advertisers buy radio?

I think they're trying to do it now. Even PPM stuff is quicker, more accurate. We are still a diary market. I would expect the flagstaff to always be a diary market. Does it affect the way they're buying? Never been a big fan of selling that way with numbers. I fear if radio gets in the competition, pay per click, if we try to fight that battle, we will lose, become a commodity. The human element is more expensive than technology elements. Good ideas sell. If you have good ideas in radio you can always sell a schedule and grow a local business. I don't see radio going that way, I hope not. A battle radio can't win and that's not negative, it's an apples to oranges comparison. It's educating your clients and buyers to understand what a good idea is, and a good schedule is.

37. What should radio be?

Radio should evolve backward and do our best to be what we were in the 60s, 70s, 80s. Radio should be involved in their community, an arm of the community. If you visit a different community and listen to the radio you shouldn't understand everything that's going on in that station, the promotions, jock talk, news, weather, all of the programming elements, on that station, should seem a little foreign to someone from the outside. Radio in Flagstaff should sound different than radio in Akron OH, etc. It should reflect its community is. It should sound like it.

38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?

Let me address the dying thing first. Radio was supposed to die when the Walkman came out 8

track, cassette, CD, you can name the things that were supposed to kill radio. Technology is cool, who doesn't have an iPod, I have an iPod, (except my kid cause I took it away lol). They have been talking about the death of our industry forever and we haven't died yet. And the stations that have been successful have embraced their local community. And they have partnerships inside their local community, and doing good, blood drives, broadcasting high school games, helping this cause and that cause; those are the things that will keep radio alive and well, that will keep radio alive and well, but if radio cease to do those things and cease to care about those things, everything but the records, it will die. Headstone . . . here lies radio. Yes radio should embrace technology. From streaming, to having another way for our clients our advertisers, to reach through another medium through the radio station. Our advertisers can reach the consumers, using streaming or web page, or Facebook. We are doing Facebook updates, Twitter. Radio has to embrace these different technologies as a business model to bring response to our advertisers.

39. Music is available online; local content is available online; personality entertainment is available online. With the access to technology becoming more widely available to the masses, why should those who have this access choose to listen to traditional AMFM?

Because local AMFM can tell you what going on in your backyard. They're dealing with the same issues you are. There're driving down the same roads on the way to work as you are. Shopping at the same stores. They're dollars that they spend in the local community are helping the local community. It is supporting the guys next door. You hear shop local shop local, it's the same thing as local radio, we should do a campaign, "listen to local radio" because this is what radio does for your local community. I think local is better. I told you about my voice-tracking girl who sounds great, but is out of town, and is that what radio is supposed to be about? because it's not local and it drives me crazy. Then there is the business side of that. And I save about 20K a year that I can do promotions with.

42. Is local content what listeners really want to hear, or is it just a buzz work?

On our country station we had one of the big syndicated morning shows on. We watched our ratings fall and revenue fall and across the board slide on that station, each year that show was on. We pulled that show off, and we went local. Content was very much different. When we did syndicated it was all content and the discussions we were having were, "having Brad Paisley show up and interview once a week could play well for our station." People want to hear, especially with a country format, want to hear the country stars. Country is a really accessible genre, and folks would love to hear it. It didn't pan out that way, we came back to local, and the phone started ringing off the hook, revenue started to climb, and buzz for the station climbed, and the station moved up in the ratings diaries. So in the country format it was an interesting experiment because, having the big content creators, was a failure for us. On our classic rock station, we launched it with Bob and Tom, but they are near the top if not the top for the last 7 years, I think, local depends on format. NPR is very popular, and there is not much local reporting on NPR; it's still very very popular, it's still out cumes commercial ratings, so I think it depends on format or demo of listener you're trying to reach, between local content and content content.

43. What do you say to those who want a job in radio?

Be a dentist. Lol. I have a 23 year old son. He loves music and wanted to be in radio and I said I'll teach you, but I didn't shy him away from it because of the future of our business, but I did shy him away because it isn't what he thinks he is anymore. It's changed a lot since I started. There was 9-10 jocks in the building, a fulltime programmer, promotions director, engineer on site, a business manager and traffic director, receptionist sales manager, etc. etc. It's not like that anymore. There's not the energy in the buildings anymore. I told him, you might find something you'll like a little bit better, because the passion and fun has gone out of this business.

44. What is the future of radio?

If done right the future of radio is really good. I think the only future radio can have is that local word again and local means something very different in St George or Cedar City, etc. Local is

subjective to where you are. But I think radios future is local and coming back to local, and radios future is seeing more of the fun come back into it. If we can't create that, there won't be a lot of people that want to work in radio.

45. You final thoughts

It's been very good to me. An A job for a C student. I got into it cause I was tired of working construction, and I was always cynical and able to laugh at things, and see it different than others could, and that afforded me make money to be able to take care of my family. It's been a good career. I don't know if someone like me could do it at this day and age in radio, that's what scares me.

Brian Shea
November 5, 2013
Sales Manager
Grenax Broadcasting
Flagstaff, AZ

1. What is radio's future?

Bright, excessively bright over the top bright. 91% of people listen to radio every week, from RAB. When I first got started in radio and started seeing statics they were saying about 91%. People listen to radio weekly, and so as where I haven't panicked in 27 years. First it was cassette, then CD then podcasts then it was 100 miliwatt pirates, FCC guidelines, there have been more scares than I have gray hairs in 27 years; it has been fun and exciting because it has a great future and does an amazing service for advertising. It's more so now the dominant media reach. Amazing. I think it's great.

6. How have you changed over the years? Your view of radio? Why are you still in it?

There was a view I didn't have, yes, I didn't have exposure and as to the advertiser side. As a kid, what are commercials, as a kid commercials were propaganda that I used to have my mom and dad buy me cool stuff. My view was affected that as you grow up the glitz, glimmer, fanfare means less. There are things that happen when you get involved in advertising side of it, you realize you have the amazing power to change people's lives in the most positive way, and get compensated for it. That was the single most profound discovery of my life. Most people tell you how much money you can make in sales, and I'm not knocking that. But what was amazing was then you sold a client air time and took the time to get to know their business, to write and produce a commercial that was fierce, that performed, beyond anyone expectations. Then you run in to them later at the store, and the wife runs to you and says "and we hired three new people, because of the success of the radio advertising, now we can take a honeymoon. Since you talked us into radio advertising, everything has changed, we've hired 3 new people, I have a manager, and we are going on a cruise." Its moments like that that its takes it to a different level. This is the cool part of being a part of this industry. Once you decide being on the air is everything you want or still want. You help the community more than anyone can fantasize. You do it by selling them air time and doing a good job at what you do with that air time, that has been the most compelling element, it's the reason I stay in it, it fires me up. I have no plans to retire. You don't spend your life to be spectacular to quit doing it. The future of radio is, if you are capable of persuading or convincing local advertisers to trust with their dollars, you can change lives for the better. It's been a privilege to be a broadcaster.

7. What was radio prior to the Telecommunications Act of 1996?

I can't tell you from my perspective that there was a change. Other than one thing, when they deregulated, some of the licensing, and my perspective between on-air and sale management. You used to have to have great deal of technology understanding to be in a directional nighttime station the first class license, biggest difference, the people on the air, couldn't hold a position without being very technologically competent, not personality, there were many guys that were very intelligent, but had terrible personalities, you couldn't be on the air unless you passed that test. You had to have full of FCC law and TV and be an engineer basically. You had to work on equipment, you had to understand what you were doing, from every perspective, but from my perspective, I just didn't experience enormous changes then. There was an FCC guideline, not a rule, that said 12 minutes was commercial content and the rest for community. Most stations that follow that guideline has success, it builds strong ratings and great relationships with the listeners. The 96 Act had no bearing on anything that I did. If you were trained old school then you had great sensitivity to local. An operations manager that was fined did not consider that the majority of the community was not in line with his thinking, and complaints were turned in. It was a judgment error on their part. And the community spoke up and didn't like it. You need to program according to its people, the community its needs and sensitivities.

22. Is radio a community / public interest entity, or solely a profit based business?

It depends on a lot of factors. If you're selling, you're the sales manager for it, then it's community focused; if you are controlled outside yourself then, maybe. Some might say that its then it for profit, get every dime, and I haven't worked for those people. There are bad stories I've heard. We view every day that we get up an opportunity to be a public trustee. When you put the community first, and the stations will be served when you put the community first. To me its very community focused.

23. What are your views on streaming music from the Internet and its impact on radio listening?

Streaming music is great. It's a wonderful way to extend the reach of a community far beyond its borders, far beyond the reach of terrestrial radio. The amazing thing to have people who own vacation homes, snow birds, changes in population as the year rolls through and how can they go somewhere else and still feel like they're at home. They can go to the Internet and hear our personalities, they can still take the experience with them, and it's an amazing gift and tool to build loyal listeners who can't always be inside the community. Internet streaming is opening up a great new service world for great radio stations; it's a new way to serve. It's another great tool.

33. Can radio use traditional AMFM and Internet technology together to reach a broader audience, or is that listener gap widening? Should radio reach for the growing technology audience, or cater to the remaining AMFM audience?

It dovetails with terrestrial radio very well, but it has. You have to control or separate commercial content, between terrestrial and Internet, because – hypothetical, I'm running an ad for Dillard's in Flagstaff, and it is march, and we are liquidating coats at 50% off, but people un NYC are still cold, and Main and MN, they are not liquidating coats, so someone streaming our stations hears the ad, and hears the coats are 50% off and they walk into Dillard's in MN and they want their 50% off, they just heard it on the radio. There are challenges.

36. Internet audio is able to more accurately track listeners, thus presenting more accurate information for advertisers. Will more accurate reporting, compared to previous sample diaries and surveys affect how advertisers buy radio?

Before I came here we had Arbitron at my last job. Dow many advertisers did I really talk about that with, local advertisers; I bet I didn't talk to five a year about it. most of the advertisers in this market were not really interested in Arbitron, when it comes to the Internet, there is a different attitude of perspective, people will ask you questions, that they'd never ask about your terrestrial radio station, language that doesn't mean much "how many hits did you get on web site or stream, vs. page view" We are educating the market on that. There is still a lot of catching up going in. With most advertisers I work with, they are far more concerned with who is coming into your building, do people mention what radio station they may listen to, as we teach local advertisers, better ways to track radio, it's very cool to sit with someone and tell them you are going to reach 240 people period, and so where you can get very accurate states with the Internet, but the drawback is people barley have time to run their business in small markets, and they don't have time to crunch the Internet number, and does it really matter. I find that it's more successful to bring ideas to the clients to drive traffic into their business. Identify who they are talking to, what we want these people to do, and then how do we compel them to do it. From the advertiser, it's not about entertainment; it's about dollars walking through the door. And I'll talk about Arbitron in this market, can an advertiser trust when they are shown, wow, the data is accurate as much as it can be, it's all up to the person that is reviewing it. I can pull up the numbers, and show that everybody is #1 at something, and if the advertiser is not trained in that, but they are really buying the person on the other side of the desk from them, that can be completely misled, or beautifully guided by it, it's become complex and confusing. I'm not sure how many people put stock in it. In this market, some say "I don't want to hear that crap". They ask me " if I give you 1000 a week am I going to get a return on that investment, " no I can't guarantee that but if you give me 1000 a week with the right message, an you ask them the right questions when they come into your business, then you ask them their radio station, then you have an idea that something is working.

Keep a running track of what stations they listen to, look and see who your customers are, and start a campaign and ask the same question a week or two into it, and if you are noticing its shifting, what do you suppose might have influenced that. But from traceability, training is everything, if you get people to do the work, take a minute, and get to know their customers better, find out about the, "what your favorite radio station, where do kids go to school", it creates a better bond with people they're surveying and gets them better tracking results.

39. Music is available online; local content is available online; personality entertainment is available online. With the access to technology becoming more widely available to the masses, why should those who have this access choose to listen to traditional AMFM?

All technology has been available for a very long time, what's new about it? I was online messaging with content ten years ago. Did it retract to radio? No, because when I got in my car, I turned on my radio. I think that compelling localization is what has made the difference. It turns people lives upside down when it snows here. For local people being able to turn on the radio, and know I40 is closed, to get this info, is priceless, to get it in the moment and to hear from the standpoint of a personality. I can say on the radio "when I was driving in, there is a pothole my McDonalds" so they know to stay out of the right lane. With commercials I like to be thrifty so when I hear an ad that tells me I can save 30-40%, I'll listen. That put money back in my pocket to make other things possible. Local content has to be controlled for that local market; because it may not applicable to an outside market, there are a lot of obstacles to overcome to compete with local radio, if local radio stays localized. If all we are is a patch in for syndicated for NYC then we are in a lot of trouble. Technology has to enhance what we do.

43. What do you say to those who want a job in radio?

Just do it. Greatest ride of your natural life. Find where you are great and jump in an area with so many facets that fit your personality, read the book "Good to Great". See where your strengths are. Just do it.

Jay Tunnell
November 6, 2013
Sales Representative
Radio Central
Lake Havasu City, AZ

6. How have you changed over the years? Your view of radio? Why are you still in it?

Still very effective medium has best bang for the buck. As radio in general it's more fragmented. There is too many niche programs and makes it hard to do a good job for the advertisers, I feel. We were the only station in Big Bear area so we had audience sewn up but it required us to program differently. We had to please everybody all the time, and that's difficult tight rope to walk. It required emphasis on local programming. And that's one of the biggest changes that has occurred lately, with the different social medias, and the way people gather their information it has changed so dramatically that it will force broadcasters to maintain their relevance. Instead of playing records all day, this is what you get. It's forced us to really examine how we do things how we program, to fill those needs and remain relevant.

7. What was radio prior to the Telecommunications Act of 1996?

It was a fun industry to be involved in. Again in a small market you had your hand involved in all aspects of operation. There was a lot of variety we were able to, dabble in news, newsgathering, promos, etc. I think the way things are now the way things are, with some of the owner groups have gotten so big, that we are losing some of that, it doesn't seem that some of the larger outfits are having as much fun in radio as they should be.

8. What was the radio station / listener connection? The DJ / listener connection?

Great value. That's what separated us from other media. That's what we did that's what we looked to radio for, was that information, and it's almost gone full circle. We're back to that point now, to where we need to fill those interests and needs like no one else can do it like radio can. As far as local news and being on the spot, but the immediacy and availability of radio are two of its strengths.

14. Was radio a powerful medium because of a lack of viable competition because the only competition for audio entertainment was other radio stations? Did this put radio in a comfortable position?

I don't know that we can ever become complacent. Don't discount anything that tears apart your audience. How much time people spend with radio, that's what it's all about, because that determines how you sell advertising effectively to customers. We have to understand our audience and how they use radio. Anything that goes in and starts tearing into your audience you have to pay attention to. You can't sit on the sides and say "hey that's not going to affect us." You have to be fluid enough to adapt to it.

16. What changed radio the most? What single item has had the most impact?

Technology. In the old days we edit with splice, tape and scissors, now its faster better product. Technology is much different and less laborious, in the old days with hand logs and had pencil on it. The way radio is handled internally here, but the way it is dispersed to the listener, boosters, translators, things like that are heavily utilized in this area. Where I was before we had a solid signal valley wide and that what we concentrated on. We didn't utilize that there, but they utilize that heavily here. that's a positive change that allows the signals to get into all the different areas. And serve the rural areas, and they are important. It is not that easy anymore. We have to reach out to outlying areas and service them as well.

17. What has been the impact from consolidation, a result from the 1996 Telecom Act?

I don't have a thought on that. No experience in that area.

18. What has been the impact from internal technology; Automation, satellite, syndication. (And) 19. What has been the impact from impact from external Internet technology: Internet, Podcasts, and Streaming?

Like I said it helps us do our job easier and better but raises the expectation as well. Now we can do something in minutes that might take days in the past, but, we just fill that extra saved time

with other duties, just like computer was going to save us paper. It requires less time in front of the client. In the past I had to sit with the client to hear every detail of their business, whereas now I can spend a brief time with them and research how they do everything so that I have intelligent questions to ask.

22. Is radio a community / public interest entity, or solely a profit based business?

Both. We have an obligation to serve the community. They have entrusted us with the public airwaves, and we have to take that obligation seriously. That's why broadcasters across the country do the best job ever of public service. Back in the old days we were required to have X number of minutes of public service time, all these strict rules and regulations we had to follow from the FCC, now they has been relaxed because broadcasters have said this is what we need to do for longevity, in order to do that, we have to make a profit. Being just good guys is not going to cut it. People need to make money. You can't have one without the other. You are not going to make money unless you serve the public, and you take care of the community. I honestly believe that. That's the way we've worked my career. Community's number one. When someone comes to you with a request, you better do all you can within reason to fulfill that request. Because that's your obligation to the community, and how you attract listeners and how you attract advertisers. You must serve the community's needs.

24. Many CD players gone from 2014 cars; Smart radios / Smart Dashboard, are becoming the norm for new cars. With Internet in the car dash, how much of an impact will this have in traditional AMFM radio? (And) 25. Does this only affect those who can afford new cars? What's the affect in 5-7 years when these cars with Smart radios populate used car lots?

I think it's easy to sit back and say, here we have another method of fragmenting our audience, because of all the choices, Pandora and everything else. On the surface we'd be foolish if we didn't say some negative impact on us as far as audience is concerned, but at the same time, smart programmers in radio will adapt to a point of uniqueness. If the 24 year old wants to listen to Pandora, he will do it. We want to adjust and attract people who want the information and that info needs to come from somewhere. You can get it from the Internet, etc., but it not very easy, when your navigate a car, it's a lot easier to just punch the button and let someone tell you what the weather is going to be. In my opinion, 10 years from now, all these questions may have been answered wrong, but we will wait and see, but the smart broadcasters will have to adapt. The ones that I have been involved with, first I was involved with, didn't adapt well, and almost programmed us out of business. Listeners are sophisticated now. The 2nd group, we adapted on a daily basis, our programming changed seasonal, edgier in winter, easier in the summer, because the demo of the community changed. If you are not able to adapt, you won't be successful. We can't afford to irritate the listener, in a nutshell. They can reach over and push another button so we have to be careful we don't do that.

27. In the past a radio station had a dedicated news director; not so much anymore. Has this affected the information that a radio station delivers?

It's nice to have actuality on the street corner telling about the accident. It adds a lot of uniqueness to it. We don't have that anymore, at least not very often. Like I said earlier, technology allows more but fewer of us doing it. Back in the day when we had 50 people on staff, and 4 news people, no one had to worry about the news because those 4 news people were out trying to cover the news. We don't have that luxury anymore, so we beg borrow and steal from the Internet; monitor all types of different news. If there is something big we jumped on it and on it hard, like our community was devastated by forest fires, so when smothering like that happens, ad department, programming switched their hats to news, and we became news people. We don't have the luxury of maintaining a news staff anymore.

29. Does that also affect a listener's perception of the station?

Absolutely. Again that's what broadcasters need to pay attention to. To remain relevant. We can't be just a jukebox. There are too many jukeboxes. Not just music. Very few listeners are listening just for music. I think they are listening to it for more content. More information, that's the

juggling act we are up against.

30. Does radio still have a 'hold' on local content and news, or is this information becoming more available, and sought after, online?

Absolutely not. It's not done as well online because anybody and their brother can editorialize it and broadcasters still have a journalistic reputation, to protect. If you get on-air and give bad info and listeners would rapidly lose trust and you killed the goose that lays the golden egg. We have to do it better; we have to pick and choose what we do. During a crisis everybody turned into news people and we went out and got the facts. If you give bad information, the listener will call and chew you out if you were wrong in your delivery of information. We have an obligation to do it correctly.

33. Can radio use traditional AMFM and Internet technology together to reach a broader audience, or is that listener gap widening? Should radio reach for the growing technology audience, or cater to the remaining AMFM audience?

We should always try to do whatever we can to grow our audience. Though Internet or any other means, and I say that cause radio is a business. We are here to sell advertising, effective advertising, and the more people listening to the advertiser's message, the better job we can do for them. So we have to employ other technology to do that, then it's our best interest to do it.

34. Is technology creating a gap between the types of listeners?

I am sure there probably is in some groups. Radio is so reliable and readily available, again we have to notice these other technologies, and we have to maintain our uniqueness and validity, otherwise why listen to radio?

36. Internet audio is able to more accurately track listeners, thus presenting more accurate information for advertisers. Will more accurate reporting, compared to previous sample diaries and surveys affect how advertisers buy radio?

I think more accurate data for radio stations would be outstanding. Let's say you have two stations. Powerhouse and a dog. The powerhouse is like a KFI, and the podunk station over here, from advertisers point of view. If you sell them a campaign, you go back and you want to know did it work and which part of it was weak, how do we fix the weakest part? If the content of the commercial was good, offer was good, frequency was good; results were poor, then direct effect on audience. But if you put that same campaign on your powerhouse and it knocks the doors down for the business owner, then you know you have an audience problem. Now let's say I have data and the powerhouse have a zillion listeners, and the dog has four, well it's going to affect how I sell the dog, and the powerhouse. If I can quantify the data, it will make me push the powerhouse more, and will make me go to programming on the dog and ask them why are we doing it this way, cause this is not working. The better numbers the better the results for the advertiser, and the better job the broadcaster will do, because if they keep showing up last in the ratings, you can't sit idle and let your station die. I think the more accurate the number the better for us. It will have a direct impact on how we sell.

38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?

Generally speaking its' doing a pretty good job. I work in small market stations where funding makes it difficult to make proper investments. But technology has become more affordable. I think we are making the investment in technology as we can. I don't see broadcasters wasting money.

39. Music is available online; local content is available online; personality entertainment is available online. With the access to technology becoming more widely available to the masses, why should those who have this access choose to listen to traditional AMFM?

We have to provide something the others do not. We do a good job at news and weather. When stations sell sponsorships it requires us to do a better job, it requires us to deliver a product that is more valuable to the listener and the advertiser. We can't sit on our hands and say it's going to be

as great as it was in the old days, because it's not, and today's broadcaster knows that.

42. Is local content what listeners really want to hear, or is it just a buzz work?

I absolutely believe it's what they want or the audience has evolved to that's who our audience is. Music intensive formats don't take a genius to program. You can see that on satellite. If that's all a listener wants, that's what they will choose. Radio listener wants that local content; traffic reports, national news, I think that where we are going. I think people are, generally speaking, people are info maniacs. There's a need that people want to be informed. A good example is listening to the radio and something that was taking place that evening verses when you went home, got onto the Internet, and just happen to stumble across a site, that tells them about their local event. You can go on local newspapers website once published; it's done for the day, no updating, done for the day. Broadcasters do a good job at updating news throughout the day. We are quick to adapt and provide, because that's what we do best. And that's what keeps the listener coming back.

43. What do you say to those who want a job in radio?

Go be a fireman, lol. Standard joke in the industry. I've loved my career in broadcasting; my side is going out and meeting new customers. I enjoy getting out and meeting a lot of people and helping them with their needs. If someone wants to be a star, good luck. Sales people were making more than the on-air people. That's why I stuck with it.

44. What is the future of radio?

If we continue to take care of our listeners, the future is very bright, depends where technology takes it. People are worried that technology is it is fragmenting the audience and it is. My son is 35 years old, not interested in news and weather. During the course of the day he listens to radio all day long. And sees his weather on his iPhone, but at work he listened to radio all day long, so he's getting both. It's up to the broadcaster that we make sure we stay relevant to the listener or we will program ourselves out of existence.

45. You final thoughts

I had the opportunity to change careers but I chose not to. Radio is more cost effective than most. We should be able to capitalize on the demise of newspaper. TV wasn't a competitor because it was a completely different budget. Trying to capitalize on newspaper decline is opportunity to us. We have to do what others aren't doing so people will continue to choose us.

Steve Greeley
November 6, 2013
Owner
Radio Central
Lake Havasu City, AZ

1. What is radio's future?

The future of radio is very positive. Without a doubt things hurt us as broadcasters like did most of the country when the recession started several years ago. I think that we're starting work our way out of that I think with technology and innovation on radio will continue to prosper and we as operators and broadcasters have to adjust with that, we have embraced some of the new stuff that is coming our way to work in a positive way for us. There are a lot of new competitors out there, some Internet radio most recently, prior to that satellite radio but I think that overall radio in general is something that you grow up on, that's part of the American landscape now for quite some time, not quite a 100 year's now. I think it's part of everyday lives

6. How have you changed over the years? Your view of radio? Why are you still in it?

It was tough when I first started in radio. We were still backing what you know your refer to as the analog error, I mean we're spinning vinyl we had cart machines, carousels evolved into cassettes soon, and things along those lines. We came to what we needed to do to operate radio stations, to put things on the air for the folks so it was more hands-on back in the mid-80s and then there is that slow evolution came that out CD player in 84-85. That changed a lot of things, because now you have audio CDs and the movement then was to eliminate what was going on with vinyl with the records and then move over to transition CDs so the transition part of that was like your almost in limbo and because you didn't know how quickly would take off so what you're using both systems if you will, it was transition I guess is the best way to put it. Once everything then evolved to hard drives, you know no moving parts and not worry about tapes getting cut or stuck and no record skipping or anything like that, and you weren't splicing anymore. Things started moving in and what happened with the broadcast industry, the technology took off with Internet things like that in software the digital software and things along those lines and a lot of broadcasters started to use. Today it's just kind of evolving industry and we've really moved fast-forward into the tech savvy industry.

7. What was radio prior to the Telecommunications Act of 1996?

It was a little bit more confusing maybe to some degree. There was a push for the Fairness Act back then when it came to equal time on radio on and prior to the deregulation which permitted obviously large ownership opportunities you had a very small mom-and-pop type of scenario which is a good scenario, but radio struggled. In the late 80s and early 90s the economy was so-so, wasn't as bad as the most recent recession but a lot of independents struggled and when the Telecommunications Act came about that opened up the doors for a lot of cash infusion into the industry, a lot of people that had of the corporate structure to come in and to solidify that the industry itself and a lot of the big deals started happening throughout the country and the trickle down to us to a certain degree from large market to medium market never made to a small market that they were involved in but it really, if you go back to the question how is radio prior to 96 it was more of an and old-school type of an atmosphere and when it passed the FCC the Telecommunications Act on it opened up a lot of positive things for the industry and now you look back and maybe some negative things too.

9. Why did people listen to the radio?

Well back before all the technology we have now, it was the go to place for music for new releases songs things that you wanted to hear also information, talking about what was happening in your community. Back in those days before you have automation systems and things that we enjoy now, you would have to have local on-air people and that's good because they could talk about was happening in the neighborhood your community and your county your state. People

would turn to radio for those reasons music, first and foremost a talk radio really started taking off until the early 90s on and it would be an opportunity to tune into radio to find out what's going on in your community. The news, the weather, know what's happening; a lot of station sessions had more small hometown atmosphere and people would tune in primarily for that.

11. What was the value of a news director and local content?

I think it's extremely valuable, it's easier to obtain news now, you depend on the AP services or UPI, and everything obviously is web-based driven. But you have to have somebody in my opinion to keep on top of what's happening in your market to report on it, whether it's a city council meeting board of supervisors meeting, if there was a traffic accident, delayed, know some road operations, those are the assorted things that the people want have an information on, so to have someone handling your news and news content on radio stations to this day I think it's extremely important we do that.

13. TV, CDs, movies and newspapers were the primary competitors to radio in the past. How did radio retain listeners when these options were available?

I don't think so. I think that radio operators by nature very competitive, competing against each other format wise, even if you're not competing format wise like a classic rock against classic rock you're still competing in the market for advertising dollars your always looking for what you can do better programming wise promotional wise to keep yourself out in the forefront to be ahead of the pack if you well in the market. Obviously we have the competition that derives from print. Print takes an enormous amount of advertising budget in any market and so we're constantly not only doing battle with each other but were also battling the print entities in the market. You got to remember that that for the most part especially now there's usually far more electronic media in a market than print media. So if you look at that pie to grab the advertising dollars you compete against your broadcast brothers but also you have to go out there and got to compete and try to do a little better when it comes to advertising revenue with print media

16. What changed radio the most? What single item has had the most impact?

Positives is technology and there's different parts of the technology but technology for certain and then as a negative it can be technology to, and the reason I say that technology can be a negative is because, if you look across any type business category technology could and sometimes does replace a human, an actual working person, and in radio what it ended up doing especially in small medium markets it pretty much depleted or really reduce the size of the on-air staff. One of the positive things about the technology we have is that, we are able automate what we do here, we can interface obviously, we can do live assist type of operation where you have somebody that's doing a talk show interface with commercials and things along those lines, but also are able to do is able to send out production to major market talent, we can never do that before the small-market and we're able to get that production done with voices that are heard in the marketplace so you don't have the redundancy of the same voices like you did back 15-20 years ago. So you have a variety of different voices, makes the station sound better the production itself this is better than it was back then so it has a positive impact effect, that way on, but once again technology, you look back and see what it has done and it has eliminated jobs in the industry

17. What has been the impact from consolidation, a result from the 1996 Telecom Act?

The availability of a lot of cash, a lot of dollars coming into the industry when Clear Channel, Cumulus, Westwood One and the big players in the names of changed over the years but I'm using what we have today, they really set the standard and then obviously you have the merger of Sirius and XM at the satellite end of things. So the Telecommunication Act once again opened up a lot of opportunities for radio that were not available. Newspapers for example, I mean there was never an issue, unless it was antitrust with how many newspapers a single corporation can own. And radio has had that problem and when things got deregulated it just opened up that opportunity for capitalists and entrepreneurs to come into the marketplace and to buy a number of stations in the market which they could not prior to that.

18. What has been the impact from internal technology; Automation, satellite, syndication. (And) 19. What has been the impact from impact from external Internet technology: Internet, Podcasts, and Streaming?

The internal technology is something that the listener really doesn't see. What you're talking about, automation systems, software, and some other things we do here. Outside technology, the masses can see and touch and feel it almost because you have the Pandora's out there the iHeartRadio, audio streaming I think is very important for broadcasters. I think if you're able to stream your programming and there are some limitations out there, but if you're able to stream your local programming, things that you do on a normal day-to-day basis, obviously that something for apps and so it's more mobile. It can take you to places that maybe you wouldn't necessarily take a radio before; Instead of carrying around the portable radios that we did several years ago, it's now on your phone. There has been a lot of advances but I think the main thing would be once again internally to see it but externally they have a definite impact of what's happening on the outside of the confines of the of the operation which they never had before.

20. What is radio?

Radios is Americana, it really is. It's been part of our lifestyle, is part of the country our culture for decades and decades. From the earliest time that you're able to walk around and kind of listen when you're young person, a toddler listening to the radio when mom and dad driving around, becomes part of your life and I think that it's something that; In studies and studies show this again time and time again that radio is essential. When the iPod's first came out, one of the things that was a direct comment from the public was "we want FM in our iPod" and so Apple made that happen, even if you go to any smart phone, a lot of smartphones are putting FM tuners in because people demand that, they want the access of radio. Unless you got several thousand songs on your iPod, it's not going to have a playlist that local radio stations can be able to offer you a day-to-day basis. So in a nutshell, it's just its part of the landscape it's part of what we are, what we do.

22. Is radio a community / public interest entity, or solely a profit based business?

It's both and it has to be both and I'll tell you why it has to be both. We are mandated with this license from the FCC to be a servant to our communities. We run a public affairs and things along those lines and if you're going to be a good broadcaster you're going to do that. You're going to be involved in your community, you want your community involved with the radio station you want business leaders community leaders nonprofits come knocking on your door to say, "hey we need time on your radio we need to get our message out" that is a very very positive thing. If we weren't profitable, we wouldn't be doing this interview. I mean you have to have a balance of both and you cannot have one without the other unless your non-commercial operation and then obviously that's something that you get from pledges and stuff like that for being a for-profit commercial operation you're constantly out there selling advertising doing promotions try to generate that revenue from the local community, the business community keep your operation going but also you want to have that open-door policy to the community that "hey we're here to help out" if it's, whether raising money to help with a sports park or helping out family that needs to get the word out that there's a bank account set up because they need funds for some type of treatment for her for child to have the mayor the county supervisor you know your local politicians leadership your chamber of commerce to come in and pretty much an open mic at times if any they would need to get a message out to the community that's what radio is all about.

24. Many CD players gone from 2014 cars; Smart radios / Smart Dashboard, are becoming the norm for new cars. With Internet in the car dash, how much of an impact will this have in traditional AMFM radio? (And) 25. Does this only affect those who can afford new cars? What's the affect in 5-7 years when these cars with Smart radios populate used car lots?

