

be redeemed for cash at the station the next morning. There were five checks with total prizes of \$1,000.

(g) In 1952, Omaha was besieged by a very threatening flood of the Missouri River. Throughout the entire flood crisis, we carried many programs of direct broadcasts from the field which were transcribed and put in our files. On the first anniversary of the flood in 1953, we thought it would be of interest to our listeners to hear some of the old flood broadcasts. The program ran for 55 minutes and was identified at the beginning and end as being a rebroadcast from the flood of the previous year. Nevertheless, by the end of the broadcast 200 volunteers had appeared at City Hall for flood duty and over 100 families had evacuated low lying areas although the river level stood at below normal.

A great deal has been said recently about radio having reached maturity. Sometimes I think radio has become too mature. Many stations seem to pride themselves on doing nothing, each day's broadcast being just as passe' as the last day's. When people stop talking about you or radio in general, something is wrong.

Although today we have over 2,500 radio stations in the U.S. whereas at the beginning of the war there were less than 800, and although television has become another competitive factor in both audience and dollars, I look for the future to hold new rewards for those stations willing to do a little something extra to attract and keep that fickle cornerstone called audience.

Without it, none of us could survive. With more of it, our future will be bright!

Pilot Surveys

16

Pilot Surveys

lon

For Pilot Surveys

[illegible]

QUESTION GUIDE CARD

Good morning (afternoon, evening):

THIS IS AN OFFICIAL RADIO ^{listening} SURVEY.

1. Were you listening to the radio when the telephone rang just now?

If NO, go to 2b

If YES, continue --

- a) To what program please?
- b) Will you please look at the dial and tell me what number you are now tuned to?
- c) What station do you get at that number?
- d) Would you mind telling me which of the following age groups you are in:
12-17; 18-24; 25-34; 35-49; over 50.

If YES:

2a. Is anyone else in your home listening to any other radio now?

If NO, go to 3.

If YES, continue --

- a) To what program please?
- b) Will you please tell me to what dial number the radio is tuned?
- c) What station do you get at that number?
- d) Would you mind telling me which of the following age groups the other listener in your home is in:
12-17; 18-24; 25-34; 35-49; over 50.
- e) Is that other listener Male or Female?

If NO:

2b. Is anyone in your home listening to any radio now?

3. Thank you for your response. Goodbye.

REVIEW: Ask Question 1 and 2 of every respondent.

If two NOs, NO to #1 plus NO to #2, stop interview.

Always circle dial number when respondent or other member of family has actually looked at dial.

Please check under Male or Female column on your interview sheet based only the sound of the respondent's voice. You will ask the sex of the person listening if a second radio is reported on in the home.

→ IMPORTANT: If Program information is general, such as Stories, Music, News, Records, Top 40 or Top 20, Classical or the like, ask:

DO YOU KNOW THE NAME OF ANY PERSONALITY ON THE SHOW?

FM RADIO DIAL

89.3 KCBT 90.1 KERA 90.9 KCHU 91.7 KVT 92.5 KAFM 93.9 KBUY 94.9 KAMC 96.3 KSCS 97.0 KMXI 97.9 KZEW 98.7 KNUS 99.5 KPLX 100.3 KMEZ 101.1 WRR 102.1 KFWD 102.9 KDTX 103.7 KVIL 104.5 KKDA 105.3 KOAX 107.5 KNOK

AM RADIO DIAL

570 WFAA 660 KSKY 730 KKDA 820 WBAP 870 KJIM 970 KNOK 1040 KPBC 1080 KRLD 1150 KVIL 1190 KLIF 1270 KFJZ 1310 WRR 1360 KYOL 1480 KBOX 1540 KRXV

PILOT SURVEY

WEDNESDAY THURSDAY FRIDAY SATURDAY MONDAY TUESDAY

Interviewer A

7-8 AM	8-10 AM	7-8 AM	6-10 AM	7-8 AM	6-10 AM
10-12 Noon	12-1 PM	10-12 N	12-1 PM	10-12 N	12-1 PM
1-3 PM	3-5 PM	1-3 PM	3-5 PM	1-3 PM	3-5 PM
5-6 PM		5-6 PM		5-6 PM	

Interviewer B

8-10 AM	7-8 AM	8-10 AM	7-8 AM	8-10 AM	7-8 AM
12-1 PM	10-12 N	12-1 PM	10-12 N	12-1 PM	10-12 N
3-5 PM	1-3 PM	3-5 PM	1-3 PM	3-5 PM	1-3 PM
	5-6 PM		5-6 PM		5-6 PM

6/7/56

HOW TO CONDUCT YOUR RADIO SURVEY

You should ~~make~~ a total of 3300 calls in a six-day period, Monday through Saturday, spread evenly from 7 a.m. to 6 p.m. The 3300 includes busy numbers, don't answers, etc. Two telephone interviewers will be required for this job.