It's a concern, more choices which is not a bad thing, if you're doing something well people come back to you. There is nothing wrong for people trying to check things out here there. One of the things that will start taking off and has not yet is HD radio. The new cars coming on 2014 from the manufacturers are now stepping up and having a part of their standard system only comes to

their audio entertainment. I think that HD radio will start gaining in 3 to 5 years if you haven't had a chance to listen to is pretty phenomenal, so the sound is there and for people that like to listen to music, obviously HD is going to help us out quite a bit on there's a lot of things going on in the background trying to sure up terrestrial radio, making sure AMFM, least we have the ability within the law to be competitive and it may be have an opportunity to advance what we normally do with what we currently have with technology, but yeah there and have all these choices, It's like Obama care, it's so confusing that you want to go back to something simple things, and the simple thing is to put your FM dial for music most of the time even though there's sports and talk formats on FM, or hit the AM button and you'll get some most old-school type of music, oldies, real country type of formats then talk formats, obvious sports on their too. Once again, was back to when you were growing up and how simple it really is not have to have all these different buttons to chooses, and even though we're getting more tech savvy, even older people I consider myself in a category, it's nice to have something simple to go to.

27. In the past a radio station had a dedicated news director; not so much anymore. Has this affected the information that a radio station delivers?

No I don't think so. The days of those investigative reporters on pretty much done. The Internet has so much to do with that if you really want to find out the low down dirt on something you can Google it. Even newspapers I think are having that that issue. TV I think, they still do somewhat of investigative reporting type of thing, but radio's a convenience for a lot of folks because it's so accessible so easy it's real time, most of the time, and even if we don't do an investigative report on what's going on in city hall we can definitely give the pertinent information and then you can dig deeper. Now once again going to the Internet and we know you're lost with all the information that they have. Whether it's accurate or not, you don't know, but for the most part it is and I think the radio can lead people to that next step. If you really want more information now go online or a local newspaper nowadays has more detailed information than what radio provides

29. Does that also affect a listener's perception of the station?

I don't think so; I think that on the consumer's pretty savvy. I do hear comments that people appreciate us providing local news even though it's been scaled way back. Back in the 70s and 80s you would be doing total half-hour news block sometimes on music stations, but that's kind of weaned its self-off now. Today we do one minute local newscasts and it's more an informative thing. Several years ago was five minutes, even some of the national radio news networks, Fox does a five-minute block at the top of the hour but ABC news a scaling back to two or three minutes so, it's part of what's going on with our culture and the times. But just having that there, whether to what degree I think support to the listener and they appreciate the fact that you do get, even though it's one minute, but it's a lot in one minute, and get that information out to them.

30. Does radio still have a 'hold' on local content and news, or is this information becoming more available, and sought after, online?

Probably more online, I would have to say, we still have a place for it as I mentioned earlier we can give a bubble of what's going on but for more details people are just going online I think even newspapers are seeing that now.

31. And does the existing radio listener even care?

I don't think so; I still think that radio is entertainment. The majority of it whether it is your talk listener it's the entertainment value listening to Dennis Miller to Sean Hannity, Mark Levine plus very informative, music obviously your hearing songs are you listening to a genre that you like and it's giving you information on what's coming out on a new releases, new entertainers and things like that so I think that overall that the listener is out there and even if they have to dig a little bit deeper. Its apart of people's lifestyle now go Google it and go out there and in search for it and read more in depth if you want

33. Can radio use traditional AMFM and Internet technology together to reach a broader audience, or is that listener gap widening? Should radio reach for the growing technology audience, or cater to the remaining AMFM audience?

I think that AMFM and an Internet can go hand-in-hand. I have an example with KVYL which is kind of unique format. It's a timeless cool format, it's a very soft AC/variety stuff that you hear on the radio with vinyl. You'll hear some cover songs. You hear a lot of songs you just don't hear on standard adult contemporary stations and defiantly a baby boomer and older formatted. We get a lot of great compliments on it. We have in this market a lot of winter visitors coming to the market. Now you think winter visitors they are the Frank Sinatra listeners; we have now over the Beatles the Rolling Stones, Eagles though those are groups so it's a little bit more contemporary, it's the older baby boomers that are in our winter visitors demographically wise and they'll come into the market to latch on the vinyl and they'll let us know they're going back to work in where they come from and, " oh by the way that's what I listen to, I stream your signal when I'm at home in Oregon because I like the music so much". So that gives you an example how to tie in, the terrestrial radio.

36. Internet audio is able to more accurately track listeners, thus presenting more accurate information for advertisers. Will more accurate reporting, compared to previous sample diaries and surveys affect how advertisers buy radio?

Nationally yes, the smaller the market most likely not. Advertising's an emotional thing for a lot of people and if you have a local car dealer in town and management or ownership listens to a particular radio station they could care less what Arbitron says or anybody else says. That's what they listen to, that's the stations they are going to buy, and I say that because its true and I've see that for 30 years and sometimes you got to not argue with them, but move them off of that a little bit. Just because you listen to doesn't mean that thousands of people are listening to it. But I think that the larger the market is, the more they have to deal with the ratings and all the data that coming in now, and we don't have to deal with that we do as so many other things. Arbitron comes out here on an annual basis and we don't have to deal with it too because the local business community is extremely familiar with what's going on local radio. Once again to get to the larger markets it's more difficult to find that type of ownership and management that is so engaged with local radio.

38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?

I think that you need to embrace any technologies coming out. You need understand it that way. You can compete against it that much better. I don't see the overwhelming transformation to Internet-based radio, didn't really see it with satellite, didn't really see the demise of radio and CDs came out, cassettes came, out when 8 tracks came out; I mean, one of my competitors said it very well "we're cockroaches, you can't kill us" and into a large degree that's true, that we will continue to evolve. We have a place I think once again with America growing up on radio, loving radio, being a part. People can call in, and talk to somebody, whether your satellite driven radio station, or you have somebody actually sitting in the studio. People can call in and say "hey I want to hear the song" or they can call Mark Levine and argue about with him about Obama care. There so many different things that a radio can offer but the main thing that radio is, it's truly a one-on-one meeting, the medium of radio is one-on-one because you're your listening at your home you listening at work you're driving in your car your one-on-one with what's being said. You can call Jim Rome and argue with him about what happened Monday Night Football. You CANT do that with a lot of other mediums, in fact you CANT do with hardly any of them. So there's always going to be that person to person in connection with radio.

39. Music is available online; local content is available online; personality entertainment is available online. With the access to technology becoming more widely available to the masses, why should those who have this access choose to listen to traditional AMFM?

Because what would I just got through jabbering about

42. Is local content what listeners really want to hear, or is it just a buzz work?

They want it they expected they expect it, absolutely.

43. What do you say to those who want a job in radio?

How good are your sales techniques? What sales background do you have? That's really where I think a lot of broadcasters are focusing on because whether you have a staff of on-air announcers or not, you don't have the numbers of staff that you did back in the 70s and 80s and the more boots you got on the ground out on the street selling advertising with qualified people. I disagree with just flooding the marketplace with just people out there, but qualified people that can represent your product, represent themselves, represent their community, obviously that brings what's the much-needed revenue incident to the operation and then you can expand, you can do more things, but I would say that right now the focal point would be sales without question without a doubt because we talked about earlier, and I can send an email to you with the local hardware stores copy using turnaround to get back to me within about 10 minutes and have it on the air. You don't need those folks in house much anymore and that opens up a lot of things once again to put resources out in when it comes to sales.

44. What is the future of radio?

Its good, I think it's exciting, it's a challenge and just like with any other business type you got a lot of competition out there and that the more competition the better that you become. You focus more on; think that we as broadcasters can be innovative. We come up with some pretty dumb ideas a lot of times, but once in a while we come up with some pretty smart ideas. We can make radio fun and what radios always been one those fun mediums that people rely on to laugh at, joke at, the banter back and forth with. I think it's strong and I think it's stronger in the past two or three years. Once again, the economy really hurt the country as a whole but when you're depending on local businesses that are laying off people and having to cut back dramatically for your revenue, they say the first thing that gets cut is advertising budget, so we kind of got away from that and getting a little bit more, see more positive direction, so I think from a from a profitability standpoint with radio it's getting better and that we're not going backwards or reverse or another neutral. We're shifting through the gears right now and I think that just like with a lot of things when it comes to technology just don't know what's around the corner and were seeing, that the FCC is listening to us now as broadcasters, they see what we're doing. You have 10,000 for-profit stations out there and you know about 1500 noncommercial, but to have that, an industry, like that go south would be extremely detrimental. I know the talk radios is the thorn of a lot of people sides, but talk radio is either the number one or number two format consistently the country and it's very strong very powerful and with that format and the others in what we're able to do as broadcasters, expands into something.

Tracee Jones
November 6, 2013
Sales manager
Radio Central
Lake Havasu City, AZ

6. How have you changed over the years? Your view of radio? Why are you still in it?

I would say education of radio has changed. Once again, I was hired for sales, so I didn't put a lot of thought into until my job expanded. As it expanded, my knowledge of radio expanded. It wasn't just sales, it was community involvement in preparation for hearing sales people so that expanded my knowledge radio.

7. What was radio prior to the Telecommunications Act of 1996?

I don't know that information, it didn't affect me personally so I can't respond to that, sorry.

16. What changed radio the most? What single item has had the most impact?

I am going to say that sharing of commercials; the Internet has been a huge impact because of the way we communicate with production. We used to share with a production staff, with another company in town, now we go across the nation and get things turned around with half a day notice. That has impacted my business, I don't have to wait for anybody. Automation systems are so easy, user friendly. I call myself tech challenged and I can do things and it's nice when someone isn't around and I can take care of it. That's exciting.

17. What has been the impact from consolidation, a result from the 1996 Telecom Act?

For us it hasn't affected us, because we are a small market, we don't cross at all with our frequencies, so it hasn't affected us. It affected Phoenix, Las Vegas. I haven't heard a lot of good things but I haven't got anything to say about that. I do know people outside the industry in LA that are business savvy and have seen the changes, who are not happy with those changes, and say we'll be eaten up. Anything's for sale for the right price. That's a guarantee. It doesn't affect me. We are all capitalists. We all want to make a buck.

20. What is radio?

Radio is there, the same kid on the block, he is getting beaten up for being the same thing. Radio's been around for a very, very long time in different aspects. Radio has been the go-to when we don't know what else to do. In an emergency state, the first thing we do is turn on the radio. Radio is there during a disaster, but all this other time we are getting beat up, being called a dinosaur, and I disagree with that. Radio is still going strong. We have new things; look at what the technology industry has done in our lifetime. My children don't know life without a microwave oven. Radio gets a bad rap unless it's needed. During Katrina, the first person there is radio, 'let's tell people where they can get safe, where to get food, water.' They call us about a parade, lost pets, and about what info they need. Why do they call a radio station? I love it when I get calls from people asking about other radio stations, "I know it's not your station, but I heard it on their stations, so I thought I'd call you for the answer. "Radio is a best friend you can always turn to.

22. Is radio a community/public interest entity, or solely a profit-based business?

For profit. However, our duty is to be part of the community and let people know what's going on. We'd be silly not to do this for profit. Do we have to? No, but people look at radio to be the answer, we have to do that, and yes, it's for profit.

23. What are your views on streaming music from the Internet and its impact on radio listening?

Music? We get our music sources from so many different places. The way Steve and I talk about the Internet is the avenue it goes into, but I don't think people look at the computer for radio unless they don't have a radio. My news talk station, that's different, and I know some people can't get enough of it, but if it isn't playing Rush on Rush's hour, they turn me off and go to Rush, where ever he is, then come back to me for Sean Hanity. I think they are loyal, no matter how they get it. I don't know about music people that turn on the computer to listen to their favorite radio station.

27. In the past a radio station had a dedicated news director; not so much anymore. Has this affected the information that a radio station delivers?

I can only speak on our experience. We used to purchase our news from the local news source and they did all the radio news, so we were one of the many stations in our area and that had local radio. It worked out really nice, but the organization had to downsize, let people go for whatever reason. Because we have a news talk radio station, we can't have it without local news and talk, so what we did because a full news team is expensive, we partnered with our local newspapers. And local newspapers are experiencing their own set and issues regarding new technology in a subscription, so their reporters give us the news and we report it. We take what they have done, and put it in our words, do our own local news, that's how we do things.

29. Does that also affect a listener's perception of the station?

No because we are one of the few radio stations that carries local news. We are the only news radio station that does this. Two of the four stations carry news, the other two don't. So they know where to go.

34. Is technology creating a gap between the types of listeners?

Any way you can enhance your business, why not? There's always space for AMFM period. And we have proof of that. My news talk station started off on AM, and we expanded that to FM, and it was AM and FM, we changed the AM to sports and converted the FM to talk. People were calling for three months asking what happened to the AM news talk. And people say no one listens to AM anymore? Cut me a break. And we stream it. People can get what they are looking for on three avenues, and we are getting every demo that we can, why wouldn't we enhance that? It would be a mistake to be 100% tech. It doesn't matter where the future is going; we still have the past and present existing. We have people that don't own a cell phone, computer, won't use an ATM machine. You must expand your business with your audience and demo. There's no end to what we can do in radio. I don't see AMFM going away.

36. Internet audio is able to more accurately track listeners, thus presenting more accurate information for advertisers. Will more accurate reporting, compared to previous sample diaries and surveys affect how advertisers buy radio?

We don't subscribe. I've always sold on the demo of the client. If my listeners are your customers, and that's what you have to get across with your advertising. You want to sell Coco Puffs on the Disney station, because the kids will drive their Moms crazy when they go to the store. It's the same with any other product. You have to hit your demographic where it counts. During an RAB conference there was a discussion about ratings, and we were the only small town people at this convention, and the question came up "how to do you sell radio without ratings?" I said, "How do you sell your station on ratings only," because you are only on top for so long. And who are you on top with, they may not be your demo, and only talking about who responded to those diaries. So you have to see the full picture. There's more to be said about who is listening and who is loyal, and those loyal that do business with you. And you find that in radio as a regular client. Just because I have a one million people that tuned in on a computer, how many are really listening? And are one million people going to relate to what's said on the radio? Ratings look pretty, but you have to sell off results.

39. Music is available online; local content is available online; personality entertainment is available online. With the access to technology becoming more widely available to the masses, why should those who have this access choose to listen to traditional AMFM?

You have to get out of the office sometime. Not everything is accessible online. You are never always connected. You should have a life beyond technology. I think AMFM comes to the rescue, because then tech zaps out, what are you going to do? Go to the car, tune on the radio, go get Grandpas transistor radio out of the garage.

42. Is local content what listeners really want to hear, or is it just a buzz word?

Depends on your market. Listeners like hearing about their neighbors. We love gossip. Movie stars, people of power. However depending on the format, what they want to hear. Music, what's

wrong with the latest guy trying to make it big in Nashville, I want to hear that! London Bridge Days and September in Kingman and rodeos and what not going on. That's part of who we are in our own community. It's important to have local content. You need to let your community know about it. Buzzword? I don't know. I come from small market. We satellite our formats in. We don't have a local DJ so to speak on anything. We voice-track and all music, no news. We get more compliments on that station because of its design. Because that's what that particular listener wants. We brought in a new morning show on KJJJ, "Today's Best Country" outta Dallas, and 6-9 am Tim and Willy from phoenix. They do Arizona local. What's cool about it is they talk about us, our radio station, and our market. They talk about the all communities we serve and what's going on. It brings people together. They listened to an event that went on in our community. You got to be a part of it.

43. What do you say to those who want a job in radio?

Do you do sales? I have always sold. That's what gets the wheels going. It's amazing how it becomes a part of my life. I want to know why someone wants to do radio. What is it that they want with radio? 3-4 times a month, someone wanting a job in radio, younger people and 95% want to be on-air talent. And I have to be the one that disappoints them and say "we don't have on-air talent". They see the glamour of being on the air and what they want to do.

44. What is the future of radio?

Future of radio? If I knew that we could be making a lot of money right now. I know we are growing, in a short amount of time. There is room for growth. We are with technology and I could see us expanding. Use all the resources you can. I don't see radio taking a backseat to anyone, and I don't see radio disappearing.

Ken Sutherland
 November 7, 2013
 Owner
 Ruby Radio
 Elko, NV

1. What is radio's future?

Good, I think it's good. To give you a complete answer look at radios past, how many times has radio been pronounced dead. 1950 with TV, "oh TV is going to kill radio", I remember when 8 track were going to kill radio, FM killed AM, ok, I'll give you that one, but it's still radio, and FM became what AM was. Cassettes, CD were going to kill radio, now, new technology is going to kill radio; the truth is, that no medium really goes away. Even though newspapers dying a slow painful death, it won't die, it's just being reduced in its prominence. Radio may be reduced to its prominence, but radio is the primary local medium, and as long as radio can be local it can be relevant, as long as it's relevant, it can be effective, and I'm banking on it. We are building more stations, we are adding to the "empire" as I say that with a smirk, we have gone from one station to six on the air and two more that are not on the air, that we are going to build, because we are confident in radio's future. You don't invest that kind of money, in something you think is going to fail.

5. What advice were you given when you got into radio?

"Don't do it" I was warned. It's a tough business, and it's hard to make your way in this business. I needed to be prepared to move around a lot

6. How have you changed over the years? Your view of radio? Why are you still in it?

That's hard to measure because my view has been, at first it was unrealistic, and when I was new in radio, my view was unrealistic. I just didn't have any understanding of how the business worked, I didn't understand that this was an advertising business; I thought it was about me honking the hits, and I gradually came to realize that sales and programming are a partnership that creates this glow of radio. And that's become more realistic, since that time. I'm still a little idealistic about programming, and I have some disagreement about how others run their radio stations because they don't pay enough attention to the audience.

7. What was radio prior to the Telecommunications Act of 1996?

Radio was very deferent, and not just cause of the Telecomm Act. Automation has made a huge difference, and most radio stations that I have worked for, it took 8 DJs to be a radio station, we now run 5 stations with 4 DJs, and that around the clock, and automation has really helped that, but the Telecomm Act allowed us to function, because the efficiencies and the way radio works, without the Telecom Act I think that radio might have sit through some really serious bumps, because with all of the competing technology products, (all under one umbrella) with all of the 21st century technology, radio has had to hold its rate, and I mean the sales effort, but that's the life blood, that's the money coming in. I don't think that it's any different in big markets, than in small market. I'm now just limited to small markets, but, we haven't been able to get the rate we need to operate a radio station that has to stand on its own. As an FM or FM without out having 5-6 radio stations under the roof, every time we have added a station we have increased our efficacy, and those efficiencies are critical if, with our spot rate and to pay 8 mouths to be on the air, we'd not be able to function, and radio might indeed be the pile of smoldering rubble, that everyone says it's going to become, except me, I don't think do. So those technology advances have been good and bad, and they provided use with competition but they also provided us with some answers. And a lot of things developed from the Internet, worked pretty effectively for radio. Including automation and less expensive equipment.

18. What has been the impact from internal technology; Automation, satellite, syndication. (And) 19. What has been the impact from impact from external Internet technology: Internet, Podcasts, and Streaming?

My impression of Internet based products or technology products, like Pandora, etc., satellite, XM, the impact of those things, it certainly split the attention of the audience and I think that it's permanent, and will be there forever. But I don't think, that's it's going to grow at the rate that that

industry believes it's going to grow. I think that an awful lot of what those products offer, we already offer on radio and it's free. And folks have already told me, on the small scale that they have come back, that they signed up for XM and Pandora, but it didn't really give them anything better and they didn't want to pay for it. I remember when computers were new, and I was in Silicon Valley at the time, and I could not figure out why anyone wanted one of those things, unless it was for a hobby. And then one of my clients, Commodore Computers said, "hey look at this great thing called a spread sheet" and that's defined as the killer app. That made computers useful to businesses, and once we have a spread sheet, there are all kinds of things we can do, with computer that we couldn't do before, or that took too long to do manually. XM, doesn't have a killer app. It just has more radio. So, there just providing more specific versions of what radio already does, much in the way cable TV came along, it provided all this diversification, that TV didn't have with its 3 networks,. And everybody was enamored of that, and I can remember teaching college in 1983 and my advertising students asked me, what should I do to get in the advertising business, I said go to cable TV, its hotter than hell. Go there and work your way in, and get into that level of broadcasting. Today I would never give that advise, cable has saturated itself, and met with competitors, for what it does and its found its niche, and it's not going to go away, like nothing else goes away, but it's going to settle into a smaller place in the world. I think that XM is going to have its place very parallel to cable TV in the 80s 90s and it's going to settle in to its own little niche, and people who live in extreme rural areas will have it for choice, and people who live in big cities, I don't see why they need it, and I think they will struggle in those markets unless they can provide, specific programs, for those markets which they are trying to do, but the FCC will be in their way.

8. What was the radio station / listener connection? The DJ / listener connection?

It was stronger, live people around the clock, you had a better relationship with your listener, you won't hear radio station talk about their request line, you won't hear "call me", and there was a much stronger connection in the past to the radio and the listener. We are trying to run 5 stations in 1 building with 4 DJs, well, that means that no one is here in the afternoon, so if something happens, we have a news man, we got someone who will cover a fire, or follow a siren, but if somebody decides that they want to promote their carwash, and forgot to tell us 3 weeks ago to get it into the PSA calendar, they call us, and they might not get an answer on the request line. So, yea, there was a better connection between basis community services and the fact that we do have a newsman, and we have a part-time guy that helps with the news, but that's it for 5 station, in the olden station, 5 stations had 5 newsmen. I think the community connection is stronger when you have more people in the radio station, the economic forces that have changed since the Telecom Act, and the assistance from automation that changed in the same period has put us in a position where we just can't be everywhere at once, but we can simulate it.

9. Why did people listen to the radio?

I got 45 minutes on that. lol. 1950 radio is pronounced dead, and its struggled along, its network programming is getting cancelled, and because radio before 1950 was all pre TV, it was TV without picture, then the pics came along and replaces, and but radio was still there, radio stations still have to continue, and they had to figure out how to get programming on the air, and their networks were all going away, and shows were being cancelled all the time, so they started doing the one that they can do, which was DJ and music, and several things happened at one, to make things happen in the 50s for radio. The baby boom generation turned 13, and got really interested in what was going on with music, radio stations were struggling and they put on format that was the hottest, which was top 40, rock n role was born, and all of a sudden and teenagers feel somewhat alienated from their world around them, it's part of puberty, when you are an alienated teenage and you go hide in your bedroom, which most do, I did, you turn on the radio and its wonderful that you can find a guy talking to you, and that's what happened in the 50s 60s, is that teenagers turned to the radio, and the radio embraced them because it had nowhere else to go, and suddenly the whole top 40 thing happened, and it's because the number one format in the worlds. And radio began to revitalize itself, it took a decade, but radio started to do pretty well because it found this generation. I remember my

favorite DJ of all time, was Tom Donhue, who invented the album rock format, but before that was a top 40 DJ, on KYA in San Francisco, and I could remember him saying after every Clearasil commercial, "this is Tom Donahue clearing up your face and messing up your mind" and boy as a teenage I loved that. That was a wonderful thing to say to me. The Pepsi generation the Clearasil generation, whatever we were, the baby boom generation came up and embraced radio, and that's the largest generation in the history American, it's the largest single segment in the American population, even still. And if that generation likes you, you are loved, and that generation made Pepsi, which was a failing company, made Levi, you can go through dozens of products that are common place today and see where they got their kick start in the 60s form the baby boom generation, going though puberty with the radio on.

11. What was the value of a news director and local content?

I believe very strongly in local. The primary connection that radio has to the world is through the local community, we spend money on news that we can do without, we in fact are the only radio station in this town that has a full time news director, but we have to have 5 stations to afford it. We got a guy that we are lucky to have, and he will hear a siren at home and will come to work and is always watching out for what's going on. We are covering those things, because we know its critically important, people who are not interested in that stuff; tolerate it, people who are interested notice when you don't have it. We work very hard to program our stations to include news. Everyone one of our stations has news on it. Now, some of them don't have news all the time, but our news talk has CBS around the clock, and our news guy, and people thing he lives here because he is on it all the time. I think the news is really really important, local news, and we don't even talk about what's going on in the rest of the world, unless it connects directly. When where was that school shooting in Reno, we brought in the school superintendent, even though the shooting was not around here, we brought the superintendent of schools in from Elko, to talk about how we are prepared for that. Cause the shooting was in Sparks, and a student killed his teacher. And so, within hours we have the superintendent of schools in our studios talking about the level of preparedness we have in our place and just yesterday, a suspicious package arrived at one of the middle schools and our phones lit up. Not necessarily from listeners, but from teachers from principles, people at the school saying "there's a suspicious package and the police are on their way" turns out it was just some window panels or something, but, the package was not marked, no one expected it, they called the cops, then they called us. And that's great, because they knew we would get the word out, to the parents that everything is ok. They opened the package and it was just stuff.

14. Was radio a powerful medium because of a lack of viable competition because the only competition for audio entertainment was other radio stations? Did this put radio in a comfortable position?

As a sales man years ago, they told me they were spending their money on newspaper, "get lost" and I tried not to get lost. We have always competed with other media, we are very fortunate with Elko because there is only one TV stations that mostly simulcast Reno, and the cable company is not necessary effective and don't penetrate the market very well. And the newspaper circulation keeps doing down and down and down, so, this tends to be a radio town, and it's why we picked it.

16. What changed radio the most? What single item has had the most impact?

We have talked about two things, the Telecom bill and automation, and for me its automation. It's the 2 tog there, because we have to own more radio stations, in order compete and we can do that because of automation, with 5 stations here, under the old formula, that's 40 DJs, and I can't charge that kind of rate in order to pay those salaries, I can't, we are successful and we struggle to pay the people we have, so not that we are in any trouble, but it's always on our minds, we got make pay roll, and by the way, never missed one.

17. What has been the impact from consolidation, a result from the 1996 Telecom Act?

Both those things, automation was nor part of that, but it has dovetailed so neatly with that that we could not possible run all these stations, without the use of automation. It's absolutely critical. In fact our Winnemucca, which is a standalone at the moment, we going to add another one to it, so we are able to share DJS over a space of 125 miles and on 2 stations at once, but you can never tell.

20. What is radio?

I'm concerned for the radio industry because of the people who are in it, who haven't had programming training, and this has always been true in radio, that's it's the sales man who gets promoted to sales manager and then promoted to general manager, and the GM who starts his own company and becomes the president. So the tone of radio always been set by the advertising component. But there were an awful lot of sales people, who became managers who had first been DJs, first been programmers, like me, and I look around. I saw an article in a small market newsletter that really troubled me, here's a guy that says go ahead and add more inventory, your competitors are just going to do it anywhere, adding more inventory means making the break longer, and at our radio company we have a policy that our number one promise to our advertisers is to build audience, that's our #1 promise, because without the audience, why would they buy any advertising from us anyway. So, one of the things that supports building audience, is not driving them away with 9 commercials in a row, so it's very important to maintain that balance and year after year, Arbitron has done a study that asks the question "is radio a good value", they ask that of consumers, and year after year, people say yes radio is a good value, I don't mind listening to a few commercials in order to get the radio product free. Now, dotting the late 90s, and early 00's, there were a lot of radio stations running and adding inventory, instead of changing their rate, to control how many ads they sell, they just added more to the commercial set, so it was very common to hear 7-8-9 commercials in a row, there are still stations that do that. During the height of that period, 95-05, when Arbitron asked that question they got a different response. Still radio is considered a good value, but it was more of a C+ than it was an A+ or a B+, it was people down grading their opinion of radio, based on us playing too many commercials, and in their minds, taking advantage of them, they their good will towards radio, and I saw that change, and I think others saw that study, and I saw a change in this company, on our music stations we never run more that 3-4 min of commercials in a row, period. And our stations tend to be number 1; they are all number one at something. But our primary stations are all number one, at their target audience, and I think a huge portion of that is, that the audience understands the deal we have made with them. Even though they probably couldn't answer the question yes or no, I think that they believe that when a commercial break starts, number 1, it will be not too long, and 2, we work hard on our production content so that its more entertaining, so at least one of those commercials will keep them listening, just because its good stuff. So, we work really hard on that and even that has become generisized, as we have added stations, because we have to be more efficient, and that sometimes cuts into the creativity.

22. Is radio a community / public interest entity, or solely a profit based business?

The answer is yes, it's both, and we have found, and I noticed this when I was DJ, that the more a radio station serves its community, the more profit potential it has. We really are successful because of the community because of the listeners, because of the connection that we make with that audience, and if we can continue to work on that connection even though it's more generic more formulized its still is the connection, and I know people are listing to us. We get 7000 people at a promotion on a Wednesday night, that's pretty good, that's folks listening, that was not advertised in the newspaper, we didn't put any flyers out, we just talked about it on the radio and people showed up to trick or treat on Halloween night, and the whole idea was, we didn't say hey kids we are giving away candy, we said hey parents we going to keep your kids safe for a couple hours, we're going to have extra lighting, security, we are going to provide candy that you can trust, and we did, and we had about 7000 people show up between 4-7pm on Halloween, they weren't winning a boat, this was not a raffle for a house for free, this was 4\$ worth of candy, that's all we did, and I'm so proud of that promotion, it's our 3rd year doing it, and the people trusted us, that's what makes me feel good about it. We work on our trust, and we try not to violate that trust, we don't do any April fools pranks, no talking about the president landing in Elko, like somebody did, we are not going to prank terrorist attacks, or any of that baloney on the air, we don't do that stuff, we don't violate the trust relationship we have with our audience, we talk nice to them, we don't insult people on the phone, we don't hang

up on callers. We don't get a lot of callers, cause we don't encourage the request line cause we are not here all the time, but talk with our audience with respect, and I think they are returning the favor,

23. What are your views on streaming music from the Internet and its impact on radio listening?

I think it's having an impact now, but unless they come up with their killer app, it's not going to hold their attention, its glowing because it's new and hot and interesting, and that does have value, but they better turn it into something. The idea that you can program it to play all your favorite song is fine, but there is nobody talking to you, and I think the real value of radio is we got a guy sitting at our place talking to you wherever you are, and we are talking one on one, we are in the car with you, we're staying home when you are home, we are going to work with them, and we are talking to them. And I don't hear that on the other services.

24. Many CD players gone from 2014 cars; Smart radios / Smart Dashboard, are becoming the norm for new cars. With Internet in the car dash, how much of an impact will this have in traditional AMFM radio? (And) 25. Does this only affect those who can afford new cars? What's the affect in 5-7 years when these cars with Smart radios populate used car lots?

It's the same as I just said, as long as we are talking to people they will seek us out and will listen, if we are making that connection and it's an emotional connection, as long as we can do that and emotional is a key word, if we can connect with people on a human level they are going to listen to us, and if we can't, we are going to fail.

27. In the past a radio station had a dedicated news director; not so much anymore. Has this affected the information that a radio station delivers? (And) 29. Does that also affect a listener's perception of the station?

Yes, it affects the perfection. We go to that extra effort to extra payroll expense to make sure we have a news person, and even if our news station went away, we'd still keep a news person. Before we had a news station, we had a full time news director, I believe in that.

30. Does radio still have a 'hold' on local content and news, or is this information becoming more available, and sought after, online?

First off newspapers are making a shift to online, they have to or they will be dead. And newspapers will still be there, but they won't be newspapers, they'll be news –somethingelses, and because of the availability of everything you want online, people are looking online, to find information, including our news director, but it insist as convenient as driving down the street and hearing it on the radio today. Somebody will find that, that's the killer app is to be able to provide people with instant content, when they want it. In 1997, I worked for UPI, United Press International; we had a meeting with the new chairman of the board, they CEO of the company, who said we are going to provide people with instantaneous content for 50 cents. That downs the tubes, cause no one want to spend the 50 cents, but it's all there now, you can get your instantaneous content, its rough to sort through it, you have to know exactly what you want, but it doesn't have the convince yet of radio.

32. Are you using Internet technology to reach more listeners, and if so how? Results?

We are not streaming because, we are a small market station, and while we are the best in town, we are not the best in the world, and the best in the world is on the Internet, so, if people want to hear that quality of programming, I don't see how it's going to help us. I don't know if we can compete with LA or NY stations that are streaming, and, I don't know if we can sell any advertising from it, so it's expensive to set up, maintain, very restrictive with what you can and cannot do because of the agreements with AFTRA, SAG, and all the extra royalties that you have to pay. And I don't see the revenue channel that's going to pay for that. It's probably going to be there, but we are waiting. We do have Ruby Want ads, which is a profit center, and a good one and we generate; here is a testimonial to the power of radio. We run 8 ads a day on 6 stations to tell people about RubyWantads.com. RubyWantads.com in a community of 50,000 people has 75-85,000 visits a month. So I think it's working, but it wouldn't work at all, or maybe a little but, if we didn't, that kind of radio promotion behind it, and so it's the radio driving people to the web site constantly, that keeps it's afloat like that and it's a free classified service, we put it on as an alternative to the newspaper. Newspapers cost too much money, and people caught that right away, we sell space on Ruby Want ads because we radio

people, we are not as good at selling space as we are selling time, so it's not as full as I think it ought to be, but I think we have a real product that can grow and yea we are using the Internet for that, we have web sites for all of our stations, I think they are under promoted, because we are underhanded, in mean shorthanded lol, we are not underhanded about anything; So we use the Internet when it's to our advantage but everything we do in this tiny little market is subject to budget considerations, and if we were in a bigger market, we would be much bigger on the Internet. It has to take 2nd place to serving the community with the radio.