To facilitate calling, your interviewers should fill out the enclosed interview sheets before beginning to call. They should call only residence numbers.

A schedule of working hours for each of the two interviewers is attached, providing for rest hours. Each interviewer will be paid \$1.25 per hour for each hour's actual calling, plus \$.25 each for the interview sheets which they are to fill out in advance. According to the attached work schedule, each interviewer will work five hours a day for six days and will thus receive \$37.50 for the actual telephone calling, plus \$16.75 for advance filling out of interviewing sheets. Thus, each interviewer will receive a total of \$54.25 for work done. This figure is correct since there are 26 spaces on each sheet, and 67 sheets will equal 1742 calls, the approximate number each interviewer will be able to make in his or her 30 working hours. Your interviewers, with pre-prepared sheets, will be able to average one call per minute, counting busy calls, don't answers, etc.

Each interviewer should have a sample dial in front of her--two are enclosed for your interviewers. The interviewer should allow the phone to ring six times before giving the home up as a "don't answer."

To pick the 3300 or 3400 residence numbers you are going to call, we would suggest that you assign to each interviewer certain pages. For instance, tell Interviewer A to call the first ten residence numbers in each of the first four columns on page 15 of her directory, then skip to page 25 and call the first ten numbers of each column of that page, then skip to 35, 45, 55, etc. Or, you might wish to have the interviewers take the first ten residential numbers from the bottom of each column, reading up.

In tabulating the sheets, after your interviewers have finished, it is customary to give credit to the closest logical station if in checking their dials people come within 50 kc of stations on the lower end of the dial, or 100 kc toward the top end of the dial.

You should instruct your interviewers that you wish a completely impartial survey--that you don't care how it comes out and just want to know the facts. In tabulating it is best to throw out any answer that appears peculiar. Suppose, for example, a listener says he was listening to Don French at 680 on a musical program. If you can't get them to pin it down any better than that, it is best to disregard that call altogether.

To fill out the interviewing sheets in advance, the interviewer will list the exchange, such as PE, in the first column to the left—under "Tele Disc." The second column is the actual number in the PE exchange. If the number doesn't answer, check the third column and go on to the next number. If the line is busy or if the party called refuses to give information, make the appropriate notation in the fourth column. If the party called is listening check under "yes," in the fifth column, and then get the program and station and dial information in the seventh and eighth columns. If not listening, check the sixth column, "no."

In figuring your final tabulation, you should end with the following sort of table:

Everytown, U.S.A.
Radio Survey

	Sets in use	KECR	KTLC	KLOP	KMXX	KBCT	KOPE	KLIT	Other
7 am-12 noon	13.2	5.7	10.1	8.5	13.0	33.6	10.9	16.2	2.0
12 noon-6 pm	10.4	3.9	14.5	17.0	9.3	29.8	6.0	17.9	1.6

In figuring sets-in-use, you will not count busy numbers, since a set might or might not be on in that home, but will of course list "don't answers" as not listening to the radio. Your final figure, including station call letters and "others" only, must total one hundred percent.

TO: ALL STATIONS
FROM: Gordon McLendon
DATE: May 8, 1956

I got some further information from Frank Stisser, during his visit to New Orleans, which will help you on pilot surveys. Before making the survey, he gives each tabulator a dial with arrows pointing to where each station is located on the dial.

In asking the dial reading question, Hooper gives credit to the closest logical station if in checking their dials people come within 50 kc of stations on the lower end of the dial or 100 on the top end of the dial.

The reason Hooper interviewers are able to make a call a minute which is far more than our own interviewers have been able to make is because Hooper forces them to copy down their numbers on a sheet the day before. In other words, all the interviewer has to do when she starts interviewing the next day is go right down her sheet which she has prepared previously. Hooper pays interviewers \$1.25 a hour for interviewing and pays 25 cents a sheet for the pre-prepared sheets. Hooper allows the phone to ring 6 times before giving the home up as a "don't answer."

Suppose you wanted to measure from 7 to 12 Noon and get a respectable sample. How can you do this accurately at the least cost and what will the cost be? In the first place, you would have to pay 25 cents per completed interview sheet. Since there are 26 spaces on the interview sheet, a copy of which is again attached, and you would be paying 25 cents for each of these, you would have a total of 57 interview sheets for your girls to make out at 25 cents each or \$14.25. Measuring from 7 to 12 and using Stisser's schedule, you would use two interviewers. The first girl would measure from 7 to 8 steadily and then would rest; the second girl at an entirely separate home would measure from 8 to 10 and then from 10 to 12 the first girl would come on again and measure for two hours until noon. You should have a total of 1500 calls in a 5 or 6 day period to give an adequate sample from 7 to 12 noon. The girls call from their homes. Since you have two interviewers, one interviewing for three hours and one for two hours each day, a total of 15 hours for one and 10 hours for the other for the week, you would have a total payment to the girls of \$31.25 for the five days and the 1500 calls. So \$31.25 for the calls and \$14.25 for the sheets they make out is a total of \$45.50 to the two girls for their five days work. Seems to me this is damned cheap for measuring your morning audience or afternoon audience, as the case may be. It would be slightly more expensive from 12 to 6 pm because of the extra hours.

Now, from 7 to 9 AM, or for any other two hour period, to get an accurate sample, you need two people measuring constantly both hours. You figures that each of the two could make 120 calls a day or 240 calls between them, or a total of 1200 calls for five days. This is the number of calls necessary before Stisser would regard the figure as indicative. In other words, you can measure 5 hours with 1500 calls but it still takes 1200 calls to measure two hours. The cost for measuring these two hours would be \$11.50 for the necessary 46 interviewing sheets to be filled out in advance and \$25.00 for the two interviewers, \$12.50 to each interviewer, for a total cost of \$36.50 to run an indicative two-hour survey.

To measure one hour, say 7 to 8 AM, you still should have 1200 calls and this would take four interviewers calling steadily during this one hour throughout the week. The cost would be again \$11.50 for filling out the sheets in advance and for the four girls, \$6.50 apiece for a total of \$36.50 to get an indicative measurement of one hour. So it costs just as much to measure for one hour as it does for two hours.

To get a 30-minute measurement, you need 900 calls and this would necessitate the filling out of 34 interviewing sheets at 25 cents a sheet or a total cost of \$8.50. You would need six girls measuring your 30 minute period and you would probably still have to pay them \$1.25 because you would be employing them half an hour and you wouldn't want to cut it any lower so it would cost you \$7.50 each day or, over a 5-day period, \$37.50 for the actual interviewing and \$8.50 for filling out the sheets for a total of \$46.00. So you see, it is actually cheaper to measure for longer periods of time.

I know this is rather long but it should enable you to set up your surveys from now on more accurately and more cheaply.

GBM:bp

File Copy

2nd
"Pilot surveys"

MEMORANDUM

TO: ALL MANAGERS
FROM: GORDON McLENDON
DATE: MARCH 27, 1959

This will supercede all previous memoranda on conducting pilot surveys.

New interview sheets are being forwarded to you from our office. You are also being sent question guide cards which are identical to those in use by Hooper and one of which I enclose. Use these exact forms and no others.

Two telephone interviewers will be required for this job. These two should make a total of roughly 3300 calls in a six-day period Monday through Saturday, spread evenly from 7 a.m. to 6 p.m. 3300 includes busy numbers, don't answers, etc. Under no circumstances must your interviewers know who is employing them. They must believe that they are working for a completely impartial survey organization. Otherwise, as we have discovered to our chagrin, the workers may well be biased. We cannot take that chance. The moment you even think that one of your interviewers may be conscious of the fact that her survey is in some way connected with a radio station you should replace her.

To facilitate calling, your interviewers should fill out the interview sheets for the following day's interviewing before beginning to call. Your interviewers should call only residence numbers.

A schedule of working hours for each of the two interviews is attached providing for rest hours. You are all aware of the budget amount to be paid each interviewer per week's work. It was formerly our practice to hire them on an hourly basis with an additional bonus for interview sheets filled out. This is no longer the case. Now we hire them on a flat fee for a week's work.

The interviewer should allow the phone to ring 6 times before giving up the home as a "don't answer". To pick the 3300 or 3400 residence numbers you are going to call, we would suggest that you assign to each interviewer certain pages. For instance, tell Interviewer A to call the first ten residence numbers in each of the first four columns on page 15 of her directory, then skip to page 25 and call the first ten numbers of each column of that page, then skip to 34, 45, 55, etc. Or, you might wish to have the interviewers take the first ten residential numbers from the bottom of each column, reading up.