34. Is technology creating a gap between the types of listeners?

I think more and more people are taking advantage of those services that are available, I think some are trying it out, some are enamored of it, some are locked into it and I can't measure that. The only thing I can measure is what the latest ratings said which is that when you add up all the cumulative audience all 5 of my local stations, and compare that to the size of the sample, the size of the population, in the ratings, we reach 95.5% of the people who live here. 95.5% of the people who live in Elko or Spring Creek listen to at least one of our stations every week. That's a proven fact, by the ratings; therefor I'm not too worried about the other 4.5 %. Now are they also using their phones to access Internet services, of course they are, but they're checking in with us. Are they doing it less, maybe, its hard to measure that, even with ratings?

36. Internet audio is able to more accurately track listeners, thus presenting more accurate information for advertisers. Will more accurate reporting, compared to previous sample diaries and surveys affect how advertisers buy radio?

I'm told now that google underreports, that an article that has been in all the radio trades, the number I gave you was from google. So is it higher? I don't want to say it's higher, because I don't know. The only source I have is google. I think there are people, there has always been people, who are reluctant to buy radio advertising, because its difficult to measure the response, because it's a little bit abstract, you asked me earlier about radio being its own competitor, and sometimes it was but a harder thing to compete with is a guy who hold his coupon up and says "a customer just brought me this, he tore it out of a newspaper and brought it to me". What are we going to do for radio to prove that people are listening to that? There's always been a problem of proof with radio. We have a whole system to prove to the advertisers that their ad ran. But we don't really have anything to prove that anybody heard it, or that someone came into their store and bought a washer and dryer because they heard an ad for it on the radio. That's always been a problem which is why I think radio sales people have to be better than other media. There are always going to be people who say I can prove other media better. I can get better proof. We just continue,

37. What should radio be?

LOCAL, underline it put it in bold, put it in quotes, put it in caps, local, that is the answer. The less local we are the less we talk to people at eye level the further we get away from that, the more difficulty we are going to have keeping the audience, and everything that our company does is to build audience. I have 5 point advertiser pledge and the number 1 point is, build audience.

38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?

I think that anyone that says radio is dying is not paying attention. Radio is doing just fine, nationally sales are up, not as much as in the past, and we and I recognize that other media is taking a piece of the action, that's always going to happen, there will always be fragmentation of media. Do I feel as badly as TV must have in the 80s when cable took that enormous chunk of their intestinal track away from them? I don't think I do. I recognize that we are all in it to share, there will always be new competition, always new growth, technology has escalated at an increasing level, and that's always going to happen, but is it going to kill radio? I don't think so, people still buy books; maybe they buy them online but they still buy them, and maybe they read them online, I got a kindle, but the point is that mass media does not go away, it's not buggy whips. I guess there are still buggy whips around, I don't know, just not as many. But, I think radio is going to be there, and if anything kills radio, it

won't be competition; it will be radio! It will be idiots in our business who think that it's only about selling advertising and forget what the audience wants. If anything kills radio, it will be radio people causing the audience to lose interest. And if the audience losing interest then there is nothing we can do, if we don't have the audience, we don't have anything; we can't sell the advertising to the great void. So the enemy of radio is inside the radio industry now.

39. Music is available online; local content is available online; personality entertainment is available online. With the access to technology becoming more widely available to the masses, why should those who have this access choose to listen to traditional AMFM?

Because they still can't get it all in one package like radio can. And the bigger you get the harder it is to do that, and we touched on that just having 5 stations under one roof, its very difficult to be quite as connected as were 10 years when you were here as the morning guy, cause we only had the one station, then we added a second, and so on, but having 5 stations means we have advertiser who need production, and we got sales people who have demands on the programming staff, and everything gets a little bit tighter, a little tougher, and we get 5 electric bills, and they are all pretty big, so in the interest of being more efficient we have become a little bit less creative, and little bit less communicative. It's my fondest hope that it's not that noticeable. Take a look at XM, they so a credible job they have some of the best DJs in the world, they got super coverage, what they don't have is a guy who can walk into a local hardware store and sell a 14\$ commercial, what they don't have is a guy who can talk about the police commissioner in your local town being suspected of taking a bribe. Which has not happened here, I just made that up, but. But they can't do that local human touch, they can't reach out into your local market and talk about maybe there was a bomb at the school but turned out to be window blinds. Those kinds of things you can only do locally, and the newspaper has not been effective at doing it for years, because you have to sit down and read the thing. Radio is the convenience medium. Radio, being able to provide, local content, music, entertainment, personality, and local local local local, all in one package. Keeps us strong,

42. Is local content what listeners really want to hear, or is it just a buzz work?

We did an experiment with that. 3 months ago Z107 had nothing but the hits, nothing but music, fully automated no DJs, no talent, but no one talking to you. That station came in dead last in the ratings. We added a DJ in the afternoon, we added Charlie Tuna in the mornings, put a personality on there, we started talking to the people, I have not seen the new ratings, but I can guarantee you, ok I'll bet you, we did better. I don't know if we have overcome 3 years of not doing it in one month, but I'm sure we made progress, because it was against the grain of my philosophy to every do it in the first place. And we only did it because we had the chance to put this station on and we didn't have a lot of money. So we put it together and we tried to make it fly without a full set of wings. When we added that local content, the music was not enough, having a good signal was not enough, having the music well programmed which we spent a lot of money for didn't help us. We still came in dead last, I'll bet you it did better this time, and because we have good air personality's talking to people about what's happening in their town.

43. What do you say to those who want a job in radio?

Hahahah, are you willing to move to Elko. We have openings; I've been trying to recruit. I only have 2 sales people and I need 4. I would love to have a sales manager who can carry that torch. We don't have a program director, we have consultant that does that work for us outside of town. I'd rather have a local program director; I'd rather have someone who has that local presence, doing that work. Those are openings and we encourage people to come here and work. We can't pay what technology can pay, maybe their situation will change, and maybe ours will. But I think that radio is a good business, and if you want to get into radio the question I ask, is "how committed are you" because I can't find people young people who are committed to the radio business, who really want to be in it the way I did when I was coming up, the way so many of my peers did. And I can remember walking into a radio station where I worked in San Antonio TX, and there were 4 guys sitting in chairs with neck ties and audio tape in their hands, they all wanted the job I had or that someone else on our team had, and that was in 1973, and that has changed, people are not an enamored in radio as they once were, so it's

hard to find people who are committed to it, and the people who are not committed to it, are going to fail to make a living in it and not be in love with it anyway. So a down spiral there, if we find someone who really wants to be in the radio business, I'll go out of my way to hire them. It's not the question you asked, but it's my answer

44. What is the future of radio?

Radio has a really good future, IF, and if goes back to local local local local local, as long as we can talk to the people, and you and I have both seen radio stations that aren't or weren't very good, radio stations with lumpy programming and DJs who stumbled around, and didn't have that professional presence that we all aspire to and music that was all over the road. And yet they continued to do well, and do well, is while they are stumbling around they are talking to their local folks, and people respond to that, they don't necessarily need us to have the music perfect, they don't necessarily need the jingle to be right on top of the song, they don't need all of those things that we work so hard to perfect as young DJs, but what they want is someone who is going to make a connection, somebody who is going to talk about how the weather has effected them and how it's going to affect you. Somebody who is going to talk about what's happening in your town, somebody who knows that it's raining and not just cloudy. Somebody who actually looked out the window. I think the future of radio is bright, but an IF on it. And IF radio managers make the commitment to be local, the community will welcome them with open arms, radio will have a life well beyond the predictions.

45. You final thoughts

I think I said everything I know.

Kim Lee
 November 7, 2013
 Owner
 Lee Family Broadcasting
 Twin Falls, ID

1. What is radio's future?

Well I think radio can stay live and local, will always be a part of the dashboard. A lot of the radio stations are finding that out, they really need to serve the communities and be involved. I think the lifeline radio is going to be doing stuff for the communities because there is so much out there that they can listen to. I can remember 20 years ago, and a gentleman with a bottle of water telling me, "did you ever imagine people paying for this?" and he was referring to satellite radio at the time and paying for it. A lot of fragmentation, but live and local. And we try to do that with all our stations. We got to maintain the dashboard.

6. How have you changed over the years? Your view of radio? Why are you still in it?

I think if you talk to the old-timers, like my daddy, so thankful to be out. It was a lot of fun when I was younger. Well I think it's the calling on a lot of local accounts. I could walk down Main Street and hit all the mom-and-pop and have a relationship. These towns use to have strong downtowns, until the malls came and you could walk down Main Street and bang bang bang, and there gone. So we are working mainly with agency to handle national regional accounts. That's been a big change for me, not having relationships with my clients that I had when I started.

7. What was radio prior to the Telecommunications Act of 1996?

The Telecom Act. I have mixed emotions. I've seen a lot of things happen that are good and not so good. I was brought up that you had a radio station, that you were licensed to that community and served that community. If you are a Burley Idaho radio station you serve the people of Burley. What's happened, stations that are groups are bringing signals in. There is a construction permit in permit Elko Nevada, and with the laws they moves that CP to Boise. The FCC allows the CPs to move and not serve the community. Like an outlying area in Phoenix, there was a CP, for a little community, but was moved for millions to be in Phoenix. That's the downside of the Telecom Act. Everyone got sloppy, and vanilla, not unique The big groups have become homogenized. No real personalities, some of, not all. There are just copycats of other markets, and other markets sometimes it works and sometimes not, good and bad with that. You have to have a lot of different flavors anymore to be competitive with your clients. If you only have one or two you may not survive much anymore. I'm one of the last independent owners in the country, not a lot of us left. We may hang in there another generation, I hope.

8. What was the radio station / listener connection? The DJ / listener connection?

We really focused on communities involved, like my station today has been to all the downtown restaurants. We like to have that connection with client and listeners.

11. What was the value of a news director and local content?

That's what radio has gotten away from. Is that connection with the local news person, somebody that's a DJs and live all the time, that are interacting with listeners, stations are utilizing all the DJs admittedly having one station run 3 or 4 now, we are all doing it certain extent, voice-tracking, I'm a big believer in having my morning shows live, and I do that on my AM station, my morning drive DJs, its important they can talk to the listener, take calls, react with happening around them, interviews, and a lot of community service. I think it is hard now because so many radio stations under one roof and you only have one staff. That's hurt it a little bit. But that's the economics of it too. Every time there's a new station in the market, everybody takes a piece of the pie. You can't have a complete announcing staff on every station, that's hurt radio. We have added more signals but we can't be on all the time. That connection is the life line for radio of the future. You have to have more than music because you can get that anywhere now. You need other content. That goes along with that music, and radio can provide that content.

16. What changed radio the most? What single item has had the most impact?

The Internet has changed everybody's life. The social media. Your phone is another device. I'm not sure how well radio has done with younger listeners. Cause they have so many other media sources. When I grew up radio was it. It's been great too, the Internet, I had a DJ that does a show from Mexico for our stations here, so, that's great technology.

18. What has been the impact from internal technology; Automation, satellite, syndication. (And) 19. What has been the impact from impact from external Internet technology: Internet, Podcasts, and Streaming?

The automation equipment allows announcers to free themselves up to other responsibilities and that's a balance. They are not there behind the mic all the time interacting. Morning shows are still there. But afternoon might be live, but that frees up the DJ to do promotions, write copy, visit advertisers with sales people. It has freed them. I have not done much with satellite. I have always wanted to have my local talent. A lot of managers believe having satellite like Ryan Seacrest is the way to go and ratings wise it seemed to perform well. If I had something breaking in my town I wanted to be able to react to it live, and with satellite out of Dallas or LA or New York you are kind of handcuffed. Some stations have done very well with syndicated programming; I have chosen not to go that direction. External technology...the streaming has helped our end because some of our signals cannot get into buildings and streaming has allowed us to do office listening. We are getting ready to do some HD stuff and hopefully that gives us some more flavors. If I hire young people I try to a higher young computer savvy because you need IT guys for this business. You have to depend on these guys to keep your office up-to-date. It is a young man's game now.

20. What is radio?

Radio to me is an opportunity to serve and interact within our communities. I am the last broadcast from market to broadcast high school football games. That may not be what radio was all about but it's a big part to me because I'm serving the community. That's the connection radio has to have survived. Make your advertisers your listeners and audience endeared to your radio station as if they are part of the family. That's what radio is to me having that connection with your advertisers and your listeners.

21. Who is listening?

My main concern is the 12 to 25-year-olds or as I call it, the farm club, coming into being consumers and I don't know how well we are doing with that group and I don't know how much time they're spending listening to the radio. And that's an area that many radio stations should be concerned about. I think people 35 to 50 are still very avid radio listeners. I have an ESPN sports station with heavy heavy sports and a heavy heavy local sports show every day and ESPN has Mike and Mike and others, but when it comes to interviews with the players and coaches, ESPN does not do that. I have that ability to serve the community especially with the big-time high school sports around here. We are not Texas around here but we will still pack Bruin Stadium and there is a lot of interest there and we have the players and coaches on and I think that draws people in because they cannot get that anywhere else. They cannot get that iPhone or Pandora you have to have unique formats to create a niche. I can see music formats being eroded with Pandora and satellite radio but with sports we can localize it. Boise State is the number one team here in Twin Falls and we do a lot with that. That is what is going to make radio still alive.

22. Is radio a community / public interest entity, or solely a profit based business?

I think it is both. If you do not do one you cannot get the other. Next week we start our 60 hours without hunger. We will pull in a big wagon and last year we brought in over 2000 turkeys in 60 hours you have to have both. As you serve your community your advertisers begin to see all of your concerns about the town you live in. We are big and that people live here people play here. And they talk about what they do here and if you are a network you do not have that. We have promos talking about DJs and what they do in the area and they tie that in ends important have both.

23. What are your views on streaming music from the Internet and its impact on radio listening?

I think it's going to be more and more of a factor and it is a concern of mine. As the new cars come out with the techie dashboards you do not want that AM FM to be lost on the dial with all the other things coming out.

24. Many CD players gone from 2014 cars; Smart radios / Smart Dashboard, are becoming the norm for new cars. With Internet in the car dash, how much of an impact will this have in traditional AMFM radio? (And) 25. Does this only affect those who can afford new cars? What's the affect in 5-7 years when these cars with Smart radios populate used car lots?

I definitely do. Somebody is predicting the day when we will turn our transmitters off and everything will be Internet and I hope I do not live to see that day. But with all these things headed our way it's definitely a concern for holding onto listenership for radio. It does keep me up at night. Will radio be relevant all the time, will people always want to have radio and that's a great question. And in the next five or six years; I watch Salt Lake a lot and to see what happens in the next five or six years will really tell the story for radio. It's just a matter of how endeared people in the community are to the radio station to stay with the radio. They may stay with radio longer because they are not so advanced and so techie like in bigger markets. I think we have a little longer lifespan here before this all really kicks in. But it is going to be a major concern for broadcasters.

27. In the past a radio station had a dedicated news director; not so much anymore. Has this affected the information that a radio station delivers?

I think radio stations dropped the ball. It's an expensive thing to do, but we used to go out and cover the city council meeting and do a lot of actualities when you had a full-time newsperson. That's something that radio stations including myself step back and wonder how much more should we be doing like that. We used to do it all the time. My father was a news man. I remember being with my father and there was a martie in the car and we would beat the ambulance to an accident. He did that, and that's what radio stations did. Or if there was a fire everybody tuned in to find out where the fire was it was huge. That's how radio used to really connect with the listener. I think listeners have now gone to other sources. I think TV stations have full-time news people. I think that TV fills that gap and I hate to say that, but I'm pretty sure there. We try to cover the headlines with their news but were not a city council meetings and doing things like that that used to be done when you only had one or two stations in the market that's what you did. That's hurt sure.

30. Does radio still have a 'hold' on local content and news, or is this information becoming more available, and sought after, online?

I think people that are looking for hard news are looking at different media sources. But where radio really shines is when there's a catastrophe. Radio connects when there's a disaster it's immediate it's there. People take radio for granted until its necessarily needed. During that time information like evacuation's and connecting families at that time radio was fabulous. You have to have some sort of catastrophe for people to realize how important radio is. But for the hard news, people are finding and other places.

32. Are you using Internet technology to reach more listeners, and if so how? Results?

Facebook is huge. Our website and Facebook is our main source. Our DJs connect with the listeners through Facebook a lot, it's huge with us. We like to build that. With contests we can drive people to the website. I think radio stations are trying to get more listeners and advertisers through social media and interact with texting and promotions and contests. Radio stations are great at being the driver to send them to the Facebook or website or to click on the advertisers logo etc. We can do that, we can do a great job at that and directing people where to go and that is going to be a lifeline also to fill in some dollars for us as well along with traditional radio but let the radio station be the main engine to drive them to the websites or the Facebook.

34. Is technology creating a gap between the types of listeners?

I think there's a gap. I think it's another way to have entertainment at their fingertips. There's so much out there and is a fragmentation of media and TV and newspapers are getting hit hard and is

so much out there for people to have at their fingertips it's hard to control and get results for our advertisers. There's just more out there and. But you have to be live in local and connected. They have to feel like they own a part of your radio station and they can call you up and tell you what they think. We gave away Chevy Camaro and at 1030 at night and a lady who was at the contest did not get a chance to win any carwash passes so I sent her some free carwash passes. She called me at 1030 at night and that's okay.

36. Internet audio is able to more accurately track listeners, thus presenting more accurate information for advertisers. Will more accurate reporting, compared to previous sample diaries and surveys affect how advertisers buy radio?

Arbitron and Nielsen, they have the personal people meter and that's helped radio in larger markets. We can do Arbitron surveys and Eastern surveys every year and they give us some kind of idea who are listeners are in demographics but it's when I go see my advertisers and talk to my agencies I take a picture of the group of people around the car that we give away. So I put that on a one sheet and handed to them to show them the power of radio. The bottom line is driving people to the advertiser's door. We have to be effective with our message and I'm very huge on having good copy in saying the right things that drive people to that store or business. There is so much out there, so you really have to get results.

37. What should radio be?

Radio has to be local, it has to be that way, there is no reason for radio to exist unless we had a connection with the communities that we are in. You can get music anywhere in any type a new source anywhere and it's all out there now. We try to have fun on the radio give things away. We still like to drive the phones and we do things on the Internet and install a piece of the puzzle. Live contests on the are still important, as long as it's all tied in with your community. If radio is going to survive it has to be live in local.

38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?

With the digital age, I have to hire young announcers to understand the digital stuff and we are moving that way with their audience to enter advertisers. We bring in an expert out of town and we sit with her advertisers and tell him the advantage of social media and it's a two-way street now. It's traditional radio along with the Internet and they have to work together for survive.

39. Music is available online; local content is available online; personality entertainment is available online. With the access to technology becoming more widely available to the masses, why should those who have this access choose to listen to traditional AMFM?

Just because we can tell you what's happening with the community what's going on. Were involved with the shows that are in town and talking about that, what's here, what's there, where the local high school team is playing tonight. We're given away Zach Brown tickets. These are the elements you have to bring to the table now. I talk to people who have satellite radio and they are bored. You can listen to it only for so long. It doesn't tell you what's happening in your town or what happened to somebody or what movies are playing or what the local radio station knows about. I slap my announcers on the back all the time because they are trying to intermix with what is going on in the community and on the air with people, having that connection with listeners. With all the media out there they can get it other places but we have to have the local content in one place.

43. What do you say to those who want a job in radio?

You have to love it, it's hard to find people now. We used to have the young people that loved radio come to my door all the time and that want to the job and now you have to beg them to come run the board for a ballgame. You have to have a love for its. Be a techie nerd. It's all computer now, everything is. And you have to have that element and a personality to go along with it. You can make good money now. The money for announcers now is higher and you have to pay decent money for a good announcer it is not a poor man's job anymore. We lost a lot of

good ones when the economy went south; they got out and they have not come back. I think radio lost a lot of good people at that time.

44. What is the future of radio?

I hope guys like me are still around that can be independent from the big corporations and I think we have an opportunity to do radio differently. That's one thing I do differently when I hire people; as the owner I talk to all my employees, I hire people to do their best and to do it. I want them to come into their job and have fun while doing it and let us all work together. And that's one thing I have to my advantage. I find a lot of people are tired of the corporate mumbo-jumbo and all the paperwork that goes with corporate radio, instead of just having fun with what radio was supposed to be. To stay alive, you have to have a group of radio stations. As long as radio doesn't, and this is the big IF, if doesn't lose that the position on the dashboard, and if we lose that then that will be the death of us all and we will be selling our transmitters. We have to stay forefront in the cars. We have to watch that. It will be an interesting study as these new cars rollout. We cannot lose our spot there. I just never want to see that AMFM disappear off the dashboard. And then after that I'll be selling cars.

45. You final thoughts

I have great people, it's a fun business, may not be as fun as it was several years ago but it still exciting and fun and the great people that are in the business. It's a show business you are in show business and its fun and we have fun. And if you cannot have fun and make a little money on the way, it's important to me that, and it might sound corny, but I love to have an opportunity for my people to live a life to have a family and supply them with an income.

Jeremy Dresen
November 8, 2013
Host - Riverbend Communications
President – Glacier Marketing
Idaho Falls, ID

1. What is radio's future?

I think radio's future is local. Radio is being accessed anywhere, that's what radio's future is. I speak to my clients and discuss marketing strategies. Anytime we get into radio they'll inevitably bring up satellite radio Pandora etc. Those are great, those are awesome but they don't have the local content, that I think that local radio is always been king of. If you want to feel connected to your community listen to local radio, they will tell you what's going on. I love that you have apps now so I can listen to my hometown, if my hometown is Milwaukee Wisconsin and I live in Idaho Falls, and I want to be connected to Milwaukee, then I listen online on my cell phone to my old local radio stations and feel at home so I think that is radio continues to progress. I don't see anything like DVR thing like that, record my favorite morning show and skip the commercials, but what's the point. Radio is not going anywhere; I don't see local radio going away. I see local DJ growing more popular I see the possibility of a local DJ becoming more popular than he realizes because he's been found by communities and people or individuals or groups in cities that he's not even broadcasting to.

5. What advice were you given when you got into radio?

I was told to be myself; that I needed to be a caricature of myself. Never to share too much personal information because you don't want the crazies to find you at your domicile.

6. How have you changed over the years? Your view of radio? Why are you still in it?

It feels a lot more business; it feels a lot more corporate than it than it did 15 years ago when I first got on here. It was some was the energy that I would feel at the dance club but on the air knowing that all of the area was listening or at least that's what I thought, listening to me having this little party in the studio call me up to be part of the party and now that still goes on but it just feels so corporate. You got to make sure you say this just so, by the way we talk about this topic can't do that, everything. I feel like it is all money driven right now and maybe always has been again; maybe it's me getting older or the industry changing but I just feel like money rules all the radio right now

8. What was the radio station / listener connection? The DJ / listener connection?

I remember the first time that I actually got through, it and it was a busy request/dedication show, you could request song dedicated to somebody and be very fast on how you said it, otherwise the DJ would basically hang up on you. So I would call in I finally got through I said my little dedication and then we would sit there with my little boom box in the tape put in the tape deck ready to recording to hear my little dedication on the radio that was my first real experience, my first adrenaline rush I guess. I thought the connection was amazing, it felt awesome, and it made me feel special. Made me feel like a little celebrity. To be honest even though nobody really knew that that was me, I knew that was me, that my friends and my sister that were sitting there sat around that boom box with the tape recording, they knew it was me, so you just felt like a star there for a minute.

16. What changed radio the most? What single item has had the most impact?

Because my sales background, I got to take it back to the fact that satellite radio, Pandora, things online, it is changing how people listen to music on their device or in their car. I mean we are one of the only mobile media and that's awesome, for that reason radio will always trump TV in my opinion but the fact that people can choose to ignore the local station because they've got their Pandora station or 'yeah I listen to XM 7 are you whenever', that's scary for an advertiser who chooses to place maybe 100% of his budget in local radio. How you fight that?

17. What has been the impact from consolidation, a result from the 1996 Telecom Act?

When I first got into radio it was a dance club in this little studio and I was imagining all of my listeners in this party together, now with consolidation and DJs, be expected to wear three or four different hats, not just one hat, even salespeople doing DJ duties and DJs doing sales duties and management. It's just all changed, very corporate now because of all the consolidation. It's fun don't get me wrong, it's fun it's a blast I love being apart part of the industry, but it's not as fun as it was.

18. What has been the impact from internal technology; Automation, satellite, syndication. (And) 19. What has been the impact from impact from external Internet technology: Internet, Podcasts, and Streaming?

I think that streaming can help local radio. It's a necessary evil and I see that because again with satellite radio and things like Pandora it makes it tough to compete. You hope that your winning that local battle, but local radio is now using that technology so as I travel to SLC or where ever, I can still listen to my station all the way there and all the way back. I don't have to listen to any local content or XM for that matter, so that that's cool. Also with technology I think it's so awesome to dub something in isn't necessarily dubbing something in any more. To have MP3 just rip the file, here boom, you done, oh my word, I remember trying to mess around with my first reel to reel and what a nightmare that was trying to figure that out, to production that way. To have everything MP3 is so slick it's awesome so to that I think that technology has made radio 1000 times better than it was when I started.

20. What is radio?

I think that in lieu of all of the advances with social media and different ways for people to get their entertainment right now online I think that radio in terms of old-school media, being traditional print, TV, radio. Think of your parents when they were kids. Radio programs they'd sit in front of the radio. I feel like radio is like the last man standing. That's what I think radio it's. TV is recorded, you skip commercials that's the only way I watch TV. I record every single program, there is not one program that I watch live anymore. There is occasionally, I'll watch the news live, but everything is DVR so I can skip the advertising. You can't do that radio yet and radio's mobile. I just really believe that radio, it really does go hand-in-hand with social media, can work with mobile marketing. I just don't see it going away, I see it as the last man standing of the old traditional mediums.

21. Who is listening?

When you pull the ratings, all 12+ I don't know those bragging rights anymore because I think that if your 12 - 18 you probably care less about radio than I did when I was 12-18. You've got your MP3 players; parents are buying kids cell phone at 12 years old. They are getting exposure to those other options. ... They're being pulled in so many different directions so again, definitely an older demographic than I think ever before.

22. Is radio a community / public interest entity, or solely a profit based business?

It sure feels like a for-profit business, it really does. When you get so many organizations or individuals or groups submitting for PSA's or radio station involved in this activity it sure feels like unless corporate can see the gold lining up, not the silver lining, the gold lining around whatever the issue is or whatever, it just feels like there's less motivation to get involved unless there's some coin involved or a chance to make money and I hate saying that I really do but I think that's the ugly truth. I see some stations doing some good things but unless it's a station backed event, or a how are we going to look if we jump on board with this thing, a privately owned way to make a ton of money and I think they're doing that now, still cranking out the cash.

23. What are your views on streaming music from the Internet and its impact on radio listening?

At first I didn't like it, at first I was frustrated. I viewed it as a threat to my livelihood, now that we are streaming and our product and my voice and my show is accessible that way, I love, I embrace. I encourage people to download the apps to listen that way and interact with me that way. We've got apps now that you while you're listening; you can chat with the DJ in the booth, you'll see the message pop up on the screen you can reply, it is just its awesome, so now I love it.

I think it's great. Again you got to take the good with the bad that is that they also can be pulled in many other directions. Just look at this awesome technology that's helping me to reach the masses and yet everybody's got that now.

24. Many CD players gone from 2014 cars; Smart radios / Smart Dashboard, are becoming the norm for new cars. With Internet in the car dash, how much of an impact will this have in traditional AMFM radio? (And) 25. Does this only affect those who can afford new cars? What's the affect in 5-7 years when these cars with Smart radios populate used car lots?

I like this technology. I like the development of it. I like the future of it. I don't remember the last time I put a CD in my car to listen to. I really don't, it's been years since I did that. I've had some sort of MP3 device that I've listened to in my car for probably half a decade at least. So I think it's great. I think it's a welcome change. I feel sad for whatever the record labels are relying on, Cd sales, but they turn around to sell those MP3s, but in terms of the impact it takes, its back to local DJs realizing that very possible, very likely that people that aren't even in their community, that aren't their neighbors, aren't their daily listeners, listening to them. I know for a fact that I've got this and because they reach out to me, people that no longer live here that would be DC, Ohio, listening to my show simply because, once upon a time they use to be here when it was on-air 10 years ago. I love that, I love that that's an option, but it also makes me realize I need to watch my content a little more. I don't want to be so local in my content that only locals will get. I want to be a little broader than that. If I talk about a study of, it needs to be a study that everybody can relate to, not just people in East Idaho. I look at national TV shows like the Today Show, Good Morning American, and the content they provide is content anybody can relate to regardless where they live and that's how I've patterned my show, my current show over the past two years and seems to be working.

27. In the past a radio station had a dedicated news director; not so much anymore. Has this affected the information that a radio station delivers? (And) 29. Does that also affect a listener's perception of the station?

I don't think the listeners knew. I remember having a news director in the last place that I worked. There's no way that our listeners knew what he did, his involvement the fact that we all rely on him for reliable news stories etc. I don't think that impacts the listeners really. If the question is a 'do you trust the source at which you yourself are now getting news off the Internet', can listeners trust the source, I would think so. I think DJs have to be smart about where their getting their information. We don't have to be news anchors or have graduated college to become such to know where to go for good reliable information if you're going to share that stuff on-air.

30. Does radio still have a 'hold' on local content and news, or is this information becoming more available, and sought after, online? (AND) 31. And does the existing radio listener even care?

I think listeners do care about local content, if they didn't then I wouldn't be getting the text messages or emails in the studio saying 'hey I heard you talking about this thing where is it?' So I think it's still relevant to our listeners. I don't think that radio still has a single hold on that. There are too many other avenues to get the information now, whether it is social media or the fact that everybody has Internet on the phone it's just so readily available, you don't have to rely on the radio to deliver that immediate content anymore. I remember where I was standing on 9/11 and I, and everybody's got the story, but I had the radio on that's where I heard it first. I heard a broadcast live on the radio then I turned on the TV so, I don't think people are relying solely on radio for that local content. It's definitely not as important or crucial rather for radio as it once was because again, there are so many pieces of pie now.

34. Is technology creating a gap between the types of listeners?

Maybe initially I thought that. I remember, and I see this as if it was 10 years ago, I recall when the first iPad, but I remember the first iPod dropped and I thought it was a stupid device. I thought "how dumb is that." And now I've got the iPad mini and use it daily. With that being said, when technology first comes out, it's expensive. I think it does created divide between the haves and have-nots and I don't see that anymore. I think that that technology, especially digital

technology is more affordable now than ever before in history and like I said earlier in the interview, you've got 10-12 year-olds walking around with cell phones and have access to the world in their pocket and so you can buy a cell phone for fairly cheap and even a cell phone companies are now moving away from selling any phone that doesn't have the capability. So I don't really see a divide now compared to maybe six years ago

36. Internet audio is able to more accurately track listeners, thus presenting more accurate information for advertisers. Will more accurate reporting, compared to previous sample diaries and surveys affect how advertisers buy radio?

I can only hope so, and I see that not as a DJ, I see that as an owner of marketing company. I'm starving for data like that when I make my decisions for my clients as to where we can advertise. I wish there was more quantified information. And I get that they can say we sent out these journals, these diaries and peoples reported on there that they make \$80,000 a year, you've got mom and dad and three kids in the house and here's how often they listen, but man to be able to have it tractable online, that's, now that would be awesome maybe phenomenal have the power to have that information. Six years ago I started my marketing company. I started it because I didn't like the concept of walking to a client in saying this is the only way to go, this is it. I knew it wasn't it. My college education told me about marketing, I studied it in college. So it was hard for me to sell something that I didn't believe it and so I've never been one of those to walk into a client and say "hey, you and I go way back let's do this." I want what's best for my client and if what's best for my client is a billboard on the freeway, I want him to have that billboard on the freeway. If his budget is such that he could afford everything under the sun, not just radio, then I want him to have everything under the sun. So I have a hard time with any sales rep that goes in and tries to sell solely based off of their personal connection with any client; that's a disservice to the business.