Caution your interviewers that they are not to try to interpret which station the interviewee is listening to. That's your decision to make in tabulating. The interviewer's only job is the securing of information. She must write down as exactly as she can what the people tell her and no more nor less than that. It is important to note that the interviewer, if she handles the situation properly, will almost always be able to induce the interviewee actually to go to the radio and check the dial. When the interviewee has indeed actually checked the dial and has come back with an answer which says "It's set between 7 and 9", the interviewer will then write this down and circle it. The circle means that respondent has actually checked the reading on her radio. On the contrary, if the interviewee merely says "I don't think it's between 7 & 8 on the dial" and refuses to check by actually looking at her radio the interviewer will make note of the information given but will not circle it. Thus we know how many of our responses are actually verified by physical inspection.

You should instruct your interviewers that you wish a completely impartial survey - that you don't care how it comes out and that you just want to know the facts. You will note on the interviewing sheets a column at the left which says "don't answer". She will put a dot in this column for each ring of the telephone and when a total of 6 rings has been completed and no answer is forthcoming, she will put a check alongside the dots. So that you can see how an interview sheet should look when it is correctly filled out, I am sending to you an actual photostatic of a Hooper interviewing sheet filled out by Frank Stisser, President of Hooper. (Enclosed.)

When you are tabulating the sheets after your interviewers have finished, it is customary to give credit to the closest logical station if in checking their dials people come within 50 kc of stations on the lower end of the dial or 100 kc toward the top end of the dial. Previously it has been the policy to throw out any answer that appears peculiar. Thus a listener might have said he was listening to Don French at 680 kc on a music program. Previously in many cases we have thrown this out. However, if a person has gone to the radio and checked it and we have a circled dial reading at 680, I would think it would be proper to give credit to KENS rather than Don French on this interview. On the other hand if it is not a circled dial reading it means that the listener was probably listening to KTSA and simply didn't know where it was on the dial. Thus that interview should be given as a credit to KTSA.

The column to the left - telephone disc. - is checked when your call is referred to an operator and she informs you that the number has been disconnected. On the other hand, if your call is referred to an operator and she gives you a new number for the party, call the new number before proceeding to the next number on your sheet.

HOW TO CONDUCT A TELEVISION SURVEY

Page 3 - Memo to Managers - March 27, 1959

You should make a total of 1500 or more calls in a five-day period, Monday thru Friday, spread evenly from 7:30 to 8 PM. The 1500 or more includes busy

In figuring your final tabulation, you should end with the following sort of table:

To facilitate calling, your interviewers will be required for this job, averaging 30 calls per hour.

Everytown, U. S. A.
Radio Survey

A schedule of sets in use is attached, providing for rest hours. Each interviewer will be paid \$4.25 per hour for each hour of actual calling. Each interviewer will be paid \$18.75 for the actual telephone calling, plus \$14.50 for advance filling out of interviewing sheets.

Sets in use	KECR	KTLC	KLOP	KMXK	KBCT	KOPE	KLIT	OTHE
7 a.m. - 12 noon	13.2	5.7	10.1	8.5	13.0	33.6	10.9	16.2
12 noon - 6 p.m.	10.4	3.9	14.5	17.0	9.3	29.8	6.0	17.9

Thus, each interviewer will receive a total of \$33.25 for work done. There are 26 hours in a week, and 56 sheets will make 1500 calls. Your final figure, including station call letters and "others" only, must total one hundred percent.

Each interviewer should have a sample television dial in front of her. The interviewer should allow the phone to ring SIX TIMES before giving the home up as a "don't answer."

To pick the 1500 or more residence numbers you are going to call, we would suggest that you assign to each interviewer certain pages of the telephone directory. For instance, tell Interviewer A to call the first ten RESIDENCE numbers in each of the first four columns on page 15 of her directory, then skip to page 25 and call the first ten numbers of each column of that page, then skip to 35, 45, 55, etc. Or, you might wish to have the interviewers take the first ten residential numbers from the bottom of each column, reading up.

You should instruct your interviewers that you wish a completely impartial survey--that you don't care how it comes out and just want to know the facts.

To fill out the interviewing sheets in advance, the interviewer will list the exchange, such as PE, in the first column to the left--under "Tele. Dist." The second column is the actual number in the PE exchange. If the number doesn't answer, check the third column and go on to the next number. If the line is busy or if the party called refuses to give information, make the appropriate notation in the fourth column. If the party called IS listening, check under "yes," in the fifth column, and then get the program and station and channel information in the seventh and eighth columns. If not listening, check the sixth column, "no." Ref. means "refused to answer."

(next page)

10/23/56

HOW TO CONDUCT YOUR TELEVISION SURVEY

You should make a total of 1500 or more calls in a five-day period, Monday thru Friday, spread evenly from 7 PM to 11 PM. The 1500 or more includes busy numbers, don't answers, etc. Two telephone interviewers will be required for this job, averaging 60 calls per hour each.

To facilitate calling, your interviewers should fill out the enclosed interview sheets BEFORE beginning to call. They should call ONLY residence numbers.

A schedule of working hours for each of the two interviewers is attached, providing for rest hours. Each interviewer will be paid \$1.25 per hour for each hour's actual calling, plus \$.25 each for the interview sheets which they are to fill out in advance. According to the attached work schedule, each interviewer will work three hours a day for five days and will thus receive \$18.75 for the actual telephone calling, plus \$14.50 for advance filling out of interviewing sheets. Thus, each interviewer will receive a total of \$33.25 for work done. There are 26 spaces on each interviewing sheet, and 58 sheets will make 1508 calls. Your interviewers, with pre-prepared sheets, will be able to average one call per minute, counting busy calls, don't answers, etc.

Each interviewer should have a sample television dial in front of her. The interviewer should allow the phone to ring SIX TIMES before giving the home up as a "don't answer."

To pick the 1500 or more residence numbers you are going to call, we would suggest that you assign to each interviewer certain pages of the telephone directory. For instance, tell Interviewer A to call the first ten RESIDENCE numbers in each of the first four columns on page 15 of her directory, then skip to page 25 and call the first ten numbers of each column of that page, then skip to 35, 45, 55, etc. Or, you might wish to have the interviewers take the first ten residential numbers from the bottom of each column, reading up.

You should instruct your interviewers that you wish a completely impartial survey--that you don't care how it comes out and just want to know the facts.

To fill out the interviewing sheets in advance, the interviewer will list the exchange, such as PE, in the first column to the left--under "Tele Disc." The second column is the actual number in the PE exchange. If the number doesn't answer, check the third column and go on to the next number. If the line is busy or if the party called refuses to give information, make the appropriate notation in the fourth column. If the party called IS listening, check under "yes," in the fifth column, and then get the program and station and channel information in the seventh and eighth columns. If not listening, check the sixth column, "no." Ref. means "refused to answer."

(next page)

In figuring your final tabulation, you should end with the following sort of table:

Everytown, U.S.A.
Television Survey

	Sets in use	Channel 4	Channel 9	Channel 13	Others
7 PM - 11 PM	56.8	18.2	25.5	54.2	2.1

In figuring sets-in-use, you will not count busy numbers, since a set might or might not be on in that home, but will, of course, list "don't answers" as not viewing television. Your final figure, including station call letters and "others" only, must total one hundred percent.

PILOT SURVEY
QUESTION GUIDE CARD

1. "THIS IS AN OFFICIAL RADIO SURVEY. WERE YOU LISTENING TO THE RADIO WHEN THE TELEPHONE RANG JUST NOW?"

2. IF "YES"

- A. "TO WHAT PROGRAM, PLEASE?"
- B. "WILL YOU PLEASE LOOK AT THE DIAL AND TELL ME WHAT NUMBER YOU ARE NOW TUNED TO?"
- C. "WHAT STATION DO YOU GET AT THAT NUMBER?"
- D. "IS ANYONE ELSE IN YOUR HOME LISTENING TO ANY OTHER RADIO NOW?"
- E. "TO WHAT PROGRAM, PLEASE?"
- F. "WOULD YOU BE SO KIND AS TO LOOK AT THE DIAL AND TELL ME WHAT NUMBER THEY ARE NOW TUNED TO?"
- G. "WHAT STATION DO YOU GET AT THAT NUMBER?"
- H. "THANK YOU VERY MUCH. GOODBYE."

3. IF "NO"

- A. "IS ANYONE ELSE IN YOUR HOME LISTENING TO ANY OTHER RADIO NOW?"
- B. "TO WHAT PROGRAM, PLEASE?"
- C. "WILL YOU PLEASE LOOK AT THE DIAL AND TELL ME WHAT NUMBER YOU ARE NOW TUNED TO?"
- D. "WHAT STATION DO YOU GET AT THAT NUMBER?"
- E. "THANK YOU VERY MUCH. GOODBYE!"

4. REVIEW: IF ANSWER IS NEGATIVE TO QUESTION AT TOP OF PAGE, OR TO QUESTION "NO", STOP INTERVIEW. ALWAYS CIRCLE DIAL NUMBER WHEN THE RESPONDENT OR OTHER MEMBER OF FAMILY ACTUALLY LOOK AT DIAL.

5. IMPORTANT: IF PROGRAM INFORMATION (QUESTIONS YES "A" OR "NO "B") IS GENERAL, SUCH AS STORIES, MUSIC, NEWS, RECORDS, TOP 40, TOP 20 OR THE LIKE, ASK:

"DO YOU KNOW THE NAME OF ANY PERSONALITY ON THE SHOW?"