37. What should radio be?

That is a hard question; that is the hardest question you have asked me today. I generally don't have an answer for that. Radio should be good and clean entertainment that I feel anybody can listen to and feel good about what they're hearing and about how they feel when there're hearing it. I feel that radio should be something that when my kids are in the car listening I don't have to worry about it. I understand that there is no such governing, you tune in "you know what you are going to get", like TV but I do feel like radio should be that one thing, aside from talk radio, your music should be entertaining. If the content is a little iffy, I get a radio edit of it. That's what radio should be, not based on any religious belief, you should feel good when you listen to radio and you should feel good about anybody listening to that station with you in your car at any time with.

38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?

I love the idea of cars going strictly satellite digital etc. in terms of the radio players for their stereos, no CD players etc. Moving forward. I just want radio to be able to stream as easily as XM streams, as easily as Pandora is found. I wish that there was the way that you could zero in on a geographic location and say I want stations in Idaho I don't have to download an app or search the web to find it to download that station to my phone. I wish it was as accessible as XM is, you sign up boom you have service and any radio station the world, and there you go. I think that be awesome.

39. Music is available online; local content is available online; personality entertainment is available online. With the access to technology becoming more widely available to the masses, why should those who have this access choose to listen to traditional AMFM?

Just really quick, radio is not dying. You compare it to traditional mediums and you can see how TV is freaking out. People DVR programs and are skipping commercials what's our sales pitch? How are we going to a client and convince them that, "your ad will be seen." You can't. You

cannot promise that they will be seen. Just can't. Can you do that with a billboard, I don't know. You can't guarantee that someone is going to pull over and start at your billboard. Print, all that information, all the news is accessible online. I can see why print is dying, but radio, yea it's a little more diversified with satellite, streaming, it's the most active of the traditional mediums. Why listen to AMFM? It's really good argument and again I guess I just say feeling connected, feeling connected to the DJ knowing that they are local, knowing that they're talking about things that are relevant to you, that are happening to your neighbor to the business. You can read that information online, but there's something, there is something, that there's an X factor that sounds cheesy, but there is an X factor when you listen to the radio. It is a little magic and I think the people are still stars truck a little bit when they think about their local DJs. You know you see it when you broadcast live, you go MC at an event, people cheer they love it, they are excited.

42. Is local content what listeners really want to hear, or is it just a buzz work?

I think that whether the listener wants to say it or not, I think it is something that they want to hear. They want to know that your vested in the same things as they are vested in, they want that relate-ability. I think that as a DJ you should want to know what your listeners care about what they're doing, as much they want to know what you're doing. It is a relationship and inasmuch as DJs were want to protect themselves in terms of identity, and you don't want that people showing up your doorstep to discuss a hot topic that you touched on yesterday. It is a little bit of a relationship, the relationship between the listener and whoever it is sitting on the upside a microphone. It's a relationship. It's defiantly give and take.

43. What do you say to those who want a job in radio?

You've got to find something that you have an impact on, whoever is interviewing you, because you show up with a resume to say 'hey really have a desire to get into this industry', it's not going cut it. I view this industry as a harder industry to get into now than it ever has been before. I think that ties directly into that corporate thing we discussed in this interview. I just think it's harder to break into radio now and so if you go to interview and try to solicit for that job, man bring you're A game and then some. You've got to wow whoever, as if you are auditioning for some singing competition and you need that judge to turn his chair and that's what you're doing you you've got to have something where that interviewer, that general manager, leaves the interview thinking that I really need to talk to you with that guy or girl for some reason.

44. What is the future of radio?

I think the future of radio is as bright as the future of mobile media and mobile marketing and social media and social marketing. I don't see it peeling off and dying like other mediums are. I think the future of radio is exciting and if they can continue to tweak the technology that delivers the music and the message to the ears of those who want to listen, I don't see an end to it.

Howard Johnson
November 10, 2013
Group Manager
Starcom Radio Group
Ramsey, MN

1. What is radio's future?

Radio whether its transmitters or over Internet or over HD, the future belongs to people who will change, and we're in a time of high change right now. It will speed up.

6. How have you changed over the years? Your view of radio? Why are you still in it?

I think we all changed through the sum of all parts, of what we do, things we read, and I think the same applies to the radio because of technology. Radio has not been a technology game it has been a people game. It's relevance and connecting, everyone talks about being live and local is great, we need to be relevant. Relevance is the key moving forward, in the way that people use the tools as things change, we need to be changing with tools, change in way to see how people are changing, the way they use us as a medium. Right now 40% of all people on the Internet listen to the radio while they are on the Internet. We have the ability to be a great targeting vehicle for clients. We have a tremendous opportunity in front of us, again, but if we don't do anything, nothing's going to happen

7. What was radio prior to the Telecommunications Act of 1996?

Obviously was a quantum change, all the big guys kept getting bigger because, first thing that you had issued was stock market money that was in the game as opposed to little guys with their money, and the stock market money along to buy things in multiples that I could not have bought before, it took out a lot of really good broadcasters and long-term broadcasters. But on balance, systems and science need to be balanced with the art. They got lost along the way. The part where the magic comes from is the unsuspecting things that you know you're going to do that make you stand out and be special, and those got lost as we try to be more and more regimented. I think the same time having sold radio stations to the major corporations; I can tell you that I was not impressed in a lot of cases. They were not prepared to take over. They were so caught up in adding numbers to some degree, that they weren't prepared to handle the properties.

8. What was the radio station / listener connection? The DJ / listener connection?

Having change throughout time there is a change from AM to FM. When FM came on the market FCC attorney said "buy all" but after that happened there was no money to put in the FM's and everybody was still listening AM. So they let all these hippies come do for it cheap and that became the format at the time as those are the people who were controlling it and that became the progressive rock. Now everybody's multitasking. You own 6-7-8 stations; you don't have the time because of multitasking to give the focus that you had before. More tools and more shortcuts to do it now but no time. My FCC lawyer has a wall of law books behind him but he doesn't open them, he uses LEXIS-NEXIS. From a show prep point of view, we got away with it because of voice-tracking and moving that direction, looking for fast solutions as opposed to correct solutions. The promise of voice-tracking in the beginning was that we would be able to do it better and with more perfection and more clarity and we're supposed to be in the communications business which means we should be communicating with clarity and conciseness, but instead we are just rambling on blowing off liners and it's not getting the attention to detail it should.

9. Why did people listen to the radio?

For the same reason that you listen to radio today. Because radio in the car today is a friend to them it's a companion in almost any situation. If you have a DJ saying "hey guys" he is not talking to the average listener because it's "not hey guys" it is you and me, it's a one-on-one relationship and it's always been that.

11. What was the value of a news director and local content?

I think there's a valuable at all levels. What's the value of me being involved with you? People don't care what you know until they know that you care. The way I tell you I care is that I am

there and I am part of it. Here in Ramsey would have a local happy days Festival and I'm at those meetings 12 times a year, when it comes to the Ramsey Happy Days people I am the radio station, and when it comes to the news leaders and opinion leaders in the community, and they're talking to you in seeing you on a one on one basis then you are also perceived as an opinion leader and leader in your community and a voice that people need to pay attention to.

14. Was radio a powerful medium because of a lack of viable competition because the only competition for audio entertainment was other radio stations? Did this put radio in a comfortable position?

I think we became enamored with the technology. It's not the music, it's what is between the music that matters, that made a difference in a killer jock, killer talent, and that's the difference to be a to be a great entertainer like Bob Hope or Howard Stern or any of those people. And there are those special people that have the knowledge and speed of mind to be able to think that way and pull pieces together and make it special to the people of the talking about. One badge radio has is that it does not require 100% of your attention for me to use you as a product. TV I have to give you my undivided attention, movies same thing, newspaper same thing. While you're driving around, I can tell you go to Miller Chevrolet and be that last point of influence before you buy a car. There are 299 million people in America and on and on an average week 289 million listen to the radio. And one half of 280 million are listening to the radio within a half-hour of buying a car. That's from RAB. And we pay them to come up with amazing statistics like that.

16. What changed radio the most? What single item has had the most impact?

Our own attitudes. As an industry and in the way we think. There is a new normal and we are still thinking of the old normal. The old normal ended 9/11 and things will not go back to the way they were. And every time we have something that happened whether it's a major change, people go through this change this cycle; storm reform new norm. No matter what happens in your lifetime a new storm may happen in your life and once that happens it changes everything. Then you have to reform and when that is done then you have to come back to the new normal. It's not the old normal that you left. We are in the new normal. The Internet is out of the can, Internet radios going to be there, satellite is in trouble because of Internet and HD radio. HD will deliver for free what I'm paying for on satellite to deliver now. And I think that's major trouble for them down the road. With Internet radio, if you are going to be a jukebox, that is the fallacy of where we are at right now. There was a time when we could use the jukebox and did not have to pay for talent but the point is, when it comes down to having 1000 top 40 stations or 2000 rock stations and everybody's playing the same music, there's no reason for me to listen to you. And the one thing that makes things different is the things that you do, and that is where the magic is. Look how people are binge watching Netflix and how people use it. If people like Howard Stern they will listen to a whole bunch of Howard Stern. There was a time when Stern ran a 25 minute commercial break and people would hang through it because they were waiting to hear what he would say next. It was compelling enough information; he was bringing something to the table that was important enough to them for them to wait. I think live and local is important because it helps make the relevant and gives me a reason to listen more. I need to be relevant to what you care about. We cut back on weather forecasts because everybody has weather on a cell phone so why should we do it. Kids two years old, not even potty trained can use iPad. That is a different world. I remember when my daughter was little and I came home I asked what is on TV and she said just another rape movie. When I was seven I had no idea what rape was. But in her world she understands it, may be not the same way that adults do, but my point is that her world was moving in a faster speed than mine was. The only thing I can tell you is no matter how fast it is running today it will run faster tomorrow, there are more competitors more choices and if you cannot handle it you won't be able to handle it tomorrow.

17. What has been the impact from consolidation, a result from the 1996 Telecom Act?

Focus on just the bottom line. Loss of time to handle details. Because there are demands on a corporate level. I am not saying that is wrong but there is a balance to be struck and I will think it is.

18. What has been the impact from internal technology; Automation, satellite, syndication. (And) 19. What has been the impact from impact from external Internet technology: Internet, Podcasts, and Streaming?

I think there is a law of unintended consequences. We say we're going to do this and this will give us this but what really happens as we become more cost efficient we do things faster but not better. And that precision you thought you were going to get does not exist. I think the technology has given us in theory the ability for better talent at the flipside, the heads I can have better talent, tails becomes I'm not training new talent like I was before and now my overnight shift becomes a syndicated product which may sound better overall but maybe it's not local but either is the Tonight Show or anything else. But the question is, is the Tonight Show relevant to them. We should be live, we should be local, we should be relevant. And you cannot do that without preparation. There was a time when you could wing it and say I'm good enough, and I think anybody who is a pro does prep first, and we always did the show prep in most cases. People do not do the show prep and they blow through liners. That was not the intent when we got into it. The idea was we had extra time to do more show prep and to be better. We lost a whole generation of new talent to some degree. I'm not saying there is not good talent but it's a much more limited scale.

20. What is radio?

There is a lot of voice-track radio that is just pliable and fills the hole and I don't need to be any better than that to make it work. That may be okay today, but if there are 1000 choices, that's not going to be good enough anymore. I do not think I can wait to be that good when it becomes 1000 choices. So you have to start somewhere and decide "am I in the game or out of the game." If I am in the game I want to stack the deck as much as I can. And I want to make sure I have done everything possible to win. There are no guarantees but you can stack the deck. And I stack the deck by drawing people in with the elements that attract them. That's why unique talent is important, unique topics. Topics always change in what attracts people. You see more soft news than hard news. There are talents that will draw people. Very few people I knew grew up saying "yes I want to be an advertising salesman", they wanted to be cowboys or Indians or astronauts. And I see this exactly the same way, they don't plan on it but then they find out "yes this is me." The magic is, this is a show business and there is an entertainment level. I am not anti-technology, I think technology is great but technology has to be married to the entertainment side and we can never forget that it is art and entertainment and there is a magic with balancing the equation of the two. Using the technology to give you the time to be the best you can be rather than using the technology to be as cheap as you can be. The two are entirely different things.

21. Who is listening?

A lot of people are getting radio over the Internet now over HD radio. They have decided that they need HDTV. We need to convince them that they want HD radio as well. But satellite radios has the same problem and they have somewhat traversed it to some degree. I think the people who are listening are getting companionship to some degree and feel a loyalty to the people who have been keeping them company for some time. I had a retired DJ Chuck Knapp who no longer works for me, but listeners will call wondering how he was doing. I told him that he is retired and he's doing this and that and the other, and they said "well we do miss him." Chuck was not a radio DJ or announcer. Chuck was a friend that they listened to in the car, on the radio they went to work with him, and that does not build over a week or two, that's a guy who is been on the air for years and he is a part of my family and he is an incredibly viable part when it comes to a marketing point of view because he has more credibility to the listener. That's why we had Paul Harvey around, people believed him and they believed him because he was a voice of truth for them for so long. With all the new technologies we have now Facebook, LinkedIn anybody can become a thought leader. I can only keep your attention as long as I can keep your eyes on the stage. And I think some of the things that we have done these technological shortcuts actually

take us off the stage. We need to be more fore front on the stage, not background, more forward in terms of getting people to listen to us.

22. Is radio a community / public interest entity, or solely a profit based business?

We are a community entity. I think if we are really going to be successful, if we're going to maximize the opportunity, we have to be important to our community. They have to give us that trust. So much of sales is a transference of trust and the closer I am to the community the better I can do, so hopefully my financial success will follow.

24. Many CD players gone from 2014 cars; Smart radios / Smart Dashboard, are becoming the norm for new cars. With Internet in the car dash, how much of an impact will this have in traditional AMFM radio? (And) 25. Does this only affect those who can afford new cars? What's the affect in 5-7 years when these cars with Smart radios populate used car lots?

The quantum leap is not 5 to 7 years, it's this year when I gets 140 bucks at Best Buy and get an HD converter and that's how we get it switching from FM. We had special weekends where we would install FM radios, when FM was new, and there needs to be an effort like that again for HD. It will be a quantum leap because the technology is going to move forward whether we wanted to or not. Anytime you get something to people which is slicker, hotter, faster, better they will always take it. The HD technology is technically a much better technology which gives you more choices and that is a good thing. If you have something that's unique that I cannot get anywhere else, if you're doing a country gospel that I cannot hear any other radio station that is unique. If you have a personality all of those are tools and weapons that you can use to make your brand stand out better than somebody else's. If you have those, your great. if you don't you're dead

27. In the past a radio station had a dedicated news director; not so much anymore. Has this affected the information that a radio station delivers? (And) 29. Does that also affect a listener's perception of the station?

For the first question yes it has changed and how we are doing it, there was a time when we have somebody sitting across from the DJ reading the traffic report. Now I have a guy in Chicago looking at the DMV maps and saying here is where all the changes that are happening. We have a better quality of reports when compared to the other way. Our weather's the same way. It's a guy out of town. Reality is, most news and weather is coming from outsourced place. We are getting a better quality but as far as the listeners concerned I do not think their care as long as it is giving them what they need. I don't care if you use LEXIS-NEXIS or all of those logbooks I care that you gave me the right answer.

30. Does radio still have a 'hold' on local content and news, or is this information becoming more available, and sought after, online?

I think it depends on the age group you're talking about. We have a younger generation that we gave up on regarding radio and were not giving them what they needed so they started going to other places. If you want to be a jukebox Pandora will cream you and there are plenty of other music services that do the same thing. In America we find out what you like, and then I give you so much that you cannot stand it anymore. If I find out that you like chocolate ice cream, I'm going to show up with the truck full of chocolate ice cream, make sick, and then you will not want us to see ice cream ever again. And that's what we do in America. If you do a radio station of all Frank Sinatra tunes on one of these music services and everything sounds like Frank Sinatra you are not getting the diversity and you not get any change, and yes in theory my iTunes radio can give me different things that help me identify new music but radio is still to this day the number one source for presenting new music. And I think for many years it's going to be that way. We cannot be written off for that right now. We are still the people they go to when they need something critical in an emergency, when emergency happens we are always the first place they go and the cell phones breakdown in the Internets down, most cell phones cannot operate it more than 20 or 30% efficiency. So there is a need for that service that awareness that local content least we dropped the ball.

33. Can radio use traditional AMFM and Internet technology together to reach a broader audience, or is that listener gap widening? Should radio reach for the growing technology audience, or cater to the remaining AMFM audience?

I think we are trying to expand our efforts in HD. If all I'm giving you is what you can get everywhere else then there is no reason for you to try new technology. There's a time nobody cared about AM. There was a local beer distributor who got radios for all of his trucks because we were playing heavy metal on our AM radio station. There are separate markets for different things. We are doing things here; Spanish targeting in Minneapolis may seem strange when you have a quarter million people that nobody is talking to on FM except us. We have the second largest Mung population in America and we are targeting them. We have a farm station it covers 135 small farm communities in central Minnesota as a lifeline to them. Their cows listen to us, their cows wake up listening to us every morning. Each unique station found a way to become important to the audience that they are trying to attract, and they've done it by listening and finding out what is important to the audience and I think that is the answer of how to make this whole thing work.

34. Is technology creating a gap between the types of listeners?

Anytime something is free that is obviously a benefit but at the same time I do not think there is a technology gap. We are finding that youth are using the technology more than older people. Facebook is finally picking up people 50+, that's the largest growth category Facebook is had last year. That's because they already own everybody in the younger demos. I do not think there is a have or have-nots in terms of that. I do think there is haves and have-nots in terms of usage. And it comes down to understanding how things are used. The more high tech we become the more high touch we have to be. I see people buying into the cheapness of technology which is, we want to be efficient and what we do also, but the answer is the more high tech we become the more high touch I have to be, the more Happy Days Festivals I need to be touching. Technologies allows us to touch people on a more regular basis using email and other stuff at a much lower cost and much more efficiently to stay in front of people and build repetition and repetition builds reputation. I have more tools and weaponry that I could use. Some people want all but they're unwilling to do the work to make it happen. I don't think you can do all of these things. I can't be on Facebook Twitter this and that because then I'm not effective with everything, and then you're not effective at anything. You pick 1-2 or three and own or dominate those things. That has not changed throughout all marketing history the whole idea is to own and dominate something. Own and dominate a time. Own and dominate a radio station. An event. And as a tool we have to pick and choose where our priorities are and based on that, isolate those events and be good at those or be great, rather than not being good at any.

36. Internet audio is able to more accurately track listeners, thus presenting more accurate information for advertisers. Will more accurate reporting, compared to previous sample diaries and surveys affect how advertisers buy radio?

The answer is yes and no. If I give you another weapon in the quiver you have to understand how the weapon works and a lot of people do not. There is a big discussion now in terms of what Pandora is reporting and how that compares with radio. Some national ratings say that all Internet radio listening does not surpass 8% and Pandora is claiming over 8%. Which number is real? And in Pandora's case specifically those are internal numbers not third-party created numbers, so do they have the same credibility. We are not dealing apples to apples with this. Have you driven the new car with the new dashboard and it? I think there are a lot of people where that can be very very confusing to them. And I look at it like the cable company. The average cable company in America has about 100 channels, out of the 100 channels 70% of the stations are network affiliates. But if you have 100,000 people watching you really have 30,000. Out of 30k 70% of those which is 21,000 which means you only have 9000 left have commercials. By the time we are down to 9000 you probably have 90 of those 100 stations that will divide up those commercials in that commercial time. The radio station I ran in Atlanta had more listeners at that

one radio station that all of CNN nationally. We think of it as a big entity but it's not, but it's not necessarily true. I understand that there are all these choices. But when it comes down to it, after all of these choices, three or 4 or 5. I do not need 75 brands of soap just two or three. Eventually we will have 1000 radio choices but you will pick 3 to 5 that those will be what you spend your time. And just like the cable company, that narrows down. This will be the same thing. And it comes down to how efficient are you at targeting the people you're trying to reach and how much are you going to give them what they really want and how much are you high touching them as well as using all the high-tech tools

37. What should radio be?

Should be a companion, should be my best friend, I should have an emotional attachment with it. People buy with emotion than justify with logic. I will listen to your radio station based on the emotional feeling you give me and I will buy your radio station based on the emotional feeling you give me. And if it's the right station you are making me feel up and in a positive mood, you are calming me down, or you are making me think by giving me news and information. And depending what you are trying to do and how well you do it will determine how emotionally connected you are with me.

38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?

We have been dying since the 1920s since we first kicked off. Movies was going to take us out, TV was, satellite was going to take us out and Internet radios going to take us out. I come back to the Internet; it's an asset to us. And people that use the Internet more use radio more. So that is a benefit to us. People who listen to Internet radio more listen to regular terrestrial radio more as well. It's not an either or, they both go up. I do not think we are dying. There will be some people to go away. And I think it's a good thing. The car companies cut off about one third of all car dealers over the last few years. But do you realize that car sales in America just before they did that hit a high? Do you realize this year we will sell 16 million cars again? But we have one third less dealers, because of the car dealers they killed off and every dealer out there is making more profit than they have ever made this year. Is that good or bad, if I'm one of the guys that died that it's bad. If I'm one of the survivors I guess it's good. There will be survivors and those who don't survive. I think with all of the changes there is a new wave coming were consolidation will have to blow off some of the radio stations sell them and as part of that there will be good operators that will come in make some money and do good for the community and create dynamic properties for the communities and I think that is great for the industry.

39. Music is available online; local content is available online; personality entertainment is available online. With the access to technology becoming more widely available to the masses, why should those who have this access choose to listen to traditional AMFM?

Because of accessibility and ease of use. But at the same time we have to make sure that we are giving them every opportunity to listen to us wherever and however they want to listen to us. I'm not against us being on the Internet I'm not against us having an application to listen to us anywhere. The next thing happening on the Internet is they will start charging for all the data. When you realize a movie is a CDs worth of data. That means five movies equal about 5 GB of data per month. Most of the data plans are good up to 10 GB so be on 10 movies you're looking at some serious overcharges for all the data. Like the FM chip in cell phones, if you can get it enabled and use it, research is showing that stations that are enabling the chip are picking up thousands of new listeners off the FM chip. The nice part is that FM chip does not go through your data plan. So it will not be pulling to my data, listening to the radio it will be free. The technology has changed the technology is going to change. It comes down to how relevant we are if we're going to survive.

42. Is local content what listeners really want to hear, or is it just a buzz work?

Local content as opposed to not local content is good, but if you're telling me that there's a bear at my door or a bomb that went off in Russia I care about the bear at my door more than the bomb in Russia. But it comes down to relevant local.

43. What do you say to those who want a job in radio?

It is a great opportunity. You can turn it into what you wanted to be and grow from where it is. It's not to be the same as it used to be. But we are on the crest of greatness. There are opportunities for new talents coming on board. For somebody who is a thinker and the ability to think and move forward, I don't think there's ever been a better time.

44. What is the future of radio?

The future of radios dependent upon radio. The future of radio can go two ways. Either we pay attention or don't pay attention. If we don't pay attention we will be like the people doing ice farming in the 1800s when the refrigerator came along. It's like the people who were in the horse and buggy business. They were not in the buggy whip business, they were in the transportation business, and if they understood that they would still be in business today. We are in the communication business, in the business of communicating clearly and concisely and becoming you neighbor and your friend and if we can do those things we can be here forever.

Dwayne Megaw
November 11, 2013
Operations Manager
Radio Mankato
Mankato, MN

1. What is radio's future?

It's very well, fine and dandy as far as I'm concerned. Oftentimes folks talk about it being the original social media and it really is. There is that, in touch with its community and that's really what the biggest thing that a radio station can do, to continue to succeed is be in touch with the community it serves in whatever way it is, that it serves that community. It's really what we do. We created an audience, a group of people that may have similar interests but it's really, what we are doing is the programming world is creating an audience. The sales are selling access to it. It's really how that audience is created.

5. What advice were you given when you got into radio?

Best advice that I got was to focus on the technical side of things because frankly I don't have the world's greatest voice, but I'm organized and I love the technical side of things. So that the advice that I got was to focus on the technical.

6. How have you changed over the years? Your view of radio? Why are you still in it?

Like most DJs. You got into it young when you are young, because you play music hang out with people and give stuff away and your cool and there are girls, lol, and that's why you get into the first place, then you do anything you can do to be part of the radio station. Case in point for me and I started around 16 years mowing the lawn. I did it just so I can hang out at the radio be a part, see what was going on and it was all these cool flashing lights and pushing buttons and music knowledge and crazy stuff that was as exciting,

7. What was radio prior to the Telecommunications Act of 1996?

I'm not completely familiar with the way it was in the way it is, I guess that would probably be the biggest difference, only had a few stations we operate seven brands in the building here across 10 frequencies. Yet at the time you basically had, in this building here there was an AM and FM was really run with two separate staffs, not a lot of cross selling or anything like that. It kind of was in every person for themselves sort of thing, every salesperson themselves and the on-air staff meeting in those days. A lot of times there was such important part of maintaining separate identities even for the brands that you did two sets of commercials if there was a client that had a commercial for the AM station and FM, different persons to do for the FM station, which is unheard of in these days. Obviously there were more people working at radio stations employed in the business obviously, with more mom-and-pop stations you had a staff of however many 5 to 10 people operating one or two stations, they add that staff of 10 operating five or six stations.

8. What was the radio station / listener connection? The DJ / listener connection?

Just feeling, a connection, a certain vibe. You liked the specific flavor of music a station was playing, I guess in those days maybe you have a little more variety in the kind of programming offerings that were out there. Not every station played the exact same songs.

11. What was the value of a news director and local content?

That helped with the connection to the community and when you look at how you define a community, the more local people you have representing the community and getting information about the community on the radio, the radio station reflects the community more, the more local announcers I guess hear local voices are local people you have involved in station the better it represents the local area. It's just bound to be more relevant to people living your area that you serve.

13. TV, CDs, movies and newspapers were the primary competitors to radio in the past. How did radio retain listeners when these options were available?

Looking back I suppose that the argument could be made for that. I don't know if it's complacent, it just did what it did and eventually recognize that it did have audio competitors when about that

time, really wasn't really interacted and immediate competitors, because that's always been one in the competitive advantages of radios, it's immediate, it's right now and informing the community immediately on things that's why EAS or EBS or whatever it was before, to get the word out immediately.

16. What changed radio the most? What single item has had the most impact?

The computer, from the perspective that you have the ability to automate radio stations simply and easily and cost-effectively in more than just it's a magic box. You've got music and commercials, personalities in there which was tracking those things, from the content generation programming to the receiving programming side which would be the concept of streaming. The computer, that's the basic piece. It makes the Internet piece so important, then you have all of the competitors in the audio world, not just on competing forms of media. At the end of the day the programming side of our business is telling stories, the very essence of what we do, is we tell stories, whether it be through song or through telling stories about a product or telling stories about our area. That's what we do, tell stories, create audio and that's really what we do in this business and how it's delivered over AM frequency and FM frequency, streaming live a website, podcast are all just delivery devices for the audio stories re-create here.

17. What has been the impact from consolidation, a result from the 1996 Telecom Act?

Fewer jobs and fewer programming offerings. on the over the air world, in the radio stations themselves in with the advent of streaming and digital things like Pandora and all those types of things people can create their own programming and we in the over the air world have created less programming options. Whether that's good or bad I don't know, but it is its result. At the end of the day the business side of what were supposed to do is to create an audience, and you create an audience by programming or presenting your offerings to the lowest common denominator, the most people, make it palatable to the most people as possible, and you will get the most listeners, which gets you the most money revenue generated, because the sales world is access to listeners. By process of elimination you really limited your programming to what you think will be palatable than most people

18. What has been the impact from internal technology; Automation, satellite, syndication. (And) 19. What has been the impact from impact from external Internet technology: Internet, Podcasts, and Streaming?

The impact in the creation of the world is fewer jobs. You can run a radio station with fewer people, be more efficient. The other side, yes, there is more options for people to listen, the technology side the other side of the business, receiving world, they have many other options, but that's the thing unique thing. We are able to create connection with community. First of all the FCC gives you a license to serve the community. Well, you don't get it you buy it, but whatever; that's what your purpose is, to serve the community. Then we started with that little bit programming world for that geographic community, like-minded individuals, or how ever a community is defined.

20. What is radio? (And) 21. Who is listening?

It's telling stories, whether they are the stories of your community, news, current happenings, your favorite celebrity gossip, whatever and telling stories, and hope people listen in part. Hopefully what we have created is something that people want to part of, that they want to hang out with us, do homework, and hopefully has positive influence in their life and that they feel like they're members of the community that we create and serve. I just don't think that it's such a sad state, that people think that nobody's listening to radio. People are, because they won't be in touch with what the community is, going on and, if we done a good job as gatekeepers we've done good job of that, than people feel like there are being connected to the community through us. Yes younger demographics aren't, the radio's just one of ten things to look at as an option for consuming media. In the old days there were fewer and it seems like people do tend to gravitate to the most instant option they have, "where can I find the answer to whatever I want quicker." The instant gratification world. That's where that would be a place where the Internet in the

various options are available. The Internet tends to at times be better than radio. Radio is a one to many types of communication, because if you're doing one thing, but may not be meeting all the needs or whatever, people are listening and whereas something that is a service-based media offerings like Pandora or Google search when I want something I go there and I can want immediately. So hopefully you're offering up something that everybody wants, so there for you really limit those offerings to what you know everybody's like; everybody likes pizza, so you serve pizza.

22. Is radio a community / public interest entity, or solely a profit based business?

In the world the commercial world is a for-profit business, plain and simple. You try to make money for the owners and hopefully for yourself, containing a paycheck. But there's more to it than that. A good owner understands the importance of serving the community, serving the communities is the core of what you're doing, if not, you will not be serving the listeners. You've got provide community connection. You're asking people to give you money, but giving them some return value in it just playing that commercial radio. Its providing information on the bad weather, there's someone intangible and can't put a dollar figure on. People in Mankato want to know what's going on, so they listen to our stations. When there is an emergency, we put KTOE on all frequencies, because we're serving our community and there is never a question never a question, we just do it. The leaders of the station understand serving communities will win the big part. Our general manager has a strong community connection. Our companies are owners live here in the community, work community to run their business. This business started in the year 1951. The guy who put it on the air still walks into the building couple of times a week so they get the fact that you're serving the community and being reflective of the community, reflect the needs, the values of the community, is important to people in here and what the people who live here need to know. Hopefully giving them those things that they need so that they form connections with the radio station and stay with it.

23. What are your views on streaming music from the Internet and its impact on radio listening?

The instant gratification thing. People get what they want but they only get what they want, they don't necessarily get they need mixed in with that. IHeartRadio is sort of experimenting with delivering traffic information, news information. I thought it was a pretty good idea. In essence they got the playlist set, then in between the stuff dropped in little informational items. That content has to be generated somewhere, those news stories community connections. That's what we do when you look at the training that people are getting for media. A lot about reporting is how everyone wants to be the first, being first is not always right, and in the radio world we take that very seriously about being right, not necessarily the first; yes you want to be first, but we have our credibility too. So you wonder about the training people and whether they are learning how to do, how to truly know how to researcher a story and ask proper questions and providing actual fair and balanced report. That's a skill. That's a really important skill that really should be utilized more in the blogosphere kind of world. I think there's a place for people like that. Eventually the cream rises to the top. Do the right thing and you will be rewarded. The role of the announcer has changed from pushing buttons to now all that stuff done for you. Now, you're really a communicator of, what are the various ways of communicating with you and communicating over the air, as a DJ, but also the written communication by written any type of Facebook and Twitter and is various other forms of communication. You are interacting with your listener on a number of different levels. Consumer audience is which I sort of started saying more and more really. With the word consumers it has two meanings. Consumer meaning consumer of the medium and consumer as in dollars. A discussion with the general manager "it's not the radio station, website, streaming, whatever, It's the whole thing." Content creation access to audience, that's the programming and the sales, and when you get that you really get the new radio.

24. Many CD players gone from 2014 cars; Smart radios / Smart Dashboard, are becoming the norm for new cars. With Internet in the car dash, how much of an impact will this have in traditional AMFM radio?

(And) 25. Does this only affect those who can afford new cars? What's the affect in 5-7 years when these cars with Smart radios populate used car lots?

Eventually it will turn out to be that way, obviously more options for the consumer. You hope that they created that connection with the listener that they want to seek you out in whatever way you're delivering that information. We create content and have various forms of distributing that content. Focus on that and create compelling content is the best way to put it.

27. In the past a radio station had a dedicated news director; not so much anymore. Has this affected the information that a radio station delivers? (And) 29. Does that also affect a listener's perception of the station?

I would say yes, there are stations that they had very little news about the local variety. Or ABC news but that may not help your station be connected with your community as you really have a local news person of some sort to get that information on the radio. Again it still goes down and comes down at the very essence of why does a person want to listen to a station whatever it is. Is it themselves, it's them is it all about me, so if your radio station is providing information that that listener wants, it sounds stupid but they want here the birthday on the air, I know it sounds it is so old school. We run our stations in two different tracks. I have major market sounding stations and small s sounding stations so I get to work with both kinds of stations in this building. And that's kind of fun in the small market. You do that and that creates that connection with the community. Really it's the birthdays, even the obituary, I mean it I hate it but people tune, in it's a big and especially if other people in the community are listening you feed the culture of that. But if you stop doing that, you have taken yourself out of the game, you're not important anymore. They don't hear what's going on in the community as much as they used to.

30. Does radio still have a 'hold' on local content and news, or is this information becoming more available, and sought after, online?

Depends on whether you're looking at larger marketer or small market kind of station. I think that the interesting thing is that we are able to do in the radio business is talk more about why and how. The who what where when pretty quick and easy on the Internet but what does it mean? That's really where you can get some unique content going. What doesn't mean, because you start talking start having a conversation about whatever it is with the listener with your community. Being the conversation leader facilitator with the community. And that may be a real conversation by opening up the phone lines and the emails or just bringing up your morning show talking about it because you reflect your community. But look at any large market morning show; they still talk about the things that affect their listeners. If they are not, they're not doing a good service.

32. Are you using Internet technology to reach more listeners, and if so how? Results?

We are on iHeartRadio because one of our brands is an affiliate of a Clear Channel property in the cities, their sports talk, and that's kind of how we were able to make the connection to be able to get onto their platform. They will welcome anyone on their platform. They see that as it is separate thing, it's not just for Clear Channel stations. The whole thing, social media, we actually have social media employee director, persons in charge of social media on all of the morning shows. All the personalities interact with their audiences via social networking.

34. Is technology creating a gap between the types of listeners?

Other than recognizing that people use various ways of consuming our media, whenever we have a content thing we are always making sure that there is an on-air aspect, Facebook aspect, or whatever so that were not leaving anyone out. Everyone is included, everyone. For example, we don't do hardly any social media stuff with KTOE our full-service AM property, the targeting is in the older demographic. We have a website and all the information available that way but we don't really make your grandpa use Facebook, because he's not used to consuming information that way. At the other end of the spectrum, HOT 967, does tons of online stuff. Your trying to reach your audience in whatever way is easiest for them to interface you.

37. What should radio be?

Remember that we are a content creator, serving community, create compelling content that does that and be good steward of the signal is what I always remind people, be a good steward of the signal.

38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?

Yes it is. The smart companies are doing that, are recognizing again that we are content creators and that's what we do, we create compelling content. You look at Clear Channel and iHeartRadio and the music contests that they have. In creating content radio stations always have done a good interactive stuff with callers; your countdowns and those kinds of things, i.e. Casey Kasem. It's the same kind it's just a different outlet to fit the changing tastes of the consumer. Like anything else like, any other business.

39. Music is available online; local content is available online; personality entertainment is available online. With the access to technology becoming more widely available to the masses, why should those who have this access choose to listen to traditional AMFM?

Hopefully collate that stuff better than other people. That is probably the best answer I can think of right now. Not all of those elements are always in every location. Not every place has the local content available to them. And there's the brand that you built over the years, hopefully you know you built such a strong brand doing the right things for people that stick with you. Like any other product, you go to the grocery store; you got the brand and got the generic. There probably is not a lot difference between the two of them, but you buy the brand. Be good stewards of the signal stewards of the brand and keep people coming back for more.

40. Some say the gap between radio and Internet listeners is growing? What can radio do to bridge or lessen that gap?

It's got to tailor it to what your audience wants. The brand manager really has to be aware of the best way to get content delivered to the audience, that's really the challenge is figuring that out. The small-market track stations will have a much different content then the major market sounding stations. But two cars parked at a light at Madison Avenue one listening to KTOE and one listening to HOT 967 we are still serving our audiences, but you are hearing the same thing on both the stations. It's tailoring the information, that's everything, that's the music, news, artist information, contest stuff and things on Hot 967, and when is the snow coming in, obits, on KTOE.

43. What do you say to those who want a job in radio?

Understand the technology, recognize that the you need to focus on the digital side, because that really is where the growth. There are only so many analog radio stations. But there are an infinite number of digital radio stations. The stuff you're delivering this is the same stuff that you've been trained for in the analog world.

44. What is the future of radio?

I think it's very good. It's still got a strong future when you remember those things are creating content and that whether it's delivered analog and digital. So the question is what do you mean by radio. Radio is changing. The dashboard changes and that is a big piece of it because you think about it, people are more likely to listen to the radio in their car than anywhere else. With everyone streaming stations at work. Having options is great but sometimes you get tired of trying to figure out all the options. You want to just have it work, have it be the way it needs to be, then move on to other things that need to worry about. If you create a one-stop shop vehicle then people will be with you. People who listen to Pandora on the computer, but we are there to and if we have done a good job at managing our brand and do the things that were supposed to do, there is no reason that we should not be the first choice because we give much more.

45. You final thoughts

We create content and have delivery vehicles for that content, over the air analog or digital. And from the revenue generation side they are just selling access to listeners. Audiences we create them, they sell them.

Mike Sullivan
 November 11 2013
 Sports Director
 Radio Mankato
 Mankato, MN

1. What is radio's future?

It's ever evolving. Been that way since day one. It's constantly changing. FM came and knocked AM off because it was a better sound for music and evolved into talk. We've moved into the digital MP3 world, website world, Twitters you name it. Radio will always have its niche. In survival mode it has to be local, serving your community, serving your region. Radio will always have its place.

5. What advice were you given when you got into radio?

When I went to Brown they did not sugarcoat anything. They would cut people at Brown. They would cut you from the school if they did not think you were good enough or could make it. One teacher said of the room of 20 students that of all of you have a job in five years you will be beating the odds, because most people get discouraged they get out of it.

6. How have you changed over the years? Your view of radio? Why are you still in it?

When you first get into it, you consider yourself; you want people to listen to me. But that become secondary to wanting to do a good job every day and enjoy the professional you're in.

7. What was radio prior to the Telecommunications Act of 1996?

There were a lot more local owners which was good and bad. You can get the biases of a small owner and small thinking and he was not seeing the big picture and never wanted to change. And when you were younger, you always want to push the envelope more. Now since consolidation you have more of a corporate structure. In some ways it's good, in some ways it's bad. The people who sign your checks, you may never see them. People are like are pawns on a chessboard and you can be removed at any time. Or if you work with local owners face-to-face and you know them as a person and they know you as a person in that creates a better situation as far as being an employee and as part of your long-term future attestation or other business.

8. What was the radio station / listener connection? The DJ / listener connection?

That is probably one thing that is not changed from then till now. With all the different ways that you can get information now that you can get music now, why you do not need a DJ or announcer to tell you about it. But people still listen to the radio; they still want that connection with a live human being. When you turn the microphone on, you are speaking to somebody. If you do it right it's like you and I talking right now, and I think that's what radio does really really well.

11. What was the value of a news director and local content?

You are part of the town, part of the community, they know you by face, not just by voice. Before voice-tracking before satellite, unless you're a station assigned off at sundown, you had to have somebody on the air live 24 hours a day, so it was better for people breaking into the industry, because there are so many radio stations that needed people. You can look at the tiniest town anywhere but you would be on the air hours and hours every day, and then you would eventually hone your craft and become who you are going to become. I think that's a disadvantaged people trying to get into the industry today because there are not tons of stations where you will get a lighter shift to become what you are going to become. It is a lot harder to come up the ranks than it used to be

13. TV, CDs, movies and newspapers were the primary competitors to radio in the past. How did radio retain listeners when these options were available?

They were the only game in town. Before TV people turned on the radio to hear entertainment, shows, comedy shows, science-fiction drama, all of that went away when TV came about. But that's the challenge when somebody takes something away from you. Can you evolve, can you counter, can you do something better. Radio is still here. People have long talked about the

demise of radio. There's always someone throwing up oh this is going to finish it. But somehow if you're going to make it, you evolve, you find a way to survive.

16. What changed radio the most? What single item has had the most impact?

Technology. You open up a microphone and somebody hears our radio from day one till now, that is the same, everything else in between has been changed. From control boards to how you play music to how you record music from wax discs to tape to digital. And now everything is completely different because of technology. In the past you had to physically cut the tape when you had to edit a commercial. Then you are a mini surgeon now anybody can do it. So technology has been the biggest change at least since I've been around. Sometimes amazes me that as good as the sound can be particularly when we do a ballgame when they want us to broadcast over a cell phone the sound is inferior to landline. You figure at this point everything should be crystal clear, and unless you can look into the Internet which is crystal clear they are still sound issues and I find that kind of strange in this day and age when everything should be crystal clear.

17. What has been the impact from consolidation, a result from the 1996 Telecom Act?

Less jobs, more cutthroat. Younger people have to go against older people. You can have seven people doing seven shows on seven stations and one show live on one station and record other shows for the other stations and everything else is voice-tracked. Limiting anything is not good and I think that has been the biggest negative is that it has reduced the growth of the industry from allowing more people to be involved in it.

18. What has been the impact from internal technology; Automation, satellite, syndication. (And) 19. What has been the impact from impact from external Internet technology: Internet, Podcasts, and Streaming?

I think a lot of that is already in place with the different media companies, the satellite companies and the programming they put out and they already have their niche good or bad. The new stuff is still coming up; we're not sure how podcasts and all of that other stuff will play out because it's still finding its niches. Not all of our stations stream but you can use iHeartRadio to get most of them. Maybe in five years we can answer that question because we're still growing.

20. What is radio? (And) 21. Who is listening?

Radio is still a people industry for people, no matter what format or music or whatever it is. It is broadcast for someone to listen to and enjoy. I think people as they grow older they change. When you were younger you are more music oriented. The older you get particularly if you live in the community and have roots there you want more of an informational base thing because you want to know what's going on inside your town; whether school, local elections whatever it is, you want to know what it is, because you are vested as a citizen and your local radio station is keeping you informed. As you grow and go through life you add more radio than what you did when you first started. Who is listening I would say name the format they are still out there. They are still formats that play big-band stuff, music of your life, as the population gets older and those people die those things disappear. Any format is out there in some way some form. Even oldies music is going back in the 50s you can cut off in the 80s now with a lot of oldies formats do, but you look at that realm of music you are still hearing oldies songs in TV commercials TV themes jingles that music has not gone away, so 50 -60 years old you are still hearing those songs as part of culture. Radio is still out there it's going be around day after day. You don't think about how much we use radio until you are forced to think about it.

22. Is radio a community / public interest entity, or solely a profit based business?

Well you got public radio, and sometimes you think they are the only community minded. If you're on the air and you want people to listen to you, unless you are broadcasting specific music content into a region, sooner or later you have to get down to the people and let them know what is going on and how you relate. I think that it is vital. Certainly you have to turn a profit and commercial radio. One teacher told me that music is the cement that keeps the commercials together and he was kind of joking around but unless somebody's paying for it, it's not going to be

on the air. Even public radio is funded by donations so you have to make money. But in between what's done is a business you are also serving your community as part of the FCC mandate.

23. What are your views on streaming music from the Internet and its impact on radio listening?

It is probably affected the music industry more than radio. You see artists not make in the type of money they made 20 years ago. They cannot charge the same price for albums; people find ways of getting music for free. There are so many ways you can get music now if we don't have it in the library there are ways to go out and get it you can play at one time offer you to. It's affected the industry but more of a detriment to the actual artists.

24. Many CD players gone from 2014 cars; Smart radios / Smart Dashboard, are becoming the norm for new cars. With Internet in the car dash, how much of an impact will this have in traditional AMFM radio? (And) 25. Does this only affect those who can afford new cars? What's the affect in 5-7 years when these cars with Smart radios populate used car lots?

It will be another moment of change and whatever it is they will punch on the radio dial they want to hear it. So if you want to be heard you have to give people a reason to listen. I don't care what they are going to if you want to be a part of it you got to be good. It's like any business, you can never just sit back, you have to keep moving forward and do a better job than the day before. Give them a reason to listen every day.

27. In the past a radio station had a dedicated news director; not so much anymore. Has this affected the information that a radio station delivers? (And) 29. Does that also affect a listener's perception of the station?

Without a doubt. A negative again, less people less things get done. If you don't have a news director you are not tuned into, for example the local city council, the county board, the law enforcement agencies any of those local things going on big or small, you don't have a person out there hunting them down. You are relying on community people to give you that information. It's the same thing that a lot of stations have gotten rid of their radio engineers, it's like in this building we do not happen overnight person. We may have multiple radio stations and nobody is overseeing it overnight. Anytime you take away its bad. And it definitely affects the quality of the news. Anytime you become less local it is a bad thing

30. Does radio still have a 'hold' on local content and news, or is this information becoming more available, and sought after, online?

Again it's a tussle. The ones that have taken a real beating are newspapers. They are now in mass shifting to go online, they are putting videos Twitter out there. Radio used to beat newspaper by being immediate and now newspapers can break stories on the websites faster than radio. You have to be sharp, you have to be good every day because if you're not somebody else will beat you.

32. Are you using Internet technology to reach more listeners, and if so how? Results?

Most of my Internet technology for listeners is for research. There such a treasure trove of info, there is no reason that you cannot get any piece of information that you need for your show. For an example with my oldies show I want be able to run a contest and be able to go back and I can get any info I need off the Internet. For research and information it is a great tool. Some people think they can get all of their information off of social media and when they try that they get burned. You still have to have the right channels, still have to go to the right people and to verify information confirming and getting it right. Being on the Internet is like being in the Wild West, there is good and there's bad and there's no regulations, so you have to be smart in the way you're doing it.

34. Is technology creating a gap between the types of listeners?

The gap is probably more so the personal user. We all have budgets; you try to do things and get the best you can get. We have become a society that has to be informed or entertained every second of the day. You walk down a city street and three quarters of the people stare at their hands. In a restaurant to people sitting across each other are not even talking to each other there on their phones or iPads or whatever. Last week I see articles of famous people getting off of

Twitter. I cannot devote the time to be on that all the time, it's time-consuming, and it cost money to have the newest device and I think that is more of a social issue than a radio issue. How in the world in the end, is all beneficial. You cannot live your life on Facebook or Twitter you have to live your life in reality.

36. Internet audio is able to more accurately track listeners, thus presenting more accurate information for advertisers. Will more accurate reporting, compared to previous sample diaries and surveys affect how advertisers buy radio?

Yes. Systems will always change, and the new systems are more accurate, people will buy that. And whatever people use before that does not change it, now drops down the line. And if the new data shows that more people are listening to such and such station advertisers will want to know.

37. What should radio be?

Ever evolving. Especially with technology whatever you bought two years ago is now outdated. Radio will always have to strive to be in the forefront to be in the front consciousness of people for something that is used every day. It will continue to evolve with the technology. As long as I reach you and you reach me person-to-person, radio will have some sort of niche.

38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?

It will have to do its fair share of adopting and adapting. In theory what is stopping you from getting a website and doing the exact same thing that a radio station does. It's going to be a challenge when you can get the radio anywhere in your car at any place. With people running radio type programming websites there is a challenge right there.

39. Music is available online; local content is available online; personality entertainment is available online. With the access to technology becoming more widely available to the masses, why should those who have this access choose to listen to traditional AMFM?

Doing it right and being local, and do it better.

42. Is local content what listeners really want to hear, or is it just a buzz work?

I think the older you get and if you live in a community and you're interested in your citizen that you want to know what's going on. Your tastes and needs change as you get older. And that's a good thing about radio groups you can have something for everyone from younger listeners to older listeners if you are doing it right. I don't care what your taste is when you wake up early and you see ice on the ground and you wonder what my commute to work is. You can go to the National Weather Service but it's a lot better to turn on the local guys say that he just risked his rump to get into the building and tell you exactly what it is like on the roads today.

43. What do you say to those who want a job in radio?

It can be a wonderful job. You can have so much fun and learn so much you can travel and meet people famous, people all walks of life even everyday people that are just great. That's the fun of it people. Playing music is great but being able to interact with people every day listeners that's the fun part that keeps you refreshed. It's like any job, it has its good and its bad points, you go to work with good people you going to work with bad people; but if you love it in the end it's going to be for you. Women and minorities are sought after commodity in radio. For years it was a male-dominated industry. But what was like anything else is changing. You can get onto a fast-track if you competent and are professional. And if you're a woman or minority you can rise up the ranks pretty fast

44. What is the future of radio?

Just like it was from day one, ever-changing, every day is a brand-new day and radio will be there side-by-side with life experience and being a part of it.

Scott Schmeling
November 11 2013
Chief Engineer
Radio Mankato
Mankato, MN

1. What is radio's future?

Bright, brighter than ever. It's ever-changing. Radio is the original social media, the original wireless device. It has evolved over the time. Its still very viable. I was reading this morning, radio is where most music listeners still go to find out what's newest. Radio has evolved has changed. Internet is a small part of that.

7. What was radio prior to the Telecommunications Act of 1996?

I plead ignorance will be 96 Telecom Act. Back then it was mostly mom-and-pop operations, small community-based stations getting their income from the local community and serving the local community. With consolidation and the ability to buy more and more stations and move them around, we've lost a lot of that local community contact. But in the same time it was much easier to get into radio back then because it was a smaller based operation. You were targeting your coverage or service to a smaller area. Once things became consolidated, more stations in one ownership, it became harder and harder for new people to work their way in.

8. What was the radio station / listener connection? The DJ / listener connection?

The music primarily. You can usually call the radio station, a person would answer you could request a song, may or may not get played, but your communication link to the station was a telephone. Of course way before cell phones had been near a wired phone we were not as mobile then.

11. What was the value of a news director and local content?

The value was that you're getting your coverage of your primary market area in your hometown. There was involvement with the community, the news director would go to the police station the morning review blotters go to the county courthouse and read the blotters find out what happened. Find out what was newsworthy and write news about it, but everything is local, it was your area.

14. Was radio a powerful medium because of a lack of viable competition because the only competition for audio entertainment was other radio stations? Did this put radio in a comfortable position?

It may have led to some complacency. The big switch was when FM became prevalent when, I bought my first car and it had an AM radio, the town I grew up and had to 2 AM stations. But as more and more FM stations were built there was a need for an AM and FM radio which now then AM radio started counting more attention. But when CD players or even before that 8 tracks and cassette players came into being, there was more competition for the listeners ear and radio had to make radio exciting and fun to listen, more exciting and more fun to listen to because they always have been.

16. What changed radio the most? What single item has had the most impact?

Computers, far away and the use of computers have expanded exponentially. You mentioned earlier the mom-and-pop operations and a full staff. The station had somebody there when it was on the air. There is no automated then. Eventually automation systems were built or tape-based but once the computer came into radio, beyond just the office tasks traffic and billing processing but got into the audio delivery and storage you could schedule a computer to operate overnight. That opened up a tremendous new area of listenership, unfortunately in my mind, it was unmanned listenership, but at least the station was on the air people could listen. There was nobody in the studio playing the tunes computers replaced cart machines replaced real machines for recording. We have every bit of audio that goes on all radio stations here in the servers.

17. What has been the impact from consolidation, a result from the 1996 Telecom Act?

Localization, impact has been less localization, more regional coverage. There are stations now that do not say what town they are licensed to until they have to legal ID. That that's a loss just like school consolidation is. Small town hates to lose its school because that's part of their identity.

When schools consolidate the smaller towns lose, the same thing but with ownership and radio, the small markets have lost their local voice.

18. What has been the impact from internal technology; Automation, satellite, syndication. (And) 19. What has been the impact from impact from external Internet technology: Internet, Podcasts, and Streaming?

For a while satellite was the hot thing, an example, program delivery because you could put a station on the air with little staff and no music library and minimal technology, on the downlink and you could conceivably run with a triple deck cart machines, the impact initially was a lot of people are going to satellite because it sounded great, but I think there is a realization that you were again losing, even more of that local voice, local flavor, then computers with big hard drives, you had music hard drive you could program your station with your music and have your people on the air, so it was a shift. The external, most of our stations are streaming now, see you can listen to us literally anywhere in the world. There is discussion on how those external listeners are our verified as far as rating services as a whole discussion, podcasting. We do some podcast with our system of record, on certain stations are that some air best bits and pieces are pulled out and made available but podcasting etc. has opened the listeners to a new world and as a radio provider we want to provide something for that world

20. What is radio?

Radio today is still down to the bare bones very much what was in the beginning. It's a connection between a group of people and its market. Radio wants to provide service for that market, wants to provide information entertainment, 1-1 exchanges with listeners which is what it's always done. We just celebrated the anniversary of War the Worlds. Orson Welles was 24 years old when that program was broadcast. It caused panic which illustrated to a lot of people the importance in the power of radio. I think we still have a lot of that. When I guess one way of examples of when the weather is bad you can't get road conditions, you can't get strong reports you can't get forecasts from XM satellite or from your iPod or iPad or other streaming device. You got to have local radio for your area telling you what you need to hear.

21. Who is listening?

KTOE celebrated its 60th anniversary couple years ago, the KTOE listeners are broad range, retired individual, some high school, but some a lot of adults. Our country stations appeal to the country listeners but again KATO is probably the younger. HOT 967 for us would be the younger listeners. I would say everybody is a pretty broad answerer but today's listener is potentially everybody out there. Whether they listen voluntarily or persist or hear it in the background.

22. Is radio a community / public interest entity, or solely a profit based business?

Yes, it has to be, if it is not that then it cannot be a profitable business, because if you're not serving your local market news, information and entertainment then why should people listen and therefore why should customers or clients buy. It's got to be community centered first to become a profitable business.

23. What are your views on streaming music from the Internet and its impact on radio listening?

There is no question that there is some effect. With anything new it becomes the hottest newest thing and therefore very popular for a while, but I mentioned having read this morning that people listening for the newest music are listening to radio, not to Pandora. The majority listens to radio; from there they may move to one of the online services but there again that's where streaming comes in for the stations.

24. Many CD players gone from 2014 cars; Smart radios / Smart Dashboard, are becoming the norm for new cars. With Internet in the car dash, how much of an impact will this have in traditional AMFM radio? (And) 25. Does this only affect those who can afford new cars? What's the affect in 5-7 years when these cars with Smart radios populate used car lots?

I have a bit of an issue with that whole technology advance where a car is concerned. Anytime you look at the screen to pick things you take your eyes off the road. With the good old pushbutton radios, find buttons, and without looking away you can pick your station. Our radio

has scan buttons and on the steering wheel, but when you take your eyes off the road, GPS navigation systems, if you have to take your eyes off the road to look at the map, is a good thing? It's going to broaden the driver's choices, but again, I hate sounding like a broken record. The local coverage is not going to be Pandora or other things that would be available to do, that's local radio.

27. In the past a radio station had a dedicated news director; not so much anymore. Has this affected the information that a radio station delivers? (And) 29. Does that also affect a listener's perception of the station?

It's no question. Not having a full news staff is going to affect the information you have and therefore, it's a thing that they don't realize is missing until they hear it or hear somebody that that is doing full coverage. We're fortunate here; we've always had a full-time news department, sometimes the department is only one person, but it's always covering local news. And I think that people listen to a station that does not have full news coverage and when they are exposed they realize what they're missing and in many cases, it's that local coverage that draws them from whatever. That's generally speaking of course. It's here and now that is what is affecting us directly, so we should know about.

30. Does radio still have a 'hold' on local content and news, or is this information becoming more available, and sought after, online?

Yes it does, it is also sought-after online. In addition that's why our news department maintains an award-winning news website. AP gave our website an award last year for best website. Radio can give you the full long form story. It can go more than just headlines it'll do basic story information if you want more of the website and check it. Internet access to any news coverage is always going to be in competition with the local sources. Radio or newspaper or television station and if you check all three of those entities and have their websites too with the information available.

32. Are you using Internet technology to reach more listeners, and if so how? Results?

I can't speak to the results because I don't work in that department, but yes are streaming, we are maintaining websites for various stations and contests and contest results are on the websites, news is on the websites. I know people can contact jocks through Twitter and Facebook.

33. Can radio use traditional AMFM and Internet technology together to reach a broader audience, or is that listener gap widening? Should radio reach for the growing technology audience, or cater to the remaining AMFM audience?

Yes

34. Is technology creating a gap between the types of listeners?

I don't think there's an audience; I think it's in an audience broadening, because there are people who are going to prefer to get it through their new wireless device and we are making our product available on the device and if you don't have a device it still available over the air.

36. Internet audio is able to more accurately track listeners, thus presenting more accurate information for advertisers. Will more accurate reporting, compared to previous sample diaries and surveys affect how advertisers buy radio?

But is the Internet listener, will the number of Internet listeners be greater than on-air listeners. If the Internet listeners are spread literally around the world what's the advantage to Joe's barbershops advertising for the Internet listener versus advertising for the local listener who's within driving distance of the barbershop.

37. What should radio be?

We'd like to be all things to all people but that's unrealistic. Radio should be closely attuned to its local audience. Should be aware of what's happening in the area. Know how that affects other people in the area and present the information to them. It sounds to me like I'm talking about news coverage but there's also the entertainment aspect of you whatever your particular preference in music is or entertainment is. For some people talk is entertainment but whether music whatever

type, radio should make available to that listener what they like to hear plus the information that they don't quite realize they really like to hear.

38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?

You're asking another D word dinosaur the question here, lol. I would like to say as an industry and as a company yes. Not every station is going to be, but we're streaming, we recently moved our streaming to iHeartRadio, so it's available on the more promoted platform. We're doing the social medias. Guessing what can be happening next, who can do that, but try to be aware of developments the latest and greatest new thing.

39. Music is available online; local content is available online; personality entertainment is available online. With the access to technology becoming more widely available to the masses, why should those who have this access choose to listen to traditional AMFM?

Because it's local. If I can use a newspaper example, you see USA Today and the Mankato Free Press side-by-side in the newsstands, some people take the USA Today but more people to the local newspaper wherever it is, because that's going to tell you what's going on, it has local names and faces in it. Like radio, local radio has local names and what's going on here and now. Local is always better.

42. Is local content what listeners really want to hear, or is it just a buzz work?

It's absolutely what they want here. Without it is nothing more than a jukebox or tape player. When you get the local content, people loved to hear their names or see their faces on newspaper or TV or see their faces out there, their friends names and faces, there are local celebrities that don't necessarily work in media, it could be businessman whose philanthropic or involved with the community and to hear what he is doing. I think of Jack McGowen, he operates historic village and does a lot for kids and for the community for learning history and when we hear what's going on out at Jack McGowan's its, another local celebrity, that when you hear about it and your aware of it you tend to listen to what's going on.

43. What do you say to those who want a job in radio?

I would say it's the worst paying jobs you'll ever love. Once radio gets in your blood it's there, is it's hard to break away from, it's a very infectious business, it's fun, sometimes it's almost like working.

44. What is the future of radio?

It still bright. Radio is evolving, that evolution keeps us in contact with listener and it keeps a viable exchange between and radio.

45. You final thoughts

There are days I wish we had 45 records back.

John Linder
 November 11, 2013
 Owner
 Radio Mankato
 Mankato, MN

1. What is radio's future?
 The future is like the past, it's here to say.
6. How have you changed over the years? Your view of radio? Why are you still in it?
 It really hasn't. Radio has been much the same my whole life. I started in 1979 full-time. Consolidation got more signals and more formats in each market, that's what's different.
7. What was radio prior to the Telecommunications Act of 1996?
 Was a lot less competitive and everybody was guaranteed certain market share without too much trouble, and profitability levels were pretty consistent with most stations. We always try to be a full-service station. News and information. We haven't always gone straight towards the music stations. We work in smaller areas and deliver the information that they can't get in other places.
8. What was the radio station / listener connection? The DJ / listener connection?
 Was a very strong connection with our audience. We been loyal to them and they have been loyal to us.

11. What was the value of a news director and local content?
 Very valuable and it still valuable. That is the connection. Anybody can listen to music, records, CDs and cassettes, things like that hasn't changed much. But people want to be in touch with people, want to feel that, sharing the same thing with them.
13. TV, CDs, movies and newspapers were the primary competitors to radio in the past. How did radio retain listeners when these options were available?
 I think it still is. My opinion it hasn't changed much since. The statistics on Internet listening are about 56% to 66% for teenage listening. Whether Internet or radio, so it has not change that drastically.

16. What changed radio the most? What single item has had the most impact?
 The deregulation. When you're allowed to have multiple stations in a market, that's the larger groups change market stress. There are some pros to it financially and some cons. Things were run by accountants and Wall Street, so providing service that was mandated by the FCC license at that time.
17. What has been the impact from consolidation, a result from the 1996 Telecom Act?
 The biggest impact has been unemployment for people wanting to get into the business. The stations have been made so efficient that there are not nearly the opportunities to work in the business.
18. What has been the impact from internal technology; automation, satellite, syndication. (And) 19. What has been the impact from impact from external Internet technology: Internet, podcasts, and streaming?
 Having music and hard drives simplified things. It gives you a lot easier variety, also makes it too easy for computer to pick out music and a lot of radio stations don't have the human touch or the human feel. Songs to go with the mood. A good DJ can sense what the people want to listen to somehow, and I don't think a computer has the ability to do that. We haven't felt the impact of external technology here. Revenue wise there is not any. We stream but the only time streaming is popular is during sporting events. I don't think there's going to be much demand for somebody in San Diego to listen to a Mankato radio station unless they want a Mankato connection.
20. What is radio?

Radio is what it's always been. It's a connection between an information music source and something you can do listen to and not interrupt your whole day. You cannot do two things while watching television. With radio, you're, you're working here at your desk you can multitask with radio.

21. Who is listening?

I think our audience research shows that everybody from 7 to 90 years old listens. And I think there's a new generation coming up that's going to be listening to radio.

22. Is radio a community / public interest entity, or solely a profit based business?

It's a hybrid of both. You can't do one or the other, otherwise you would get lost. Got to make money to stay in business, but you had to have a connection with the community to provide a strong service. News and information and sports. I think local is the key.

24. Many CD players gone from 2014 cars; smart radios / smart dashboard, are becoming the norm for new cars. With Internet in the car dash, how much of an impact will this have in traditional AMFM radio? (And) 25. Does this only affect those who can afford new cars? What's the affect in 5-7 years when these cars with smart radios populate used car lots?

I don't think it's as much as most people are worried about. I may be proven wrong but we've got to the panic of television in the 50s, FM in the 70s, Internet 10 years ago, and I don't see that it's anything to panic about. We just make adjustments and keep going.

27. In the past a radio station had a dedicated news director; not so much anymore. Has this affected the information that a radio station delivers? (And) 29. Does that also affect a listener's perception of the station?

I'm sure it does, and I'm always sorry when I drive through local stations in the country and don't hear local news. I feel like it's a key part of keeping a radio station alive.

30. Does radio still have a 'hold' on local content and news, or is this information becoming more available, and sought after, online?

It does not have a lock on it, but I think it shares position with the online thing. It's hard to get the local content online as quick as you want. You can go online ABC or AP for all national news, but no one is going to report about a little car accident here or a fire there. I think radio is the only source giving it to the people.

32. Are you using Internet technology to reach more listeners, and if so how? Results?

We are streaming stations. The only comments I get are from people listening in the area or out of town from parents of kids at the local college, and they wanted local sports and they can listen whether they're living in South Dakota or Florida or wherever. It's an expensive service we are providing with the cost of streaming for the few people that listen, but it's something you have to do in the business.

34. Is technology creating a gap between the types of listeners?

I don't think so. I think it's more of a generation gap. Most people have access to computers pretty much everywhere, but I don't think that's going to be a big problem.

36. Internet audio is able to more accurately track listeners, thus presenting more accurate information for advertisers. Will more accurate reporting, compared to previous sample diaries and surveys affect how advertisers buy radio?

Not on a small level, not in our market. You may find that in large markets. When somebody walks into the furniture store and says "where's the special you were talking about on the radio", it's a different feel out here.

37. What should radio be?

I think it is close to what it should be. It's not a perfect world out there, but we have means to compete in our markets, so I think the FCC has done a good job in regulating the stations. Some people think the dials are overcrowded but offering choices is good. I think the large advertisers and businesses are the key to the thing.

38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?