PILOT SURVEYS

File Copy Credit to call letter over circled dial reading.
Revise master sheet of instructions.

QUESTION GUIDE CARD

THIS IS AN OFFICIAL RADIO SURVEY.

1. Were you listening to the Radio when the telephone rang just now?

If NO, go to 2b ask if anyone else in home is listening

If YES, continue --

- ①
- a) To what program, please?
 - b) Will you please look at the dial and tell me what number you are now tuned to?
 - c) What station do you get at that number?

If YES:

2a. Is anyone else in your home listening to any other radio now?

If NO, go to 3

If YES, Continue --

- a) To what program, please?
- b) Will you please tell me to what dial number the radio is tuned?
- c) What station do you get at that number?

If NO:

②b Is anyone in your home listening to any radio now?

② Thank you, Goodbye.

REVIEW: Ask Question 1 and 2 of every respondent.

If two NOs, NO to #1 plus NO to #2, stop interview.

Always circle dial number when respondent or other member of family has actually looked at dial.

➡ IMPORTANT: If PROGRAM information is general, such as Stories, Music, News, Records, Top 40 or Top 20, etc., or the like, ask:

"DO YOU KNOW THE NAME OF ANY PERSONALITY ON THE SHOW?"

PILOT SURVEYS

HERE ARE THE QUESTIONS TO BE ASKED, in order:

1. "This is a radio survey. When the telephone rang just now, were you listening to your radio, please?"
2. (If answer is yes) "What station, please?"
3. "What program, please?"
4. "About where is that station on your radio dial, please?"

Thank you very much for your help. Goodbye.

PILOT SURVEYS

HERE ARE THE QUESTIONS TO BE ASKED, in order:

1. "This is a radio survey. When the telephone rang just now, were you listening to your radio, please?"
2. (If answer is yes) "What station, please?"
3. "What program, please?"
4. "About where is that station on your radio dial, please?"

Thank you very much for your help. Goodbye.

PILOT SURVEYS

[illegible]

[illegible]

PILOT SURVEY

WEDNESDAY THURSDAY FRIDAY SATURDAY MONDAY TUESDAY

Interviewer A

7-8 AM	8-10 AM	7-8 AM	6-10 AM	7-8 AM	6-10 AM
10-12 NOON	12-1 PM	10-12 N	12-1 PM	10-12 N	12-1 PM
1-3 PM	3-5 PM	1-3 PM	3-5 PM	1-3 PM	3-5 PM
5-6 PM		5-6 PM		5-6 PM	

Interviewer B

8-10 AM	7-8 AM	8-10 AM	7-8 AM	8-10 AM	7-8 AM
12-1 PM	10-12 N	12-1 PM	10-12 N	12-1 PM	10-12 N
3-5 PM	1-3 PM	3-5 PM	1-3 PM	3-5 PM	1-3 PM
	5-6 PM		5-6 PM		5-6 PM

ANOTHER Radio "Survey" For This Market

Realizing what this market needs is another radio survey, the following is herewith submitted:

<u>STATIONS</u>	<u>PERCENT OF AUDIENCE</u>	<u>STATION POSITION</u>
K---	28%	Number One
K---	28%	" One
K---	28%	" One
K---	28%	" One
K---	28%	" One
KZJP	18% (Correct)	Number Two(2)(Correct)

Totals: 6 Stations Total percent 163% (Out of a possible 100%)

This survey, like all other surveys taken in this market in recent months is un-authorized, unbiased, very un-likely and is highly incapable of being correct and not recommended as a true radio buying for this market. However, it is a survey.

This survey as all other surveys for this particular market is to be used with the utmost caution for the purpose of buying radio. However, for just mere pleasure of seeing a survey....look at it as long as you like.

P.S. Our Notary was not present when this survey was taken, and it's just as well, because he said he would not have signed it anyway.

P.P.S. We don't blame him.

THIS IS SOME JUNK THAT KZIP IS PASSING OUT AROUND TOWN... THOUGHT YOU MIGHT BE INTERESTED.

JOHN

TO: ALL STATIONS

FROM: Gordon McLendon

DATE: February 21, 1956

While in Dallas, Fred Kenkel brought to mind again the most effective defense of Hooper where you are the only subscriber or it is otherwise questioned.

Point out that you are not only subscriber. The real big subscribers are listed on inside second page--the agencies. What you pay for Hooper is nowhere near enough to pay the cost. The agencies are the ones subscribing. Hooper has to deliver them something like 60 markets and **THE SURVEY WOULD HAVE BEEN MADE AND PUBLISHED WITH NO SUBSCRIBERS.** Lots of markets (for your info only) have a Hooper with no station subscribers.