I do not think the new technology is going to be the savior. Just doing what we've always done the old ways with the Internet, anybody can do a station with the computer. We cannot compete against that. We have a strong signal that provides a wide service to a wide area and you just try to super serve. I don't see it dying in my lifetime. I'm counting on being here

39. Music is available online; local content is available online; personality entertainment is available online. With the access to technology becoming more widely available to the masses, why should those who have this access choose to listen to traditional AMFM?

You have to provide them some things are not getting online, and that's a friendly voice, somebody that will tell them what time it is, and the temperature outside, driving conditions, what will it be like tomorrow, what's going on tomorrow, sports, entertainment; what we've always done.

43. What do you say to those who want a job in radio?

I think that there is not enough young people coming into the business and I encourage them to come in. But if they want to be a radio star, that's hard to do these days. If you're doing it because you love the medium then you should do it. I'm not good at giving advice to people who want to get in the radio. I discourage some and encourage others. There are not enough young ones coming in.

44. What is the future of radio?

The future of radio is what radio stations make of it. A lot of small-town stations cut news departments out, cut their farm markets out, and there ends up being no reason for people to listen to radio. You have to provide a full service.

45. Your final thoughts

I encourage people to look at radio is a strong medium.

Jim Gullickson
November 11, 2013
General Manager
KMSU/KMSK Minnesota State University
Mankato, MN

1. What is radio's future?

I think radio has a bright future. It's been a long time since I've been in commercial radio, so not having lived in that environment for a long time it's difficult for me to know where things sit in that environment. But I still have friends that are now doing that and the sense that I get is that they are still doing pretty well. Their revenues probably aren't what they used to be, but I think that there's potentially a bright future for radio. It's got to be different. It can't be the same and I think that radios going to have to adapt to some of the new technologies and figure out how to use those new technologies to deliver meaningful content to their to their listeners and to expand their audience. It's really always about expanding audience. There are notable dinosaurs out there, because of what they program, and had they really changed over the years, that their audience was getting older to dead. And when you have that happen, you're in big trouble. I have actually witnessed that happen. You have to reinvent yourself. What it is you can do that now can be meaningful to a younger audience.

5. What advice were you given when you got into radio?

When I went to Brown there was a lot of advice given. "The salespeople are all driving a nice cars and the announcers are driving the beaters" so that was one of the things that I heard when I was going to going to radio school and I as it is as it turned out, it was absolutely true. The jocks were happy in their jobs but poor as church mice and the salespeople were making pretty good money

6. How have you changed over the years? Your view of radio? Why are you still in it?

One of the unfortunate things that happened with consolidation in the industry, people went away from developing talent. I think they just thought that if we just have a really good jukebox we'll make lots of lots of money, and I think what they lost sight of, and I think some degree still do lose sight of, is the power behind this industry is not the music we play, it's the personalities that are in between. If you don't have that, you're not successful and if you listen to the successful radio stations they might be a really good jukebox, but in between the songs, what you hear is usually really good.

7. What was radio prior to the Telecommunications Act of 1996?

There were a lot of mom-and-pop's, they just aren't anymore. Its just one of those things that you don't see much anymore in the industry and because of the consolidation, because a lot of those folks, frankly they got a payday. They worked really hard building these wonderful community focused radio stations and then one day, Clear Channel or Cumulus or somebody came along and said, "hey, here is a check for x million dollars" and they said "yeah I'll take that to the bank" and they got a well-deserved payday. But what was lost to some degree was the real community entrenchment, and the development of talent. I think those two things suffered in in our industry. I think there's been a recognition that something needs to really be worked on. I see that in some of the industry stuff like I see; Radio Ink and those kinds of the publications delivered usually as an email. It does seem like there's been a recognition that we really can't forget what drives the power of this industry. That is the personalities and our deep commitment to the communities we serve.

11. What was the value of a news director and local content?

When you have a full staff, great example of that is here, at one time there were eight full times people working at KMSU and it was amazing station. They were cranking out newsletters once a month the. A fully published newsletters that came in the mail, it took a lot of work to do all those things. We do a monthly newsletter but that's easy in comparison. Having that kind of horsepower

that many people in an organization is always going to have a bigger impact. Yes it's hard to manage that many people, but if you only have some managerial capacity, you can do it and you can be really really successful and very very very good. You don't see it much anymore, and by the way it's not unique to radio. Look at newspapers, they run a skeleton staff. In a way I feel bad for the people I know because they're working in over the local newspaper here because they have to do more work, less time and same pay.

14. Was radio a powerful medium because of a lack of viable competition because the only competition for audio entertainment was other radio stations? Did this put radio in a comfortable position?

Yeah I think probably but not at the same time. It's so difficult to predict what's coming down the road and so to be fair to radio, there was probably some complacency that we'll always own the people driving in their cars, which is not true anymore. But there was no way for them, people in the position of running this show, to know what was coming down the road. Now if they had the foresight to see that coming, I don't know. What they would have really done? Because while they were running their radio stations and trying to figure out how to make a buck, there were people who were devising ways to compete in a way that never had never been done before and they were going to do that come hell or high water. So I really don't see that radio could have done anything to stop that train. It was it was going to happen, and it happened and so how does radio position itself now. Traditional broadcast radio, how do we position now that we know that landscape as has changed dramatically.

16. What changed radio the most? What single item has had the most impact?

I think that what happened is that one of the things I think that makes it difficult for radio, and for all media is just the myriad of ways people get information and entertainment, and how it's become pretty seamless. You can go from your digital phone, your smart phone to your car radio, to your home theater system, seamlessly anymore. And they are all interconnected and it's a pretty different world today than it was when I was new in the business and everything was its own device and it did one thing and it did one thing really well that's it. That's all it did, now it isn't like that anymore. I was interested in what satellite radio was doing when they first year, XM and Sirius, but I always knew that there was one thing they could never compete on and that was being local. They just could never do that. When you're delivering a syndicated program that has to cover the geographic area like the entire world or United States or whatever, you can't be local, that's just impossible.

17. What has been the impact from consolidation, a result from the 1996 Telecom Act?

Lots of lost jobs, that's just flat out true. People lost their jobs. I think a lot of people migrated away from the industry, because it did change pretty dramatically. One thing changed for people who were in the sales part of the businesses that suddenly they were, instead of selling one radio station and knowing all the strengths and weaknesses, now they're selling 3-4-5 radio stations. They got to know the strengths and weaknesses, selling against each other. Some stations that decided they would have dedicated sales staff for each one of the properties which now ended up being rather interesting. You have people ready to kill each other in the same sales office. It gets to be really interesting. Had an impact on employment in the industry in general. You had on the talent side of it, you had someone have a great idea of having one jock on three or four radio stations and do several different programs through voice-tracking. And while voice-tracking is a marvelous technological wizardry kind of thing, because it really can't sound live and still it can't deal with anything that's happening right now

18. What has been the impact from internal technology; automation, satellite, syndication. (And) 19. What has been the impact from impact from external Internet technology: Internet, podcasts, and streaming?

Pandora certainly something that our industry is paying attention to for good reason. It was brilliantly conceived, let's be honest, it's pretty awesome. When we look at what our industry needs to be doing, either now or looking at the potential future technologies, what is the content that we can effectively deliver and embrace the technology but embrace it in a way that makes

sense for what you're good at. So if you're not good at it, find the people that are good at it. So for instance it's going to be important that you have video content to deliver in conjunction with whatever audio stuff you're doing. And if you don't have anybody that has the chops to do it, find them, and get them into your program, because if you don't, you'll be left on the wayside.

20. What is radio?

Actually I think what radio is today is in many ways what it always has been and that is going back to, its personality driven. It's always been personality driven it always will be personality. If it's going to be successful, it has to be that. Personality is a little bit of a slippery word because it's different with every kind of genre and format so forth. But I think what it really boils down to is that there are going to be some very talented people who will be attracted to this business and they'll find their niche and that that will be a successful thing. So I'm pretty bullish on radio's future. I just think it's going to be a future that's going to have a lot of interesting new kinds of channels that I don't even know what they are yet.

21. Who is listening?

Well it's interesting. I have children so I have the unique opportunity to witness what they do and how they behave and I will tell you that my 16-year-old son spends an inordinate amount of time listening to music through an iPod that is not connected to any live radio station and so I think it's mostly music videos and the like. That doesn't mean he doesn't listen to radio because his car's radio is on, always, very loud. And my daughter is 13, is a very big consumer of music on the radio and has been trained very well to push the button when the commercials come on. When I was in commercial radio that would drive me crazy, you have to listen to this, it's the important stuff.

22. Is radio a community / public interest entity, or solely a profit based business?

In our case and noncommercial public educational radio I would argue that is absolutely in the public interest to have this resource and frankly we're in the midst of a pledge drive right now and we ask our listeners to pony up, but we do get state grant dollars so I won't mince words on that if it were not for some state grants that allow us to buy equipment and get some of the syndicated programming that we can and so forth that it would be pretty tough row to hoe. How do we make it all work, well it's listeners and state grants, its underwriting, it's those relationships that allow for us to be to be vital and to be strong but it's definitely in the community interest. We donate in in in real time to the community of over 500 hours a year in just having local nonprofits circulating through here and talking about volunteer opportunities and the like. Now commercial stations do that too. I know KTOE is always really deeply embedded in the community in the same way and I'm friends with most of those guys. It's another channel and it's a vital channel. They are a for-profit entity they sell commercials and they run a lot commercials but I still listen to what they do to, I like what they do, and I like what we do, which is different, we just don't play commercials.

24. Many CD players gone from 2014 cars; smart radios / smart dashboard, are becoming the norm for new cars. With Internet in the car dash, how much of an impact will this have in traditional AM/FM radio? (And) 25. Does this only affect those who can afford new cars? What's the affect in 5-7 years when these cars with smart radios populate used car lots?

I'm thinking that there will be answers for AM and FM that will allow for, for instance, one of the things you don't get is no coast-to-coast coverage like satellite radio gets, and that's one of the one of the reasons why over the road truckers went to satellite radio because then they wouldn't have a single fade. I totally get it, it's really annoying when you're driving and you're really into a program and the dang singles fading, and you get nothing. So I guess with all the available widgets out there, we used Tunein radio, now you can get KMSU from coast-to-coast, it's a bonus. If someone really appreciates the programming they listen for long periods of time, they'll figure how to do it if the technology is there.

27. In the past a radio station had a dedicated news director; not so much anymore. Has this affected the information that a radio station delivers? (And) 29. Does that also affect a listener's perception of the station?

That's a good question. I had a conversation with the owner the local full-service information station about news and he said news is expensive, it's very expensive. Because it's people, but I think that the real of the truth of that question you're asking is, is the investment worth it to have a full staff for news delivery? Does the product that ultimately is delivered suffer because you're running on a leaner ship? There's no question it suffers, it can't be the same product. For when you have enough horses in the stable, you can do amazing things, and when you start taking some of those horses out you don't have the capacity to do it. Absolutely it suffers. I think that one of the things that a listener perceives what's going, I think there's probably some perception of that particularly if you have two or three people that were there one day and aren't there the next. Certainly listeners will notice that. Listeners might even notice that, for instance, the coverage of the city council meetings has become shorter as compared to what may be used to be or something like that. So yeah I think people who are really paying attention do notice those kinds of things.

30. Does radio still have a 'hold' on local content and news, or is this information becoming more available, and sought after, online?

Yeah it's it sought after, let's not kid ourselves, everybody's going online for information. And that's even true for the local newspapers to and the ones that are figuring out are the ones that are figuring out how to be an online newspaper. But that being said, I do think that people will, if they had the opportunity to listen and leisure with podcasts and so forth, I think that gives the broadcast industry an opportunity to reach people with perhaps, again I'm thinking in terms of the more in-depth stories and of course you're probably talking more about spot news which is good to be pretty headlined and not a lot of depth so I think when people get their news story, and it depends on how they consume it, if there is a headline consumer then they probably get their news from either a quick look online or the radio. But if they are really into the depths there going to be reading a number of different sources and probably mostly online and so forth. The time devoted for doing news is typically five minutes tops, so that's why I subscribe to. Can I say this out loud, I am a member of Minnesota Public Radio because of their news and information channel. They devote the entire hour of every hour to news. Nobody does that, but they also have an army of news people. And it costs them a fortune. That's why I give money. I can't think of any other organization in the commercial spectrum that could really even afford to do that. The commercials would be like \$1 million a pop, seriously.

32. Are you using Internet technology to reach more listeners, and if so how? Results?

We use Tunein radio as a as a mobile app, we stream, beyond that were not really doing anything. We have obviously Facebook and Twitter and those kinds of things but I'm not entirely convinced that that's made us better. I'm sort of like the football coach, I'm always recruiting and in that's one of the hard things when you're in a University setting because now some of your best and brightest go and graduate, and you need to bring people in that your new and fresh, that's the sad thing for us is that we don't necessarily have the continuity of excellence passed from one to the next. Maybe they excellence and then the next person that takes over that Twitter feed or that Facebook thing is so not so good. That's a really hard thing for us to manage. And yet I think it's indicative of where we are an educational institution we feel like this opportunity presents itself to students as a way to enter, and we are going to suffer whatever quality issues we have in order to give them an opportunity to learn. That's the same thing with our news product, it's just it the way it is in our world, but if I were in the commercial radio business, I absolutely would want to have people who were very good at that and have that continuing that excellence. Cause you cannot afford not to.

34. Is technology creating a gap between the types of listeners?

I've never thought that, that's a really good question, so in other words, those who are the haves being those who technologically rich and the have-nots who are folks who just that for whatever reason they just don't have the gear. I don't know I honestly, can't answer that question. It never occurred to me. Access to multiple platforms of your particularly news information should be available to everybody. How can you have an informed electorate don't know what's going on.

36. Internet audio is able to more accurately track listeners, thus presenting more accurate information for advertisers. Will more accurate reporting, compared to previous sample diaries and surveys affect how advertisers buy radio?

I think it's unquestionable that advertisers, let's face it, advertisers always want to know data, who doesn't want to know data. When you're spending money on something, as kinky as advertising is, you at least want to know who's listening to this, who is being impacted by this, so there's no question that not having terribly reliable information on listenership has always been a boondoggle.

37. What should radio be?

Radio should be a content delivery vehicle. Radio should be a meaningful content delivery vehicle so again, circling back. Do what you're good at and if you need to be good at something and you're not find the people who are and be good at it, I don't know what that's going to be necessarily. I have some thoughts about it but I honestly can't say what that's really going to be. I go to conferences and things like that. I get the dog and pony show. Once in a while somebody will bring up the idea of having short video content and other stuff and that's really cool but we better find people that are good this. Because you're just not good by turning on video camera know pointing at the wall, and you don't look at that.

38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?

Well as a question I can't answer. I just don't have the technological chops, but what I will say is that I think that there are technologies and whether it's connected to the Internet or whether it's in some other deliverable application something like that the industry is going to have to figure out what best way to thrive in it, in an extremely busy and competitive marketplace. When you think about, how things change even in the short time that I've been in the industry, from the early 80s until now. The different channels of entertainments and news and everything has exploded from what it used to be. When I started in this business there were the three main networks and all had huge numbers; they owned television, and then most radio stations were carrying some sort of syndicated, whether was ABC or CBS or whatever but it was, some kind of syndicated news programming and did a lot of local stuff but it was a totally different field of play back then, than it is today, when you've got all these niche program channels out there. I thought when cable TV came out and all these unusual channels were on. There really was no dialing into a very specific thing, and those guys were wide open compared to what you have now. But it works for some. So I look at how radio needs to find itself. I think it just needs to be, do what you're really good at and to me always goes back to the power of the human voice and personality. I love television, I love the movies, and I love a lot of visual things, but I will tell you that some of the most powerful things I've ever experienced in the media didn't have pictures,

39. Music is available online; local content is available online; personality entertainment is available online. With the access to technology becoming more widely available to the masses, why should those who have this access choose to listen to traditional AMFM?

Because it's online because you still can. And when and if the day comes when they aren't making radios anymore I guess you'll have it on a different listening device, now it will be a radio. It's an interesting question. It would save us a lot of money if we didn't have to have transmitters, those things are expensive to maintain. There are a lot of stations that are online right now not using a transmitter, just a person in a room, the computer and some of them are pretty good, some are pretty terrible.

43. What do you say to those who want a job in radio?

I encourage people to go in the industry if they have a passion. It's a fun business, really is a fun business. There are parts of the commercial radio days that I miss terribly, but an awful lot that I don't. That kind goes back to the consolidation thing too. My last good radio job, my boss was literally 20 feet away. I was sales manager and if I had a question I walked 20 feet and talked about it, and those days are gone. You don't see that any more where the owner operator is there every day.

44. What is the future of radio?

Is bright, it is bright. As long as the industry recognizes what it's good at and tries to take advantage of technological opportunities as they present themselves in a way that makes sense for the industry. You can't be everything to everyone, it's stupid to try, but if you look at what you're really good at and then do it exceptionally well, you'll be fine. One of my favorite programs on all of radio is This American Life with Ira Glass. He is so good at explaining why the human voice is so powerful and why capturing something in audio format is so much more riveting than something that's done on television, and then he did a TV show but the TV show was not nearly as powerful as the radio show. The radio shows what it does. It's hearing the human voice and the telling of stories and the telling of stories in a way that are really very highly polished and with really excellent production techniques, but nonetheless and we still need to have people are really good writers, really good storytellers and getting the right guest that can make that story touch you and a way that you emotional oftentimes really need.

45. You final thoughts

I've had the greatest gig for the, what is it, 12 years and counting and I didn't expect to be here that long. When I was getting hired as the fireman, I was putting out fires here. There weren't a ton of huge changes that needed to happen, but over time I think we were able to get some needed upgrades to infrastructure here. By no means is it is hundred percent. I have 10 things right now I wish I could upgrade but I can't afford but I think one of the things that I didn't realize when I got here was how much fun it is to work with college students. This is the future of our society and the energy that they bring and oftentimes they're teaching me and I'm not teaching them. Because they are technology natives and I'm an immigrant and it's amazing the stuff they bring to the table and so I didn't know back then really what a blessing it was to work in this environment. So I've got a great game and I'll probably retire here if they let me.

Brad Steele
November 14, 2013 (Skype)
Program Director
Three Eagles
Mankato, MN

1. What is radio's future?
Terrestrial has the same future always has, it will continue to grow. You cannot get rid of terrestrial. It's one of the only mediums you cannot fast-forward like a DVR on TV; it's one of the forms that will not go away. XM and Sirius were supposed to take it out but they didn't. It's going to be more of a digital medium, as far as programming is concerned, more online streaming of terrestrial radio stations.
5. What advice were you given when you got into radio?
Don't. At the time it was very promising for DJs to be on the air. It was a time with a lot more live DJs. The economy really cut back. You went from a life shift to voice-track shift, and your job duties increased. I was told you would do it for the love of it, and if you want to make money you go to sales. And I love it and its why continue to do it.
6. How have you changed over the years? Your view of radio? Why are you still in it?
My view of radio has not changed. I love what I do. You're combining more social media aspects more digital aspects, and constantly learning new technology so that's kind of the curve there. The digital age is taken it to a whole new level.
7. What was radio prior to the Telecommunications Act of 1996?
It seemed to be a lot more fun. The jocks had more wiggle room with what they can talk about, what they can do on the air, and it seemed to be WKRP style. DJs are not just DJs anymore; they were a lot more than that.
8. What was the radio station / listener connection? The DJ / listener connection?
It was real world experiences, whatever they went through you went through, so you can relate on that level. And as you got older we found different personalities that were in the same lifestyle as you. You kind of switch to what the personalities were going through. I'm getting married and a homeowner now so now I am relating to the family aspect of a morning show.
9. Why did people listen to the radio?
Entertainment and that still true today. People want to escape their daily realities of going to work, and doing the same old thing. Information as well but it's a little bit less, because people can go online and get new stories there, I think more for entertainment purposes now.
11. What was the value of a news director and local content?
Very valuable, the more people you had at a radio station the less job responsibilities you had, less responsibilities on a single individual, so they can focus on their aspect and their aspect only. Now you have people focusing on multiple aspects of different jobs. You do that with anyone and they cannot execute their job successfully, whereas they had one job it could be the only focus.
16. What changed radio the most? What single item has had the most impact?
Facebook. Mostly because of the interaction there. I noticed we are getting a lot less phone calls for opinions and a lot more Facebook messages. I can post a message on Facebook and get a whole bunch of comments ready for my show in the afternoon. It does take the listener aspect out of it because I'm saying "so-and-so made this comment." We get more comments and more opinionated comments then we would if we were just on the air, but we are not getting that listener interaction as much as we were before Facebook.
17. What has been the impact from consolidation, a result from the 1996 Telecom Act?
I go back to that multiple jobs for the one person. When you consolidate, it's good and it's bad, but that's the biggest effect, more people are laid off and a single person is doing more jobs.

18. What has been the impact from internal technology; Automation, satellite, syndication. (And) 19. What has been the impact from impact from external Internet technology: Internet, Podcasts, and Streaming?

Podcasts are opinions and are mostly talk-based programs and you don't see many podcasts that are successful that are music-based. As far as a music station I don't think podcasts hurt. With streaming people can listen to our radio station anywhere, so that increases listenership beyond their home and their car now they can get it anywhere.

20. What is radio?

Radio is a medium that listeners will connect to. Connect to the personality connect to the music. Radio is an information source. It's a place to go to let go of everything. It's kind of an escape and I think that is what radio has become for a lot of people.

21. Who is listening?

I think a lot of people are listening even if people have XM Sirius radio they still have FM in their car. There is the sales answer and the programming answer. But I think everybody is listening. I can ask people what their favorite radio station is, and they will tell me but if I asked somebody with their favorite TV network is they can't.

22. Is radio a community / public interest entity, or solely a profit based business?

It's both. You cannot just be a profit based business, so yes it is a profit based business but at the same time we serve the community. I think it is a 50-50 split.

23. What are your views on streaming music from the Internet and its impact on radio listening?

I think there's a place for it. The younger generation is listening more than the older generation and that is probably a technical gap. You can only skip so many songs on Pandora and that is why the DJ experience helps to promote the music on FM radio.

24. Many CD players gone from 2014 cars; Smart radios / Smart Dashboard, are becoming the norm for new cars. With Internet in the car dash, how much of an impact will this have in traditional AM/FM radio? (And) 25. Does this only affect those who can afford new cars? What's the affect in 5-7 years when these cars with Smart radios populate used car lots?

I do not think there's a huge effect. We have a lot of competition. I remember when XM Sirius came on board and people said that FM was dead and it's not. It's all about being local and how you get that local information. People can relate better to somebody who lives in the community than somebody who lives in New York or LA or someplace else.

27. In the past a radio station had a dedicated news director; not so much anymore. Has this affected the information that a radio station delivers? (And) 29. Does that also affect a listener's perception of the station?

No I do not think so, I think whenever we see news happen it's more breaking because of digital media. We can get more information all at once sitting in an office. So thanks to digital media and social media and the digital age you can have fewer people working for you and still get the same amount of information. And news talk is slowly dying out because the listeners the demographic is dying out. I don't know many people my age listening to news talk. I don't know many 40-year-olds listening to news talk. Sports talk is a little different. But when we do news on a Top 40 or a Hot AC station it's very different, it's quick, its one minute you get the headlines in and were battling people who can get it on their own.

30. Does radio still have a 'hold' on local content and news, or is this information becoming more available, and sought after, online?

It depends what you're talking about. If you're doing bits or something you want things that are unique to your show into your personality. As far as news and content you can get that anywhere. The difference is the news personality that delivers that news. I love listening to this particular newscaster because he's always right and he's never given his opinion. We start going to more news blogs, Huffington Post etc. there's more of an opinion of news now that there has been in the past. So if a radio station can stick to giving the news and the hard news listeners would react to that better than hearing an opinion.

32. Are you using Internet technology to reach more listeners, and if so how? Results?

Yes we are. Twitter and Facebook. An example of Facebook we had a girl that needed a heart transplant, and it was her birthday and we said hey happy birthday to Alyssa, and for some reason that one post went viral. A got over 1.5 million of views and 60,000 comments. And that has been our highest thing ever. That's just an example of a post, a little post that you can do that is close to the community that will go viral and we get an additional 1100 likes to our page. Some things we can do that satellite radio cannot do. It's all about the post, how you say it. We have people that listen overseas, military members that heard us and listen over there. Another thing we can do is we can tag other people and tag other businesses, and you see more companies and businesses working together to promote each other.

34. Is technology creating a gap between the types of listeners?

Ask me 10 years ago I might've said yes, but ask today, who doesn't have it anymore.

Grandparents have smart phones or some way to get on the Internet. I do not think there is a gap anymore. There was way back then, 15-10 years ago when it first came out but who doesn't have that now.

36. Internet audio is able to more accurately track listeners, thus presenting more accurate information for advertisers. Will more accurate reporting, compared to previous sample diaries and surveys affect how advertisers buy radio?

We are seeing a lot more people ask for Internet Numbers, a lot more stats. The problem is you don't know who is behind the computer. The computer cannot tell me if it's male or female how old or the demographics. You can ask them for demographics but you can only ask so many times before they get annoyed and don't listen at all. You can say how long somebody's been listening but, how long has the computer been on? It's not as accurate as people would like to think it is. It's a form of monitoring but it's not as accurate as it should be.

37. What should radio be?

Radio should be fun, interactive, listener friendly and by that I mean music, information, commercials, that pertain to the exact listener. When we start narrowing down whom our exact listener is, then we can start doing more commercial research as to what ads should be playing. We need some company to really narrow down who is our listener just a little bit more. Whether you send more diaries out or do a different survey, we can narrow down who are listener is a little more and tailored more to them than we have in the past, and that's what radio should be.

38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?

It's not dying. I don't believe it's dying like newspapers are dying. The problem that TV has is the DVR and unless it's programming you really cannot fast-forward through, live programming, and that's radio. It's 100% live, and you can't fast-forward through that. I think radio is being enhanced by digital technology so people can listen to it on their phones. Even as a little kid we were trained to listen to the radio. I know people with children who now listen to the radio and we are instilling that into children to listen to the radio for local news and weather and to listen to have fun and be interactive. It's not a dying breed in my opinion.

39. Music is available online; local content is available online; personality entertainment is available online. With the access to technology becoming more widely available to the masses, why should those who have this access choose to listen to traditional AMFM?

Listeners don't have access to my jokes, or my reaction. They don't have the back and forth with those that they want. If I say something completely outrageous or completely stupid, which I do a lot, I'm I get a reaction from that listener whether on Facebook or on the air. So, it's interaction. All I can do with the Internet is just going to read the story. I can post something on Facebook and get my friend's opinion, but I can't get happy sad or mad, but I can by hearing other people's opinion on the radio.

42. Is local content what listeners really want to hear, or is it just a buzz work?

It's a buzzword for a reason because it's true. Local content is key. I don't listen to XM Sirius radio because they're not many personalities that are talking about what I'm doing with in my life and whether it's a local murder case or a Christmas Festival, local content is key. If local content wasn't key than local news would be gone. Local content is a good buzzword, because it's true, because it's out there. I think our personalities and how we live our lives relates the people in our surroundings because we live in the same area and talk about the same things.

43. What do you say to those who want a job in radio?

If it's for on-air or programming do it because you love it. If you're looking to make money and go to a bigger market you got to work very hard and you got to be super good. And you have to be prepared to move. The bigger market you get into, the harder it is to stay there.

44. What is the future of radio?

I think it's more interactive. For a while every station had a webcam in the studio. Radio shows are now going on TV. I think the future of radios going to be a lot more interactive than it is now. There's constantly new technology. Eventually we'll have a DJ interacting with the smart cars. It will be more interactive than it is today and the technology is going to be better. Everybody talks about HDTV what can possibly be clearer. Well someone's going to invent something better. And radio is evolving that way to. It will be more interactive with listeners more local content, and hopefully more personality.

Mark Crump
November 14, 2013
General Manager
Cherry Creek Radio
St. George, Utah

1. What is radio's future?

Recently with a lot of competition coming into the radio world, radio has been able to survive all the new mediums, and radio has been able to stay upright. With the advent of satellite radio a few years ago, Pandora now, I still think radio has a great future. We need to digitize and compete in the dashboard of the new automobile, and those automobiles will be fully integrated with online computers which anybody can access and get apps for, so we have to compete with that online computer. The car's been an ally of radio for as long as the car's been around. So we need to compete for the dashboard space, so that is our challenge but yet as we do compete, no one can yet compare to radio's localism.

5. What advice were you given when you got into radio?

Go into sales because that lies the future and opportunity to make more money. As a talent you limit yourself in terms of the opportunities that are there. Sales and management is the way to go.

6. How have you changed over the years? Your view of radio? Why are you still in it?

When I first got into the business I had no idea of the power of radio, and how it influences lives. Now I can see that from a much more broad perspective as a business owner from outside the medium and inside the medium. I can see how influential the medium is for change and for good and maybe for not so good. I underestimated the power of the medium when I got into the business. It has tremendous power.

7. What was radio prior to the Telecommunications Act of 1996?

There were a lot of group ownerships throughout any market. And it was a very crowded radio dial. If you had one of the top stations you're always considered for the buys, and the smaller stations and small market owners were just fighting for the leftovers. I cannot see radio before the 96 Telecom Act competing with other media in terms of growth without doing a consolidation like what happened. A lot of mom and pops got big fat paychecks and flew off into the sunset as these big conglomerates gathered up all of these radio stations in smaller markets. With all that being said the mom-and-pop's got their deals and in the meantime radio station owners had a gaggle of radio stations that they had to deal with, so they had to become profitable in a whole new environment. Six or seven stations were not uncommon but it was done on shoestring staff. They'd have seven stations but paying the equivalent of two and a half stations. As a result a lot of people lost their jobs. But it got radio to the point where they could expand their dollars and the revenue, and radio would not be as strong as it is today without that move. It's become Wall Street driven medium rather than a local owner bashing his people to sell more. And with Wall Street running the business there has been an infusion of capital and with that, revenue has grown. It has probably helped save the medium.

8. What was the radio station / listener connection? The DJ / listener connection?

I believe it was pretty strong, but before consolidation radio stations became sharper and more competitive with each other so they had to become better, and that included the connection with the listener. And with the political ration of all the radio stations, it's very easy to flip the dial if you're upset about something between the announcer and the listener. They had to become better, and owners had to invest in research for which they never did before, music testing programming elements. It was probably a hard thing to move into that level but I think it is better today as a result of that.

11. What was the value of a news director and local content?

I don't think the importance has diminished. So what we have to do is an operator and provide that localism in connection with the listener for here in St. George and Cedar City. I have to connect with them, but I cannot afford to have live personalities on the air at all times. So

technology has helped a lot to provide a localism even during hours when I do not have live DJs. We are getting smarter and smarter in making that happen and then there is tremendous technology available to make that happen and to make it sound like it's local.

14. Was radio a powerful medium because of a lack of viable competition because the only competition for audio entertainment was other radio stations? Did this put radio in a comfortable position?

I think there's a certain arrogance in that, but new technology has taught us that that is not the case anymore especially among the younger demographics. It's been tough to hold them because mom and dad introduced them to radio but the kids have their own digital device as an extra choice. I can get my music anywhere anytime I want. It's a challenge for us to get that demographic back to radio. That's why we have to compete in the radio dashboard of the future. We need to make sure that there is local content which gives us an advantage over any of the competition. That being said we probably did have some kind of complacency, I never really sensed it in any a place as I worked, but we do know that it is a dogfight now.

16. What changed radio the most? What single item has had the most impact?

Going into digital audio has been the biggest change, where everything is recorded digitally, transmitted digitally, and that's been the biggest single change in the broadcast business. I remember at the beginning of my career we had one computer for the entire radio station, an old Commodore type computer that would run some sort of automation and tell something to fire here and there and run the log. And now we are completely integrated as a medium of computers. Obviously technology has changed this business tremendously. And not just in terms of delivery of the product. Look at the sales and marketing team, we can access information in the cloud anywhere anytime from our phones for all kinds of station information, to be an effective sales force on the street; so that's impacted all facets of radio. I have two people doing daily logs for seven radio stations and they are not overworked or overstressed. There was a time when we needed two people to do just one stations log.

17. What has been the impact from consolidation, a result from the 1996 Telecom Act?

The biggest impact I believe is coming from a mom and pop driven medium to a Wall Street driven medium, where we have high finance and high investors involved in radio where they were never involved with the mom-and-pop setting before. The Goldman Sachs people are in the business, and of course that is produced a high level of demand on goals attainment and budgeting and growth for these groups. We have a lot of investors now, not just mom-and-pop, and that's been the biggest impact I think. It's more than just group ownership is also venture capitalists that are demanded return. So it is a Wall Street driven business instead of Main Street. And that applies to us in Cherry Creek as a small market station there are still demands placed upon us.