GBM:bp

Staff

KILT Book



RADIO'S SHORT-CHANGE RATINGS

DIFFERENCE in techniques used in measuring print media and radio leaves the latter holding the short end of the stick, Walter B. Dunn of H-R Representatives, New York, told the Pittsburgh Ad Club last week. This is a condensed text.

THE LAST TIME I was here, the speaker, a station representative set about crucifying all ratings; then he proceeded to build one up, a messiah of his own persuasion. From iconoclasm he turned into an acolyte at the altar of Alfred Politz.

I was a little confused. Evidently the distinction was that his man didn't try to tell you how much audience your station had; he told you how much penetration you had. Since audience is people and penetration is people, it was a fine line he was walking.

Actually the broadcasters' problem is not too many ratings, but too many ratings by print people working with samples much too small, with limitations adequate for the finite character of prints limited circulations, addicted to partisan techniques all subject to absurdities and faddishness . . . all subject to deliberate misinterpretation by our competitors.

It's easy enough to pillory any rating service by listing its boobies. For instance:

- ✓ One service found a rating for a station off the air.
- ✓ One service contained six tabulation errors on one summary page—all in favor of the subscriber.
- ✓ One service found up to 77% more children 4-11 years of age than actually existed viewing *Disneyland* in one of the major markets.
- ✓ One report of a major market in February last year found 10% more families than existed in the area listened to Mickey Mouse during the measured period.
- ✓ One service blasted the diary method in its pitches and in its promotion. Three years later, hot and cold running diaries wired for sight and sound outnumbered machines four-to-one in its latest service. Little wonder that more children 4-11 were listening to the financial news report at 8 a.m. than adults. This is classic by now. Evidently there are thousands of Lenny Rosses languishing undiscovered in the primary grades of Los Angeles.

It is always important to remember when using a given rating service or comparing one with another, that different techniques measure different things at varying measures of efficiency and, furthermore, have an inherent built-in bias or two peculiar to their method.

Equally as unfair to broadcasting as limitations imposed on it by the finite techniques developed to measure print media is the small sample. This is our curse! This is the cross we bear. There is not a PhD worth his salt who can't prove beyond the shadow of a doubt that every iron clad theory of statistics is solidly behind him, backing him up four square!

But speaking of small samples, a vice president of the Hooper service admitted under oath back in 1947 that his firm completed only one plus call per quarter hour to a home that had a set-in-use.

I insist that this is why radio sets-in-use has fallen so. I insist that this is why daytime tv ratings are so erratic. When mama turns off her set, puts her hat on, and slams the door behind her, sets-in-use in 2½ Pacific markets drops to zero, according to this.

In most rating services, one home usually equals one-third of a rating point. Often a buying decision is made on as little as .3 of a rating point. So, if Mama snaps off *Queen* to change diapers, *Queen* may lose one-third of a point and your station may lose an advertiser. Nielsen Radio Index Pacific is worse. With only 165 families, one West Coast mama represents .6 of a point.

Now I want to make one of the points I came here to make.

There is a big discrepancy a mile wide between the probability sample of 1200 and the active sample of 100, which you get down to when sets-in-use is 8 to 12%.

When Mr. Nielsen tells you how many sets are turned on, he is using his probability sample, or as near to it as 10% mechanical failure will allow. At least all 1,080 working Audimeters are working to furnish an answer—yes or no—as to which of them are

using their sets and which are not. But when only 100 homes try to tell me which of 2700 radio stations got the brass ring at the park last Saturday, then this cottonhead is getting off the merry-go-round.

Yes, there's a big spread between the full probability sample and the active sample.

If we must be measured by such samples; if we must be measured by techniques and theories developed before radio was born, then I insist—let us make competitive media take our medicine. Or more properly, suffer their own medicine.

Let's measure them the way they measure us.

The Southern California Broadcasters Assn. underwrote just such a measurement last year.

This survey, conducted by The Pulse, Inc., used the same general research techniques as those employed by Dr. Starch and by previous surveys sponsored by The Advertising Research Foundation. Interviewers carried copies of the *Los Angeles Mirror News* and *Los Angeles Herald Express* for Thursday afternoon, April 26, and copies of the *Los Angeles Times* and *Los Angeles Examiner* for Friday morning, April 27.

Persons who had read any of the newspapers were invited to look at the advertisements while turning each page slowly. Each page of the newspaper was scanned separately and identification or recognition of the advertisements was noted. It was not necessary for the ads to have been read in whole or in part. Recognition of having seen or noted that ad was sufficient for credit to be given.