18. What has been the impact from internal technology; Automation, satellite, syndication. (And) 19. What has been the impact from impact from external Internet technology: Internet, Podcasts, and Streaming?

It allows greater access. We do stream and we podcast our shows. The biggest impact is for you the consumer to access multiple ways the distribution of media not just on-air. So the biggest impact is if we had a local football game, mom and dad can listen to the game anywhere in the world, if they can dial up our stream. Distribution has been a big deal for us and that is going to be the key to our future as long as we have proper distribution of our product. Streaming will not overtake radio by any stretch, nor do I think we will have listeners in Phoenix AZ, streaming my radio station, but at the same time revenue opportunities are there if we can do it well and were still learning how to basically sell time on the stream. The audiences are not that large, it it's mainly an appointment type listening. We can count the number of people streaming at any given time and how long they have been listening. Obviously goes way up when there's a football game. We look at it as added value at this point

20. What is radio?

That's a good question, radio is evolving. I think radio is not much different today than when it was as it was before consolidation. But I will say this, the fundamental definition has remained the same where we are delivering a product to our consuming audience that is informative and serves the community and informs a community. That fundamental definition has not changed. What has changed is the method of distribution, and the amount of competition, and the creativity required to develop revenue. But our fundamental mission has not, nor do I think it will even in the future. So what is radio? It's the same as it's always been. It's a medium to disseminate information to listening audience, to keep them informed and entertained, to produce a product that is much localized. Those are the same definitions today as they were days ago and perhaps in the future.

22. Is radio a community / public interest entity, or solely a profit based business?

That's a good question too. It has to be a mixture of both as you know, and we do that, but the majority of our time is spent for profit. We do maintain our community aspect. We will do what is required to maintain a license but at the same time our focus and attention will be in the development of revenue. We don't have a subscription for radio, we don't get a check from the government because rerun community affairs programs, we don't get checks from state local or federal government, the only check we get is somebody buying time and that's what we have to develop, and of course we fulfill our requirements by the commission to fill a license but that basically it.

23. What are your views on streaming music from the Internet and its impact on radio listening?

What's interesting is I can play a song on my CHR radio station, and you can Tunein, or Spotify or program your own radio station and listen to that same music in the same digital quality. In terms of radio listening what is the difference. It goes back to that localism. That is where we will have to win, and until iHeartRadio or Pandora can be that local, then they will not win. Music is music. This song is the same whether you heard it on my radio station or here on Pandora, it's what's between the songs that makes the difference.

24. Many CD players gone from 2014 cars; Smart radios / Smart Dashboard, are becoming the norm for new cars. With Internet in the car dash, how much of an impact will this have in traditional AMFM radio? (And) 25. Does this only affect those who can afford new cars? What's the affect in 5-7 years when these cars with Smart radios populate used car lots?

The challenge is big for a small market broadcaster like us. We need to compete on the level of any size market radio station, because they can get any size market radio station in the dashboard. It will have its effects just like everything did, just like when television was invented and that was supposed to be the demise of radio. Radio is adaptable enough to where it can mold itself a new product if it needs to be. Everyone thought when somebody can play the music on a CD or whatever, radio was dead, and when it came to satellite radio every thought radio was dead, now Pandora is going to come into the dashboard with a completely online integrated savvy dashboard, everyone thinks it's going to kill it there, but it will not. As long as we have access to the dashboard we will win, because of the localism. My song is going to sound the same as the Pandora song, but it's what's between the songs and that is the key to our success.

27. In the past a radio station had a dedicated news director; not so much anymore. Has this affected the information that a radio station delivers? (And) 29. Does that also affect a listener's perception of the station?

I think it has, that's all a part of this localism, and we have a news department he goes across the platform and our talk stations in Cedar City and St. George that relies heavily on a news department. We integrate that news and information on all of the other radio stations, and we branded as such. We feel that it is that important, it has to happen, and it's the fundamental future that radio has to have. Without it, it's just like Pandora.

30. Does radio still have a 'hold' on local content and news, or is this information becoming more available, and sought after, online?

That's another good question, the answer is yes. In St. George we do have a hold on it. What we have done is partnered with the local news operation that is gone digital, STG news, we have partnered with them and using both of our resources, sports and in the news.

32. Are you using Internet technology to reach more listeners, and if so how? Results?

We use all kinds of social platforms to integrate and touch the audience, and in ways that the audience can communicate with us and we can communicate directly with them. We use texting we use social media and platforms of all types Facebook etc. email blasts, so it's become a very important part for us to stay in contact with the listener's, give them information about upcoming contests, concerts, events, it's become integral and vital again, so we have to use social media to make it happen. We have streaming, websites, Tweet, text we do it all.

34. Is technology creating a gap between the types of listeners?

In terms of access they still have a telephone that they can access the AMFM radio station with, they still are calling to get involved in station on some level. But is there a gap? I think there could be, and in the future we need to make sure that our distribution is up to par for any of these tech savvy demographics. In the meantime they can still use the radio station as they have for the last 100 years, just listen to it and interact to the phone. They don't have to go online. But we offer to those who want it that way.

36. Internet audio is able to more accurately track listeners, thus presenting more accurate information for advertisers. Will more accurate reporting, compared to previous sample diaries and surveys affect how advertisers buy radio?

I think eventually it will, but in markets this size, that's not available to us. Arbitron has always looked at a market size and asked is it worth investing in St. George Utah and is the dollars there for us to be profitable to survey the market. At this point in time it is not. But they have new methods of doing this including the personal people meter, and those kinds of things have a more accurate feel for it. Until the digital version of our radio stations streams or what not takes over the terrestrial and we can have a more detailed account of our demographic digitally, but it is a ways away, especially here in southern Utah.

37. What should radio be?

The same as it always has been, but in the future we need to be better, more distribution. The fundamental definition needs remain the same, that we have to be better at it, that we have to be quicker to market, that we have that we have to explore have as many distribution options as possible. It's a winning fundamental definition an idea of radio, it wins, but we just have to be better overall in the future in order to compete.

38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?

First of all I don't know who perceives it as a dying medium, maybe the 18 to 34-year-old, but 93% of United States still listens to radio on a weekly basis. But if we start getting down to 39% like the newspaper is then we will start worrying about it as a dying medium. But yes radio is investing heavily in the future of what this medium can continue to be. For radio ownership they have had to invest in digital audio to compete on the digital level, investing in great programming whether it satellite syndicator programming or local programming, they invest in the training and in the development of that. Because all that is our future that localism that we can provide that information you cannot get anywhere else. I think radio will be around long after you and I are pushing daisies, and I'm a lot older than you, and I don't think it's going anywhere. I bristle at the thought that people think radio is dying, I don't know where they get that notion other than they don't listen as much anymore. But in this marketplace people are listening and they continue to. It is the community voice.

39. Music is available online; local content is available online; personality entertainment is available online. With the access to technology becoming more widely available to the masses, why should those who have this access choose to listen to traditional AMFM?

Because of the local aspect of it, that's it. That was it when television came into being, that's when satellite radio came to be, it's the localism, and it's what we have. Until they can take it from us radio is not going anywhere. Pandora can sell ads, local ads on Pandora. We all get them and we hear them, but they don't have a morning show that entertain and informs about St. George. Until they can do that then we can start to compete with each other, but there's no competing.

42. Is local content what listeners really want to hear, or is it just a buzz work?

That's a good question; based on the fact that 93% of Americans still listens to radio the answer is yes it is local content.

43. What do you say to those who want a job in radio?

Prepare yourself well, and be the best you can possibly be and there will be a place for you, whether it's in sales or programming or engineering, one thing that radio does lack is the RF engineer. Everybody wants to do IT these days and nobody wants to do RF. There is an opportunity for people your age and even younger, if they learn the business of radio frequency, then they can have a great career.

44. What is the future of radio?

The future of radio is exactly the same as it's past and present. We just have to do it better, and we have to have an onslaught of competition. But I think it is adaptable enough as a medium to be able to take on any kind of competition, for listeners and for revenue. It's positioned itself as being king of the mountain since Marconi did his thing and that is 100 years ago, and it is hard for me to fathom any type a medium that has 100 years of existence and it has been adaptable to change the entire way, that's going to be any different in the next 100 years. Who knows what the future will hold, but until these competitive media that want radio shares and can do the things that radio stations do then it becomes a dog fight at that point, and there's many years of dogfight in the future. So radio will continue to be what it has been in the past what it currently is and what it can be in the future but we just have to do it better, we have to look at more distribution.

45. You final thoughts

I'm a radio geek and I've been in it my entire life and I'm bullish about it. All I have to say is for those thinking about the business, and wanting to get into it there is a great opportunity for you and it's fun and it's infectious, you get the radio bug, and it infects your whole body, and you become very passionate about the medium and with that if we can find enough of those type of people for radio's future in that younger demographic to carry on going forward than radio has a great future. And I think it will be and I know it will be. It's just about distribution, and that we can distribute what we do at a local level better, and we can compete with anybody. Bring it on. I may be a dinosaur and a little bit idealistic, but at the same time I do believe that this medium can adapt to change, and it changes just enough but that change does not affect what radio is and what it has always been, and what continues to be. But it's a great business is a lot of fun and people can make a good living in the business and it will continue to be strong.

Tim Nesmith
November 14, 2013
Marketing Consultant, Program Director
Cherry Creek Radio
Cedar City, UT

1. What is radio's future?

I think radio's future is going to have to look to its past and its history to some degree. Radio to my mind does best when touches people's lives and makes an impact on the lives, and that can be done on a variety of ways. It's a combination of what the DJ says, the music, and everything. I think radio has to pay more attention to that personal relationship that it has with its audience and that makes a more effective medium to get messages it out for community interest for the advertisers for everything. I think radio's future is imprinting itself on the communities it serves. On a different aspect to that question, from the standpoint of what is radio's future technologically, I don't honestly know because technology is changing at such a fast pace. Will we still have big towers? I don't see those days going away anytime soon. But will the platform change maybe. When I was a kid I was the nerd with the transistor radio in the ear bud in my pocket, now it's normal to see a smartphone and a headphone plug into that smart phone. The technology will change but as far as how will radio impact the future, I think it will build upon what it has done in the past.

5. What advice were you given when you got into radio?

Show up and do it and be ready to go in. My first job was at a religious station where I had a play a lot of pre-recordings, and some live shows with music and I thought "hey Sunday morning from 6 to 9 is probably the most listened to time for religious radio station." My next job they needed somebody to work on Christmas day, and that turned into a part-time opening.

6. How have you changed over the years? Your view of radio? Why are you still in it?

That is a very interesting question. It's hard for me to quantify what I'm thinking here because I don't think my view of radio has changed, my view of the execution of radio has. There are things that we used to have to do that technology has made it so we don't have to do that. Some of that has been a positive some of it I'm not sure about. I think radio is a powerful medium, and I thought about that ever since I dreamed about being in radio, but the way we executed my thinking has changed there. I think this can be done by doing that so you can executed differently, I don't think my views of radio, my basic views of radio, has changed.

7. What was radio prior to the Telecommunications Act of 1996?

I think before the consolidation radio had some pluses and minuses. It may have been more tied to its community, but I think it was struggling because in a typical community, like this community you have four stations that were going at each other and trying to beat each other for listeners and revenue and the other media thought "yeah let them fight amongst themselves", and the same thing in the bigger markets. Like in Salt Lake City you had 55 radio stations all chasing each other and they did not get along very well, and that is something that consolidation has made a better situation of. There was more of a personal touch from the standpoint of, the real owners lived in town and they knew the towns better because they had lived in the towns, and that's something that helped him understand each individual market better. If you go to most towns in America there is a Walmart and McDonald's those stores that are all over the country and they will be successful, but there is always that one unique place whether it's an eating establishment retail outlet, that reaches the local community on a level because the owners are there and they are going through what everybody else is going through, and it gives them empathy for the town, and that's something that consolidation may have taken away that factor. I'm not saying that people in these towns don't care now, but when the person who actually has that full responsibility is in that town it can make a difference.

8. What was the radio station / listener connection? The DJ / listener connection?

I think it was an amazing thing. As I got started in the business one of the DJ shifts that I miss the most is the graveyard overnight shift. It was me and third shifters and having to be up and work when nobody else really wanted to. There was a very tangible connection between those dialed into the radio station and the person actually there. You had that connection because you are in that commonality. It's one of the biggest regrets that I've had was leaving that shift, and it was usually the least paid in the shift nobody wanted, but it was a time I felt most connected to those listeners. And I think that connection is still there. It's why you see some shows have such stand up success. They could be on a local or national level. We've seen some success of local talk show hosts and also national ones like Ryan Seacrest, that they can connect to the audience and be an impact on their lives. The connection we had was that listeners can always tune on the radio and hear a friend, whatever station was music form X or music form Y, but they listened because there was a person. I member as a kid I had to have the radio on because I had to hear whoever was on the air because they were my friends, and I want to make sure that we got together every day.

11. What was the value of a news director and local content?

I think there is value in the localization from the standpoint that you want somebody who's going through the same experiences as you are, but how does that happen. You talk about a local news director and I think it's a good idea you have somebody who has their head in the news of the community. Local staff as in announcers, I can listen to someone on the radio and know if there are national personality and I think while they sound really good, and they got it to the point where they can make that connection. I think a group of radio stations will tie themselves very well to a community when the people that are turning in understand that the people of the station know what's going on. So local news is an important thing. Local issues being discussed is a very important thing. I think we need to let people take ownership of their station in town. What you want is the right mix because sometimes a personality can really express what a town thinks. There are a lot of people who relate to a specific personality because they have a residence with the mindset of the people in the town. Local news is important but that cannot be the only thing that drives the radio station, there has to be more to it. And you have to depend on the new cycles. For example if we were in Washington DC then it makes sense to do 24 hours a day news, whereas a smaller station the best news is the county fair and you give that coverage, and say who won the blue ribbon and I think that's great. One of the most unusual shows I've ever done in something that large market programmers think is really dumb is Tradio, where people get on the air and sell stuff, yet that is a reflection of part of our community here in town. I tell people I know in small markets to do this, it will work, it's dumb but it will tie you to the community.

14. Was radio a powerful medium because of a lack of viable competition because the only competition for audio entertainment was other radio stations? Did this put radio in a comfortable position?

I think you can make argument one way or another. My favorite station as a kid was all automated, all music with no DJs just music and commercials, and I liked it because I wanted to hear a lot of music at the time, and a lot of people got caught up in that. I find it intriguing that even now in 2013 that people are still using radio to get exposed to new music, which is where they are discovering new music first, and there are many other opportunities through digital media, but in many surveys young people are still finding new music on the radio. But did it make us complacent? Maybe it did maybe it did not. There was a time when the audience was telling us to not be so intrusive and we reacted to that. Now the audience is telling us we can be a little bit intrusive if you still play enough of the music I like and you resonate with me with humor or lifestyle or communications.

16. What changed radio the most? What single item has had the most impact?

I think it's in the challenges that we are being faced with today, and I know that sounds a strange answer. I was encouraged by a response written by Dan Mason who runs CBS radio was asked questions about radio's future. I was very intrigued with one of his answers which basically said were going to get to the point where we have to put people back in the studios. But I think he is

correct on that and I think there is a movement afoot for putting that connection back. Radio has reacted in times past. We were dead on arrival with television, that did not happen, we were dead with eight tracks and all that stuff and that did not happen, we adapted when radio try to kill itself with the popularity of FM radio, we tried to kill off the AM band and reinvented itself, and we have been assaulted by the iPod and I'm not against that technology it just makes us investigate what we're doing and challenges us to make sure that were not becoming irrelevant. Its delivery method may change. The studio may be the same but the transmission may be different but it will still be radio. What you hear on the Internet today is what radio has been all along.

17. What has been the impact from consolidation, a result from the 1996 Telecom Act?

It put radio on a more equal footing as some of the other media, from the standpoint that it allowed broadcasters to bring to the table a product that would be competitive with at the time newspapers and television stations and direct mailers. Again you are in that arena where there is a TV station or two in that market and maybe just one newspaper, and that was all that you can go to. What radio did do and should have done was we're going to bring you a full package now, and that's from an advertising standpoint and I think that's one of the good impacts that consolidation has done. It has allowed the possibility of better and stronger talent being on the air through technology, I think it has also given ownership the opportunity to make a better case for us as a medium. We are less concerned with fighting amongst ourselves, and we say we are strong we are viable and we should provide a good service. So that is been a positive aspect of consolidation. There were other changes in broadcast for other people were no longer employed, I don't lay that completely on the feet of consolidation, but I do say that's the direction of the country is going in. If you look at consolidation, that is not a broadcast only situation and it is forcing us to be stronger, work harder and be as effective as we can, I'm not sure that's a bad thing. I think the personal people meter from Arbitron is better than the diaries that they used to pass out. It's factual information and the thing I like most about it is we can put to rest... Pandora is the big noisemaker saying we are here to take you down and they have come out with all of these numbers and I don't know how they quantify them. As far as I'm concerned it's a number that they pull out of the air and I've said "hey Pandora let us put this issue to rest and code yourself and get measured with the rest of us with the PPM you can get the encoders for free" and no one from Pandora replied to my editorial.

18. What has been the impact from internal technology; Automation, satellite, syndication. (And) 19. What has been the impact from impact from external Internet technology: Internet, Podcasts, and Streaming?

I would never want to go back, but it was fun back in the day to have a razor blade and a grease marker and it took hours to edit a commercial down and if you make one wrong edit you're done. I'll think I would never want to go back to that. I don't miss cart machines much because they would always mess up. I like a lot of the automation systems that are out there, and I think they are very convenient. And I think that is excellent. For example if you're doing an all request show, you don't have to shuffle to the records are the carts you just hit it on the computer in now it's on the air and you've made a listener happy. So I think technology has been a plus internally. Satellite delivery brings in great programs that many stations run that are nationally syndicated. And now you have better reliable national resources. When I was working at a CBS radio affiliate in Idaho, the phone lines at the time were not always that good, and they would get noisy and buzzy. As far as external things, the Internet has had a big help. How else can you do a talk show, call up some quote when you can just reach for it on Wikipedia. I think the Internet allows listeners to communicate with us better. We know they are going there so through Facebook into twitter and pay interest and other social media you can get a hold of the DJs or announcers or talk show hosts and contact them immediately and they can respond you immediately without talking about it on the radio. You can do that, it's being done. Then as a DJ you can say "so-and-so just said this on Facebook, what do you think let's talk about it." Technology has done some very good things.

20. What is radio?

It's a situation where it's looking for friends. It's working hard to be friends. Radio is going to play your favorite music. It may not reach every individual niche but by and large radio does a good job of trying to find out what the community is most interested in whether to information or entertainment and tries to fit those needs as best as it can. Radio is going to build on the intimacy which it hasn't always had. Some say the intimacy is gone I don't say it is gone, I think it may need to be improved upon, but I think radio is going to be intimate and immediate. I think radio is poised to some great things. Now the challenge is up to us in the next generation of those coming into radio to rise up to that task. Will we? I think we will but that can be answered in another 10 more years with the next person's thesis.

21. Who is listening?

More than you might think. A lot of people have written us off as only reaching an older undesirable demographic. I do not think that is the case. I think there are a lot of teenagers still listening. There are young adults still listening. Are they finding other things? Yes they are. Without question. But they still have not turned us off. Are we still getting as much as their time? I don't know. But we are still getting a good part of it. More people are listening to radio than you might think. We have seen some recent numbers from surveys that have been done, and radios staying very strong in that 93 94 95% of reaching the American people week after week after week, and those numbers have not gone down and many many years. We have been assaulted and we have been challenged and we have to make sure we are on the top of our game, but radio has changed. We're not doing old radio dramas anymore, but we found out that that may not be the best way to reach people, and thus we will find a new way and we will.

22. Is radio a community / public interest entity, or solely a profit based business?

It's a combination of both. There are mandates out there that require stations to serve the public interest. And this is where I will sound a little bit off the path. I really wish, not just radio but all industries, and did not have to do certain things. The have to turn into me saying "oh, I have to do this now". I think broadcasters in general would do a better job of serving their communities, in making sure that things that are of interest to the community got out. If we were not shackled so much by some of the regulations that we have to go through, it's like when somebody says eat your brussel sprouts, you wrinkle up your nose and you don't do it. Maybe this will be the best way to explain it. I was of the mindset that there is doing service and then there's doing something to make money, two different arenas; I don't believe that way anymore. Some of the most spiritually enlightening times where I thought I was doing the most good and actually providing services to someone was also when I was doing something that was in income generator. I don't think you can divorce the two. You can't choose. I think if you do the right service to the community you will make money.

24. Many CD players gone from 2014 cars; Smart radios / Smart Dashboard, are becoming the norm for new cars. With Internet in the car dash, how much of an impact will this have in traditional AMFM radio? (And) 25. Does this only affect those who can afford new cars? What's the affect in 5-7 years when these cars with Smart radios populate used car lots?

I'm sure there will be an impact of some degree, but it is up to us as gatekeepers to make sure we are on the top of our game. I do not fear the other media that are out there, because I'm use it to. But it has not replaced. Just like if something is interesting I will make room for it. What's going away in my life is I'm not watching TV as much, and I still listen to radio even though does not have my exclusive attention, and I don't think it ever did. We are going to have to make sure we have a very strong voice as this other technology comes in the place. And I think we will be up to the task. We have to make sure the quality is there and the content is there, but I will listen to my friend on the radio before I listen to the new whatever album, or 10 song superset.

27. In the past a radio station had a dedicated news director; not so much anymore. Has this affected the information that a radio station delivers? (And) 29. Does that also affect a listener's perception of the station?

I don't know, that's a better question for somebody who works in a bigger market. Again people are still getting information from the radio. If you listen to some of the things that DJs talk about you can consider that news-ish because it is lifestyle oriented and resonates with the listener, again it's a different institution.

30. Does radio still have a 'hold' on local content and news, or is this information becoming more available, and sought after, online?

Local news probably not, it's not exclusive but it has a place at the table. Local content yes again not exclusive but more than what most people think. I think it's got a big place in the local content, it's not exclusive and neither one, and obviously people are getting information from other sources but we are not out of the game by any stretch of the imagination.

32. Are you using Internet technology to reach more listeners, and if so how? Results?

We are streaming, we are using social media to reach out to our listeners to try to involve and bring them into the programs that are on the air. We want them to participate and have fun with us. And so we reach out anyway we can, not just a DJ in the studio and hoping that we can get some phone calls and taking requests and stuff like that, that's not gone away totally, but you get conversation started online and take it to something on the air. So we keep reaching out like Facebook was a big thing now it's kind of losing its edge and they're going to twitter and interest in those areas where we need to be.

34. Is technology creating a gap between the types of listeners?

One of the biggest things I've wondered with the new technology, I'm very judicious on what I spend my money on and so the big question is, is it worth it to me. When smart phone started becoming the vogue, I thought it was cool but I was wondering what it worth is to me. My biggest worry is the people that give us the data, that option, to when they get to that point where they want to make more money and start charging us more than that could create a gap. My tolerance is about as high as can get for spending money. I'm about where I want to be for spending money on technology. It's like this, a computer manufacturer says here is the new computer then a year later it says time to get a new one, and I cannot do that I cannot afford it, it's like a car. A lot of us in the smaller rural towns live on a budget, and it only goes so far, and if the difference is \$20 for a streaming service or milk in the fridge I'm going to choose milk. I worry that it could be a gap. And a lot of folks have cell phones and I'm glad I have one, but if they charge more and I cannot afford it, then my life will not end.

36. Internet audio is able to more accurately track listeners, thus presenting more accurate information for advertisers. Will more accurate reporting, compared to previous sample diaries and surveys affect how advertisers buy radio?

The reason I feel good about that is what Nielsen Arbitron is doing with the personal people meters, I think that's our best future, its data that is reliable, and I issued a challenge to the Internet folks "come play in our arena and see how well you do." it would be easy enough to find out.

37. What should radio be?

Radio should be intertwined with the lives of its community, and within that community different stations will reach different parts of the community. There are a few places where one radio station serves the entire community and has to make everybody happy and that's a big task. So you find that section of the community which is underserved and you reach them and you intertwine in you commiserate and you make yourself essential to them, and you do that through content and through being there for them.

38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?

Dying no, but I'm not saying newspapers are dying either, they are changing. The content may be coming to a different device but it's still coming from the newspaper. They have found a way to adopt adapt, and radio to. I listen to our stations online sometimes, just because it's more convenient. Is it investing in new technology? I don't know if it is doing a good job on some of the technology that I think should be a more important part of people. We have a great technology called HD radio and its probably unheard of by a lot of people, but we have a great technology that we have not taken to the public very well, we just haven't. Some are asking if that's a big deal and I say yes it is a big deal, because we can do one of two things. On the FM side it brings more alternative programming, so you can be that bluegrass station in town that is not there right now, and on the AM side it could bring CD-quality music to the AM side and bring music back to AM and it can be the bluegrass station in town. But we have done a horrible job of selling digital broadcast to the public. And they're probably folks driving around that don't even realize that they have HD radio in their car. We are embracing that we are getting on the Internet now. iHeartRadio is competitive with Apple radio and Pandora and we're getting there and we are finding ways. Are we going as fast as we can, I don't know the answer to that, and I think we'll have to get to a point where we put more efforts on that, but we'll get there.

39. Music is available online; local content is available online; personality entertainment is available online. With the access to technology becoming more widely available to the masses, why should those who have this access choose to listen to traditional AMFM?

Where else are you going to hear Tradio? Where else are you going to hear the doggie report?

Will there be other options out there, of course there will, I understand that. I think if we are doing our jobs right, we are still your community, and what I try to approach every day, whether it's news or be a DJ or Tradio, is, I'm your friend.

42. Is local content what listeners really want to hear, or is it just a buzz work?

I think people want to feel connected to the community, and that content that we do whether traditional news or local host or talk host, I do not think it's a buzzword. I dismissed the idea that is even a buzzword.

43. What do you say to those who want a job in radio?

Be ready. It's more competitive than ever, there are more choices out there . . . Be ready because of Mr. Mason has is his way then you will get the call it says we need to work at 2 o'clock in the morning. I think those days are coming back and for those that get involved with that you do have a lot of fun.

44. What is the future of radio?

The future of radios to make sure that it does not give up its friendships with its communities.

The future of radio is forward, to bond itself. If you're a music radio station you can bond with the audience in 10 seconds if you're doing it right. But bond with your community so much that if they do not have your radio station on during the day than they feel like they have lost something.

45. You final thoughts

I've been very blessed. I would tell people to start here start small. You will never find an audience . . . It amazes me how much that we do even in 2013 impacts those that listen to us. I get so many comments away from the radio station, I didn't know anybody heard that, but they do, believe me they hear you.

Brian Huen
November 15, 2013 – (Facetime)
Executive Producer. The Lia Show
Westwood One
Denver, CO

1. What is radio's future?

I think it's heading to an area more online based. Terrestrial radio still has the greatest access anywhere, but I know the car companies are putting Pandora and other stuff into the dashboards, because that's where consumers like to listen. With apps like Tunein and iHeartRadio, you can listen to radio from all over the United States. These apps make it like old AM radio where you can listen to radio stations from all around the country like we did with old AM radio stations at night. Whatever the delivery of radio is, content will always be king. It's going to take compelling content to get listeners. It's like your situation at the college where you had to switch from classical to top 40 to appeal to the masses. The same thing goes with any kind of media. What will it take to track a wider audience so that you can go and sell advertising?

6. How have you changed over the years? Your view of radio? Why are you still in it?

My view of radio still very passionate. I still think it is a great medium. The trick now today is social media. How can broadcasters adapt to it. The nice thing was social media like Twitter and Facebook, it has given anybody and everybody a voice. It blows my mind. Twitter has given access to people in third world countries and dictatorships have crumbled because of it. The whole occupy Wall Street movement, people were gathering because of Twitter. People are getting their news over Twitter now. I found out about Osama bin Laden and Michael Jackson over social media and on my phone. Radio has become narrower casted and more specialized, which is totally fine, but it's just different now. How have I changed? This industry has a lot of amazing things, and at the same time a lot of things are not so amazing that's why it's all about adaptability. We provide a service to people who have regular jobs who are the doctor's, construction workers, people who are asked to saving lives. These people have been going out and saving lives all day but yet they need some escapism so they listen to the radio. While I was in Japan I was able listen to KISS FM in Los Angeles from my iHeartRadio, and I thought it was the coolest thing.

7. What was radio prior to the Telecommunications Act of 1996?

Back then, you has a lot of companies that were fiercely competitive.

8. What was the radio station / listener connection? The DJ / listener connection?

I still think it's still the same prior to 96. A good compelling radio personality was the connection between what was going on pop culture wise with the music to the listener. So if done right a radio host can connect that listener to their favorite artists. When the Beatles came here Cousin Brucee and others were the focal point to host an interview the Beatles. So if I am a huge Beatles fan and I'm not going to have any access to go to their concerts back then only to buy their albums and I want to know who they are. Radio was able to bring that to its audience so the listener was there vicariously. Radio was able to bring that to its listeners. It's the same thing that Johnny Carson was able to do with the Tonight Show. I'm a big fan of Bill Cosby but I'll never be able to see Bill Cosby. Through my TV set I can see and hear and get to know Bill Cosby through Lettermen or Carson or whoever, and I can have that connecting point. I would love to have a time machine and go back to the Beatle area and experience that. The closest thing that's happened to me was when every single phone call I got was about NSync when NSync was big. To be able to pick up the phone and hear that a kid is going to the NSync concert and then every phone call after that for the next two hours, every kid wanted to talk about NSync, and that was magical. I did not think that was going to happen again until the Jonas Brothers came along and it was just phenomenal. Then Justin Bieber, then One Direction. So to be a facilitator and bring that kind of access to those acts to listeners on a one-on-one basis, it was very communicative.

Through social media, all fans have that connection to their artists, whether that is Metallica, Katy Perry or Justin Bieber, and they Tweet back, and there's something about, that makes it awesome. Part of my job responsibility now is to build up a social media network for Lea and somebody who can call in, can have that access to Facebook, and I or Lea will respond back. Radio mass media can positively affect the human culture and the human spirit.

16. What changed radio the most? What single item has had the most impact?

I like to look at things objectively because you cannot really control it, I mean how you really going to be able to adapt to the 96 Telecom Act. When President Clinton signed the 96 Telecom Act then things became more conglomerate. For example the phone company AT&T had a monopoly on everything. When the phone companies were finally deregulated by President Reagan you had the opportunity of making a long-distance phone call for a lot cheaper. So as a consumer what you pay the two dollars a minute or two cents a minute? With radio, and consolidation and radio able to buy as many stations as possible, instead of having competing radio stations there are now working together, and instead of having competing sales staffs it was one staff working for both stations. Now some people loss or jobs and some people kept their jobs. What I mean by it depends on who you ask. Those who lost their jobs will say it's the worst thing ever, those who are overworked will say it's the worst thing that ever happened, those that are adapting they are able to make it work.

22. Is radio a community / public interest entity, or solely a profit based business?

It's a combination of both. That's just the era we live and we live in a very capitalistic society. But there is public radio and college radio. So when you had to make your decision from changing from classical to top 40 in figuring out how that would affect the public, Clear Channel and Cumulus have to do the same thing when they decide to change a format, how will it affect the public the most, what's going to have the greater access to the public. A few years ago the CBS station change the format to go up against KISS FM, you may question do we really need another pop music station in the market selling the exact same thing; but if you look at the ratings those two stations are neck and neck. It's like Coke and Pepsi, Coke had the market and you have to question do we really need a Pepsi. It's the market that determines what stays and what leads. So how do you balance that? It used to be mandatory to play a public affairs show and now I can get all that stuff on the Internet on my phone. The other day I handful of San Francisco stations put on fundraiser for the victims in the Philippines because of the large Filipino population in the Bay Area. There are able to use their broadcasting partners and through social media and they were able to put that word out and raise money for those charities, and that's how you balance things like that. And since I'm not in the Bay Area I found out about this on Instagram.

27. In the past a radio station had a dedicated news director; not so much anymore. Has this affected the information that a radio station delivers? (And) 29. Does that also affect a listener's perception of the station?

I think listeners are smart because of they want music they know where to go, but if they want news they know to go. I personally don't think it affects perception that much. I think if anything it strengthens the brand more. Morning shows like Ryan Seacrest still have that morning news because that's people want to hear, they can get some talk music and humor and mix up with news.

34. Is technology creating a gap between the types of listeners?

You can ask the same thing if there is a divide when between radio and television when TV came out, or AM and FM radio. Or you can even say the same thing about the gas lamp in the light bulb. Technology will always evolve but I don't think there's a gap there because people eventually come around to technology. Like KFRC AM in San Francisco they switched from top 40 to big band because the largest audience of teenagers was going to FM.

36. Internet audio is able to more accurately track listeners, thus presenting more accurate information for advertisers. Will more accurate reporting, compared to previous sample diaries and surveys affect how advertisers buy radio?

I think it is happening now. I think the advertising community is learning how to get into that. I look at the writer's strike from a few years ago and the writers wanted to be compensated for the digital rights, and the companies were saying "you can't prove that that people going to see your content." And the writer said "but you are selling advertising online so that is proof right there."

The advertising community is deftly finding ways to advertise on it.

38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?

The company I work for Westwood One is actively fighting for spaces for sound programs on digital platforms. Disney is definitely on the forefront of embracing the digital technology. The media companies learned a lot from Napster. The record companies were not listening to the 20-year-old intern about how to get music, and the record companies were late to the party. Media companies like TV and radio have been looking into that for like the last seven years. This is no different from when people said that radio was dead when television came about. Now there's just more competition and is a way to adapt to it. Steve Jobs in his biography talked about going to the New York Times and saying, this is a good paper, people are going online anyways let's find a way to partner as opposed to being just print only and fighting it. There will always be the perception that radio is dying, but it goes back to how these companies create compelling content. The infrastructure is already there are today and iHeartRadio, Sound Hound, all of those platforms are just a retransmission of the radio signal. iTunes radio, how do you make that compelling? And as a music radio guy I think it comes back to making sure that you have compelling personalities that will make people tune in. If you have a distant personality given the time and not much else, and not creatively weaving the music from song to song, people are just going to go fire up the iPod.

44. What is the future of radio?

We are in uncharted territory, we get to create the rule, and we get to create the charted territory. People like you and me get to inspire the next generation. I was given a college tour to a bunch of kids at radio Disney. Every time we had 30 to 50 students that would come in, and they said they never considered radio as a medium. And because we are passionate about this business that passion spreads to other people and we can inspire people to think about being in broadcasting. Social media has given a voice to everybody where everybody can be a broadcaster.

Carl Lamar
November 19, 2013
Executive VP, Radio Host
Canyon Media
St George, UT

1. What is radio's future?

Radio's future is strong, radio's future will continue to be a voice that people identify with, a voice that is one of their own, a companion, a familiar voice and a comfortable voice; there's a comfort level with the voice you are comfortable with. People complain about answering machines and computers; everybody hates those, why, because they're missing the human component, it's not real, it's not live, and I think people can feel that somebody is alive at the end of that microphone on radio. We yearn, we long for that, and we need that it fills us.

5. What advice were you given when you got into radio?

The advice was learn anything you can, keep your mouth shut, don't be a smart alec, don't be an ego head, understand you are starting from the ground up, be respectful of this opportunity, be respectful of those who have been in longer, which was everybody at that time, and be willing to learn. And I was, and I learned quickly and I was very very fortunate to be given an opportunity to do things that most people don't do until much more tenured in radio like live remote broadcasts and other things and I was very grateful for that two years I spent there.

6. How have you changed over the years? Your view of radio? Why are you still in it?

I don't think my view of radio's ever changed. I think the business and the industry has changed, and changed in the way that people view radio and how radio operates in terms of the people who are running radio. Back when I started in radio, it was a lot of mom-and-pop operations especially in the smaller media markets. Larger markets have larger corporations which had several radio stations or owned by the TV stations etc. But there were hundreds and hundreds of hundreds of family owned radio stations. And seeing how radio has evolved into becoming a corporate world which was inevitable with the age of consolidation, I thought that some of the heart of radio was lost, or may be misplaced or forgotten. The real goodness and attention of radio is to be there to be a companion to accompany you. Radio is something you take with you everywhere you go, it's a friend it's a voice, and it's a calming influence. It's not only information not only music, but that voice speaking to from the speaker is a real somebody that has a heartbeat, and somebody that becomes part of your family. And that is what I liked about radio. It tied us to people, and I've always been a people person. Radio has not changed what its real purposes is, just in how we manage it, how we operate it, how we look at it in today's world, that has changed umpteen dozen ways. It's delivery systems, how we provide the music, that has all migrated and evolved over the years, but I think radio's real intent over the years, is to be a voice in the community that can be trusted, that can be respected that can give back. One of radio's major responsibilities is to give back to the community because we take out of the community revenue, and we need to give back for that. Not just give back results to clients, but to give back to the community because they have given us their ear their listening.

7. What was radio prior to the Telecommunications Act of 1996?

I would have to go back to the more family operated scenarios. There was more of a human element involved in it. As a manager I cared a lot about my employees and I want to create an atmosphere where they feel respected they feel needed they feel admired for their talents and ability and it's a place where they can learn and grow and give a bit of their talents. With the age of consolidation coming into view, obviously that meant that corporations could have more radio stations underneath one roof and we saw it more as a spreadsheet then what radio's real responsibility was. And radio has always been a business even for the family operators, you don't run a business to be nonprofit, but once big business got involved and I mean non-radio people, I think a lot of the heart of the radio industry was either lost or forgotten. And that is not a negative comment against any corporation or group owner, it is just the reality of it. There are many group

owners and companies who are real radio people. But the fact of the matter is, when you have that many radio stations, it becomes quite a big business. And you have to be aware of that bottom line, and members of the board, and shareholders, and you have to be responsible to them to return a profit. Back when it was family operated, a lot of those families did not make their fortune operating radio stations. It paid for their living expenses, they provided their families a good living, but the big payoff came when they sold the radio stations. They were not trying to get a big payoff a month to month to month and that is just the reality of it. Radio has been able to improve over the air because of big business, so there is been both positives and negatives from the consolidation.

8. What was the radio station / listener connection? The DJ / listener connection?

It was stronger; it was greater because of what I saw after the age of consolidation, in an effort to cut down the overhead I saw the movement toward satellite delivered music formats. And I was a victim of that as well. In 1988 KONY went satellite. And with voice-tracking etc. it took the human element and the connection to the audience away from it and I think now we have seen what happened there. A lot of radio operators now are trying to get back to that. They can save money by doing voice-tracking but there was a time before voice-tracking when they went to satellite music they felt that having an announcer sitting in Los Angeles or New York would be just as friendly and connected as a local guy can. And they found out that that is not true. That just cannot happen. The guy in Los Angeles cannot say "wow what a great day in St. George it is". All they can say is "that was and this is and it is, 15 minutes past the hour and on the national news front". People can get national news anywhere they want. They want to know what is happening in their own community. So I am glad to see that radio is returning to that need to connect.

8. What was the radio station / listener connection? The DJ / listener connection?

That is invaluable. When you went to satellite delivered formats you lost that. With satellite you had major market and better voices presenting the music but you lost that connection. People could not come see you at an event or eyeball you face-to-face. They need that connection, you become bigger than life and they want to meet you, they want to know who you are. Some satellite formats allowed you to somewhat connect but not on the local level. And that is where radio's power is. You can't connect to TV people like you do with radio people

16. What changed radio the most? What single item has had the most impact?

Social media. Social media has great power and works so fast. With the smart phone and Internet and the availability to connect and the availability to stream, and I still think people use the Internet to stream radio and the listener radio, because people like that connection. But with that being out there people can send information back and forth and connect with each other and a number of people at the same time and I think news organizations are still learning how fast word can get out via social media, that just actually shocks the news outlets. That's why you see on Fox news ABC CNN announcers saying "hey this is on Facebook look at this", because that information is instantaneous. It's faster than email faster than mail itself it's incredible. Social media is becoming a lifestyle and a part of people's everyday lives, and radio is now welcoming and embracing that as a help. I think they work hand-in-hand. While in your car you shouldn't be tweeting or Facebooking or surfing the Internet, but you can still listen to the radio and radio can direct you to their Facebook. So you have another opportunity to reach out and connect with the listener out there and a hold unique way. And these people who are your Facebook and Twitter followers can learn more about you as a personality and is a real-life person than they ever could do the radio waves. It's now two-way communication instead of being one-sided.

17. What has been the impact from consolidation, a result from the 1996 Telecom Act?

I know a number of individuals in the industry where radio was her lifeblood and they were sent to the street. Announcers, general managers, talent, they were suddenly wondering "hey what happened. What's going on here?" Voice-tracking cut down the number of live bodies needed.

Satellite delivery cut down the number of people needed. When I started in radio and you run 24 hours a day, you had to have a warm body sitting there 24 hours a day spinning those records. Even if you put on a long play record somebody still had to take the needle off that thing and change records. With the invention of voice-tracking and systems that allowed automatic remote control that cut down the radio stations overhead in people and that meant more profit for the bottom line. And for many owners and GM's that is what it's all about returning that investment back to your owners or shareholders, and that is important. If I had my life savings invested in a radio station I would want a return on it. I have heard corporate owners say "why do we own these radio stations when I can just take this money and put in a savings account or a CD and I can get better return on that than what I'm getting right now." People invest in TV and radio to get a much higher yield. It's all about that return on investment. But in order to keep and maintain that return on investment you have to provide quality programming. It works hand-in-hand if you don't have good programming and you cannot sell, if you cannot sell you can't pay the freight, you can't get the return on investment. It comes down to what kind of product are you presenting to the masses. And the masses are pickier now. They have so many different resources to go to now for entertainment and information so radio has to be extremely sharp and relevant. When TV came out people thought that radio was done they were wrong. Or the CD or the Walkman why do I need the radio? And I think for a long time people were saying "hey I don't need the radio anymore I have music I have my iPod I got 12 days of nonstop music." But one thing that happens when you are listening to just music, after a while a couple hours or a day, you start noticing that something's different something's missing. What's missing is that human connection; you got to have it, you're feeling isolated. What's the weather, what's going on, what's occurring in the world, while the fire trucks running down the street. I need somebody to talk to me to comfort me somebody who can identify with me and tell me what's happening in their life today somebody to pick me up to cheer me up to be my companion. Just playing music on a jukebox, people feel disconnected. You can only listen to music in a jukebox for so long through Pandora or satellite XM a CD player, it does not, matter; you feel disconnected without that human voice.

20. What is radio? (And) 21. Who is listening?

Again today's radio is just as important as it ever was. It exists as a means of information. It's pretty immediate. Can social media be faster? Yes, but in terms of that human connection social media does not do it. Social media is still pretty much the written word. It may provide information or comments or opinions but there is so much involved with tonality and vocal response and how a sentence is delivered that social media cannot portray because, if I send you an email and make several statements in an email as opposed to calling you on the phone and making the same statements, you may take it two different ways. It's not this going to be the same. With the written word you lose meaning but with the tone of my voice you can fully understand what I'm saying and whether I'm happy or sad or proud or content or frustrated. All of these emotions cannot be portrayed to social media. A lot people say the younger kids the younger generation is all about social media all about texting all about tweeting and I agree with that, but I still feel though that if they feel or want to feel accompanied in the car or at work, they will go to radio. Whether that is delivered by a stream to their smart phone or computer, I still think they want a voice there as a companion. I think radio's viability is still very strong as long as it continues to connect to their lives and can convey feelings and information. People like to identify with other people. We really do deeply care about what's happening with other people's, lives we want to know what's going on, we want to know how we are measuring up, we learn of other people that are facing the same challenges and trials, and how they got through those challenges, and I think radio is still a very good carrier of that emotion and that personality.

22. Is radio a community / public interest entity, or solely a profit based business?

In today's world it will have to depend on the operator in their attitude. It all depends on who you are talking to. As a business you have to be a profit-making machine. You cannot continue to operate if you are losing money why would you do that, it does not make sense. So yes you have

to be a profit-making company and some radio success is measured on how great that profitability is. But I still think that if you solely look at it that way and don't pay any attention to the community or the community's needs or interests or desires or give back to the community I think that that profit machine ceases to exist, so is it still important, yes but it is a public interest and it is a profit machine. It can be both to work properly, it has to be both. One without the other means no radio. There has to be a happy medium that satisfies both areas.

24. Many CD players gone from 2014 cars; Smart radios / Smart Dashboard, are becoming the norm for new cars. With Internet in the car dash, how much of an impact will this have in traditional AMFM radio? (And) 25. Does this only affect those who can afford new cars? What's the affect in 5-7 years when these cars with Smart radios populate used car lots?

I think the music industry has already realized the age of the CD is gone. I still think that radio can be a vital part of the car dashboard because again what is radio, providing that connection, that voice, that human element. So whether they connected through direct Internet or a stream radio its still viable, it is still there, it still provides the news and entertainment and personalities and connection and music; it's just that the delivery systems will change that. Look at the interior workings of a radio station from 1970 until now. It has changed 180 degrees. What happened to all the old cart machines those are gone, reel to reel machines gone, turntables gone. They have been replaced by digital operations. The microphone is still there. The microphone will always be there. It was there in the beginning is there now. It's the one thing you cannot replace. Because you have to have that human connection.

27. In the past a radio station had a dedicated news director; not so much anymore. Has this affected the information that a radio station delivers? (And) 29. Does that also affect a listener's perception of the station?

I think in the past to the radio industry has been probably one of the largest sources of news and information. I still think it is with news bulletins and what is happening locally. I think with the Internet and what's available on the Internet, I see that stations that are invested with music and news, that it probably was not a good payoff for them. That's what you see all news stations or all music stations. It is not been a good payback for radio station to have a lot of newsgathering. And I think the availability of local information is out there without having to pay somebody to go find it. I don't think people are upset with radio's way of delivering information or the availability of information, but with one touch of your smart phone you can get all that. You wait for three songs to play to hear that news information you want right now or do you push a button on your cell phone. I think radio stations have realized that with the advent of smart phones and the Internet that the basic information is readily available faster than what radio can provide. But here is what is interesting. As we've had local tragedies and local disasters we have found that oftentimes cell towers go down. Or that people don't have the availability to recharge their cell phones. Where do they go? They still have that radio in their car and in most cases that car still works. A lot of people go to radio when they want to hear what's happening with the local disaster be it floods fires etc. they still go to radio because they feel radio still has a responsibility to find out what is going on and telling everybody. People call a radio station a find out what is going on they listen than they tune in to find out what's going on. And we still have that responsibility to find out what is going on and pass along that information.

30. Does radio still have a 'hold' on local content and news, or is this information becoming more available, and sought after, online?

That will depend on the market. We are fortunate in this market that we have a couple of different news sources via the Internet; one is a newspaper even though the paper delivery is dwindling, but news media outlets are still providing good local news. Radio provides more of a commentary on the local stories and can discuss it at great lengths whereas the Internet delivers information to you but the radio asks how do you feel, where were you when this happens, and print cannot do that. That back-and-forth communication is radio's power.

32. Are you using Internet technology to reach more listeners, and if so how? Results?

Yes we stream. And Internet via Facebook is something that we really stress to our announcers. Again people want to know more about our lives and our personalities and what we are doing and what we think. They want to know that we have kids to and that we do the same things that they do and we go to parties and we go to movies and we are affected by everything they are affected by, they want to know our take on it, so I still think people turn to the radio for that. That local personality feel.

34. Is technology creating a gap between the types of listeners?

Perhaps maybe those who cannot acquire the equipment to have that social media contact maybe they're not being involved with their friends as those that have the Internet capability. I think Facebook has brought a lot of people together who haven't talked to each other in 20 30 years. And that is something that if you cannot afford, that ability to get onto Facebook and communicate, you are missing out. I think radio does fill in those gaps. We still share with radio listeners what is going on our Facebook and we will share responses from our Facebook.

36. Internet audio is able to more accurately track listeners, thus presenting more accurate information for advertisers. Will more accurate reporting, compared to previous sample diaries and surveys affect how advertisers buy radio?

It could be depends on the outcome of that. I think every advertiser wants to know where buyers are coming from. Any business owner wants to know who I'm reaching and how many and that information is invaluable. And for many years we just try to guess. With any opinion poll we try to get an opinion of what the majority feels by sampling the minority and that may not be very accurate. Although it may be pretty close. But having accurate information for business person and having that quantitative information is invaluable for that business person. I think radio surveying is getting better all the time.

37. What should radio be?

Radio should be relevant able to connect, be able to be what radio was in the past and that is a companion, a family member, another human being, another opinion, another viewpoint, and a source for information, and a connection a connection more than anything. A connection human to human. People without human contact fail.

38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?

Yeah I think that happened in 1948 when TV came out or something like that. I think most radio stations recognize social media. And that's one of the biggest things that are impacting radio in the age of digital technology and the delivery systems for information. Radio is being very smart in using this new technology to further their own abilities to provide entertainment people. They need to embrace it not rejected, not try to compete against it, but use it to the betterment of their terrestrial facilities. How will our stations be received in the near future, I don't know. Will terrestrial transmission method to die, I'm not sure. There's been a lot of money invested in mountaintop sites and big tall towers, but if they can embrace and adapt industry means and other methods in keeping information and content and other relevant information and that human contact and connection with people in various delivery methods, then why can't they continue to be viable. It may not be by the classical standard methods that we have grown up with, with the tower and so many watts and a transmitter, that is already changing.

39. Music is available online; local content is available online; personality entertainment is available online. With the access to technology becoming more widely available to the masses, why should those who have this access choose to listen to traditional AMFM?

Again that connection, not everybody has that technology and not everybody wants to be so connected. And there's a point when you say that's enough of my smart phone and you put it down, enough of that computer and I turn it off. While the car you cannot text you cannot Tweet, at least you shouldn't, you cannot Facebook you cannot interact digitally like that in your car, to stay on top of information, you're not even supposed to read that screen that's in your dashboard.

But you can listen to somebody talk to you and play music for you. I do not think they'll ever cease to exist.

42. Is local content what listeners really want to hear, or is it just a buzz work?

Local content is extremely important. If you don't have local content in your just another satellite delivery method. Here somebody with no name they don't know who you are. You have to have local content so they can identify and relate, what is relevant to them things that are going on in the community that are relevant to them. If it is not relatable to them then they will not listen. It's just noise.

43. What do you say to those who want a job in radio?

Be willing to put your time and be willing to start at the bottom. My answer to them is dependent if they want to be in sales or programming or promotions or management. It's all different counsel different ways to go about it. If you want to have your voice on the radio learn how to read learn, how to read well, learn how to read with intonation, learn how to read out loud without sounding like you're reading, be smart, be well-educated, be well-versed, read a lot, be informed, know it's going on,. Above all, read well, if you cannot read you have no place in radio. That goes back to the basics of education, and I fear that we are moving away from those things.

44. What is the future of radio?

I think the future of radio still bright. The need for connection, the need for relativity, and human contact is still there. Does 50 years make a difference in our existence as human beings, to have that need for contact with other people, no it does not. Time does not change that need. That need will always exist. Why do you think they have solitary confinement in prisons; because it's a punishment. What drives them crazy, the solitary idea that there is nobody to talk to nobody to interface with nobody to listen to and that's what solitary confinement that's. So the human spirit will always need a connection. As long as radio can continue to be relevant informative and entertaining and part of the family and be a friend, that's what I was always taught, was be a friend on the radio, so I can be a connection to those listening. There are values out there to. There are entertainers that I cannot stand to listen to, because I do not share their values. But others I do love to listen to because I do share their values.

45. You final thoughts

Radio has been good to me it's been my career it has allowed me to live in a good way of life and lifestyle and to provide for my family. I have put myself out there and I've tried to be that friend on the radio in that voice of peace and voice of reassurance. I've been told that at times when we have had local difficulties in tragedies and disasters and people have said you had a calming effect at the other end of the radio and I knew that everything was going to be okay. And that made me feel worthwhile and that is reassuring it's a good feeling.

Morgan skinner
November 20, 2013
Broadcast Consultant
Rockwell Media Services
St George, UT

1. What is radio's future?

It can be what you want to make it. It is changing so dramatically so quickly that the analog people of my age... when you're in your 70s you see what they call the glory days, the early days of radio when it was fun. Today it's become a real business and has become driven by the Internet, driven by social media, the interpersonal relationships that allowed radio to be the successor it was years ago is more challenged today. From my perspective, it's become a transactional business as opposed to an interrelationship business. What I mean by that, would be a listener is treated by "hello everybody hi everybody nice to see you everybody", even though the hosts are only thinking of the masses, not communicating one-on-one. We're losing the one-on-one interrelationship that real radio was about and was the success of radio.

5. What advice were you given when you got into radio?

One-on-one communication. As an announcer to be on the air you need to understand you talk to a single individual. We don't talk to everybody.

6. How have you changed over the years? Your view of radio? Why are you still in it?

As a young lad in the business I thought if I could learn how to be a good programmer, understand talent, manage, and understand sales, then I would be a qualified to become a manager. Understand the radio is really made up of what 3 or 4 components. Engineering, I always felt I could hire. I was not good in math and didn't have a real affinity for engineering although I became an amateur radio kid and that's what really sparked my interest in radio to begin with, Radio today? People today would never recognize it, when I started in radio we were actually recording commercials on acetate discs and playing those disks live on the air; we were playing 45 and 33 1/3 records rpm. That was the way music was played in that time, in the 50s and 60s. Today we transition quickly to CDs. You can download and format all country, pick whatever you want, downloaded into computer files. The personal touch of radio is gone. In my view it's all become automated, that's been driven by the, what I call the fallout from the telecommunications act of 1996. Stations were required to do all the real local programs and issues. The localism, in public service announcements and stations were required to be involved in the community.

7. What was radio prior to the telecommunications act of 1996?

The enjoyable thing is, you were very involved in the community. You knew the mayors the city councilman the peer leaders. You did ascertainment on a quarterly basis where you are interviewing these people on a first name basis, you knew the problems in the community, you responded by finding programs or raising money or helping people understand that there are solutions to whatever the challenge was, whether it was crime or whatever may be. Of course the more people you have the more crime you had. Plug-and-play radios is what we have today as opposed to real people behind the microphone. The person behind a microphone on the radio, today frequently is not there; either in Colorado or in California or someplace. He is doing liners

8. What was the radio station / listener connection? The DJ/ listener connection?

Very personal, more personal and interrelationship. Hosts on the air were sensitive to what the listeners really wanted to hear. The connection frequently was the request line, cards and letters, going out and hosting dances, so they were in the community and knew who the listener was, and

tried to provide material. Prior 96, shock radio, you had Joe Pine and people like that, conservative radio, and you'd get big numbers, so you begin to see the splintering instead of the generalization. Shock jocks became how close to the edge can we push to get people to listen whether it's about sex or whether it's about using offensive terms, that's what shock jocks were called. You saw music changed dramatically in the 60s and 70s. Acid rock became something that was an acceptable commodity to program. Drugs and drug cultures and 60s had a pronounced impact on music and listeners and the host.

11. What was the value of a news director and local content?

Invaluable. Local news, local or what they call low-power FM is really driven by people who think local news, local events, and local public affairs is what people really want to have. The Prometheus project is really driven by... the community nationwide is missing. Prior, it was going out and interviewing people, and having it on the air and having it accurate. It was not only fun but you felt like you're making a contribution to the community and the community really responded the listened. They appreciated it. We try to emulate that in the early days of KSGI. We tried hard to tailor networks stuff and insert local weather or local news and do live broadcasts, live coverage of news and radio. You used to turn to radio for local news when it was happening. If there was a traffic accident somebody was telling me where and when and what to avoid.

16. What changed radio the most? What single item has had the most impact?

Telecommunications act of 1996, allowing broadcasters do whatever they want and to bring what I call soft dollars of public companies into the broadcast media on a major scale and acquire stations clusters and stations nationwide to where they've had to cap the nationwide ownership and television so that they don't have one group that owns more than 30 some odd% of the nationwide viewing audience. Then stations became cookie-cutter programming. You are listening to whoever the popular rock jock was in Los Angeles in St. George and Denver and any place. Then the Internet combined with that. Internet was change dramatically, because social media, because of the Internet that technology has changed the dynamics of radio globally as well as locally and nationally.

17. What has been the impact from consolidation, a result from the 1996 Telecom Act?

Lack of a personal one-on-one, knowing what community values are, how to respond to that, being driven by the bottom line. Once Wall Street became the owner of mass media, it's all about money and revenue not about your viewers and listeners.

20. What is radio?

Think it depends on whether you're talking to a 24-year-old or a 50-year-old. Radio in the sense is never change for me. It's the ability to communicate and serve the community, one-on-one. When you do that, your successful, interrelationship, you don't become transactional. Because of the 1996 Communications Act we became transactional in the sense that numbers meant everything. Ratings and and buyers, advertising revenues driven by transactional numbers, not by what you are doing in the marketplace. Nobody cared if you had a niche programming on the radio. If you didn't have the numbers in the Arbitron or whatever, then you are not bought, anything that did not have the buys didn't have the revenue, didn't have the revenue than you selling out to Mr. and Mrs. Wall Street who are the Clear Channel or somebody. The mom and pops saw big paydays. The values on stations were so enormous that when they came to offer them five times what they ever even though they'd see, they retired, days of the mom-and-pop are gone today.

21. Who is listening?

That's the biggest challenge for anybody that owns radio stations. If you're in a small market you know. If you're in a major market and you're not in social media and you have figured out how

to get your AM/FN plugged into the new technology, you've missed the boat, that's a big challenge. Today accountability is everything. With the Internet they can tell whether you're listing, how long, who was listening and more accountability, and advertisers are demanding that. It becomes more transactional.

22. Is radio a community / public interest entity, or solely a profit based business?

Depends on the owner. Can be both, the licensee determines that. NPR is probably doing a better job of serving the community needs than a lot of commercial broadcasters. Principally because of left-wing, if you will editorial slant, as opposed to a generic approach of reporting news or public affairs, and that's one of the advantages or disadvantages of what happened, you don't have to be a conservative or liberal you can be report both sides. That type of programming has gone away. People think they can get a bigger audience; the Limbaugh's, short-term experiences back in Kansas a personal friend of mine had a history of having to fire Rush Limbaugh, and I said to Phil "how did that feel". Again you saw a guy with money and resources and a niche, and made it happen to make Rush Limbaugh the superstar of syndicated radio. And still maintains after 25 years which is kind of amazing.

23. What are your views on streaming music from the Internet and its impact on radio listening?

Radio listeners today are those that can select whatever they want, whether it's Pandora or Slacker radio, and set automobiles where you can preselect the type of music you want without all of the interruption, and all the nonsense of the Disc Jockeys instead of playing CDs. Satellite radio, people thought that was going to be a major threat, I never thought Sirius and XM would emerge, than they did. You have to pay your subscription fees and if you're traveling in the mountains you welcome stuff like that.

24. Many CD players gone from 2014 cars; smart radios / smart dashboard, are becoming the norm for new cars. With Internet in the car dash, how much of an impact will this have in traditional AMFM radio? (And) 25. Does this only affect those who can afford new cars? What's the affect in 5-7 years when these cars with smart radios populate used car lots?

That is the radio listener of the future; you have hit the nail on the head. You can predetermine what you want by what you want in your car, if it's just music or information. Even emergency services are holding this technology so if you're listening in your car and there is an emergency like a tornado that used to be what radio was about and all the local areas keeping citizens informed on issues and how to deal with them. AM radio is having to be redefined even to survive. The FCC commission is going through a whole new approach to find out if they can even save the AM spectrum over the next 20 years.

27. In the past a radio station had a dedicated news director; not so much anymore. Has this affected the information that a radio station delivers? (And) 29. Does that also affect a listener's perception of the station?

Absolutely. It's based on economics. One sad story is watching what happened to KCSG. It was relevant, we had local news. Now we plug-and-play old music, and the relevance is gone. Relevance means revenue, and one of the misperceptions of management and ownership is that news is not profitable. News can be extraordinarily profitable when it is properly done. News is always taken a backseat to primarily music stations, but when you combine the two and stations that are successful throughout the United States are the ones with news departments, they may have been scaled down but those news directors are doing relevant local programming. When you take news away from local television the revenue stream dies.

30. Does radio still have a 'hold' on local content and news, or is this information becoming more available, and sought after, online?

Everything is available online, it's just a matter of if you want to find it. What I have found out about radio is that you need to find out who your listeners are and what they need, and provided, and provided in a timely way. But you have to define your audience you cannot do all things for all people. Radio now is like a rifle you find out who that niche is and be very successful at knowing who that audience is and their needs.

32. Are you using Internet technology to reach more listeners, and if so how? Results?

No. Some are trying to figure out how to. There is a synergy between the two and the need to get it done. Many broadcast companies don't know what to do with the Internet. It's a reference point but not an integral part of what they're doing. The cost to stream in the royalties involved, the perception is that it takes away and is not a part of. And branding becomes a key issue of all radio stations and now branding is more critical than ever.

34. Is technology creating a gap between the types of listeners?

I think there's always been a gap with technology. Technology and people who are followed technology it becomes impersonal. What technology has done has splintered or exploded so you don't have a core listenership anymore. You're making technology a part of your brand. You can have your station on your phone or in every aspect of what you're doing, Facebook, smart phone, but that is not being properly done.

36. Internet audio is able to more accurately track listeners, thus presenting more accurate information for advertisers. Will more accurate reporting, compared to previous sample diaries and surveys affect how advertisers buy radio?

It already has. Advertisers want accountability, and we are back to the transactional way of buying unless the seller or the licensee shows the interrelationship. One example of this is Dave Ramsey's advertisers have been with him for 25 years and it would not matter because he knows what their needs are. He helps local syndicates that carry his program, tailor it and respond to their needs. What the Internet and new technology has allowed the buyers to do who have always hidden behind numbers, they only care that we have x amount of viewers or listeners and here's the empirical evidence that you can get on the Internet. Years ago with the Arbitron ratios you knew a listener had to hear you're commercial 5 to 7 times before they knew that it was a certain product, and you learn how to schedule a spot at different times, so you got the type a listener you wanted. Today technology as determined and only the age, and anybody over 55 is challenged with technology. Parents are having a hard time trying to figure out what their kids are doing. To me, it has been divisive. Instead of sending flowers to your wife you send a text and she sends a text back. So that relationships becomes less personal and at the same time it's happening with radio.

37. What should radio be?

You have to embrace the new technology and brand and branding. Look at KFI, KSL; these are brands that have been there for the last 75 years, and what they've done with them. A classic example is KLUV in Salt Lake City; it was a popular brand until some 'bright program director' changed the call signs. In the same thing happened at KMBC when some 'bright guy' thought hey we don't need KMBC, and that branding disappeared forever. You can't put it on another station.

38. Radio is being perceived as a dying medium, like that of the newspaper. Is radio properly embracing the future by investing in Internet technology? In what ways is radio using Internet technology and in what ways should it be?

The major group owners that understand the changes, they know they have to embrace it and they're doing a lot of things to do that. Clear Channel's way of embracing it is going out and buying the new high-tech companies like Pandora or whoever. So that's the way that they are embracing it. It's like saying TV is going to go away because cable arrived. There will always be a place for radio the question is where. 94% of all America listens to the radio each week. It may be on FM or on a smart phone or a computer; it's a question of what radio operators want to have happen. They will have to embrace the new future. Those that have the revenue will be able to embrace it and those that don't will have to do with what they got.

39. Music is available online; local content is available online; personality entertainment is available online. With the access to technology becoming more widely available to the masses, why should those who have this access choose to listen to traditional AMFM?

There is no reason to if you're only desire in life is to have just music. You can have that on CDs, cassettes or whatever. AMFM will be alive as long as they keep themselves relevant, and get out of this transactional mode and more into an inner relationship mode, and are relevant to the community and listener to whom they want to serve. They need to define who that is because you cannot do it for everybody. And that's why you have the splintering of formats. You have to figure out what makes sense for you as an institution, who you want to be a part of your listenership or viewership and define who it is. If they are on a smart phone that you need to be on a smart phone. You don't see enough broadcasters doing that.

42. Is local content what listeners really want to hear, or is it just a buzz work?

It depends on what you mean by local content. Local content if you do find information relevant to the demographic or target audience that you want to serve or niche, then absolutely. If you are just going to have generic information to fill a requirement of programs and issues because the FCC told you that you had to have so many minutes or demonstrate just to accommodate that, then it's a waste.

43. What do you say to those who want a job in radio?

Finding another job. It's a challenging times, learn the basics, decide what you want to do, and enjoy and have fun. It's not about playing records being a super jock. It's a business, and you need understand what the principles of business are about, and technology and how to impact radio today and tomorrow.

44. What is the future of radio?

It's bright. If you endorse an embrace and put your arms around new high-technology, have a good quality product in good branding, and serve the needs on an interrelationship basis as opposed to transactional. If you marry transactional then the future is not as bright.