This interviewing technique is similar to that employed by other research organizations in the newspaper field. However, the survey had one important difference.

The difference between The Pulse surveys and other newspaper readership surveys is largely in the method of presentation of the data. For example, "continuing studies" of newspaper reading previously conducted by the Advertising Research Foundation were based on "readers" of the newspaper. First, a person who had read the newspaper was found, and his recognition of having seen the ads in the paper was recorded. The readership percentages reported are based only on readers of the newspaper. Twenty per cent observation, therefore, means that 20% of the readers of that issue of the newspaper saw the advertisement, with no relationship to market penetration.

Figures obtained by this method cannot be projected against the total market but only against the newspapers' circulation. The mighty *Los Angeles Times*, for instance, reaches only 19% of Los Angeles.

WHY RADIO'S NOT COMPARABLE

Radio research, on the other hand, has always been based on percentages of the total market or on total radio homes, which in the Los Angeles area constitute 99% of the total market. Thus radio ratings have never been comparable with newspaper ratings obtained by previous methods.

In order to obtain comparability with radio research, this [Pulse] survey showed all percentages on a base of total homes in the Los Angeles area.

According to ABC statements, the four Los Angeles metropolitan dailies had coverage of the Los Angeles city zones as follows: *Examiner* 15%; *Herald-Express* 16%; *Mirror-News* 12%; *Times* 19%.

From the figures, it is apparent that the largest degree of observation an advertisement could receive in the *Los Angeles Times* is 20%. This figure would be reached only if the advertisement were read or observed by someone in every home reached by the *Los Angeles Times*. Thus a 20% rating for an advertisement would correspond to 100% rating obtained by conventional newspaper readership studies.

A 25% observation obtained by usual methods would result in a 5% rating based on percentage penetration of homes.

Obviously, rating percentages shown in this presentation will be much lower than those normally shown for newspapers. This does not mean that fewer readers were found, but merely that the percentages are lower, being of a larger base. For the first time pene-

tration of newspaper advertisements is presented on a basis directly comparable to the penetration of radio broadcasting.

In order for a home to be counted, it is only necessary for one person in that home to have read the advertisement. Naturally, there will be some homes in which more than one person may have seen the same advertisement. This home is counted only once. This procedure is again parallel to the procedure used by Pulse in radio surveys. Radio ratings are also based on home coverage although there is usually more than one listener per home.

Inspection of the pages from the Los Angeles dailies used in the survey indicates that large amounts of space are usually necessary for ads to achieve significant ratings—and even large space is no assurance in some cases.

A full-page Broadway Department Store ad on the back page of Section I in the *Los Angeles Times* had a nine rating, which means that 171,000 families read this ad. The base published rate for a one-page ad in the *Times* is \$2,257.00. Divide 171,000 families into \$2,257.00 and the cost per thousand would be \$12.61. Let's suppose that the Broadway Store gets a whopping 50% discount from the published rate. The cost per thousand is still over \$6.00.

A 4.0 rating, on the other hand on a Los Angeles radio station would cost only 52¢ c/m; on tv \$2 or \$3 c/m.

At this point the newspaper will remind you that you can only sell one item in a minute ad, while a full page can carry up to 25 items. Granted! But for \$2,200.00 you can buy five one-minute announcements at published base rate on each of 13 different stations in Los Angeles, or a total of 65 minutes with 125 rating points instead of only nine points.

Let's look at a few [in Los Angeles newspapers]:

A DuPont ad [quarter-page in *Examiner*] cost \$46.23 per thousand. Maybe that's why it's using radio in L. A. this year.

Surf's 3.2 [with ¾ page in *Herald & Express* noted by 3.2%] pulled an \$11.45 c/m, but Lever has always demanded \$1 per thousand out of radio, when measured by the entire population.

Another c/m admirer [Colgate in the *Herald & Express*, noted by 3.0%] paid \$21.98.

One [Shell quarter-page in *Examiner* noted by 1.8%] cost \$760 or \$22.24 per thousand.

It is readily apparent that ratings are low and costs per thousand are consequently high. This does not intend to suggest that newspaper advertising has not been successful through the years—just costly!

This suggests that similar broadcast ratings, which have also been successful through the years, are tremendously under-priced and represent the best bargain that either a retailer or a national advertiser can lay his hands on.

TvB commissioned Pulse to do a study of newspaper readings vs. tv viewing. Random sample personal interviews and the usual day-part reconstruction used in all Pulse studies featured this 600 home study. The week was the week beginning Sept. 5, 1956. It shows the homes occupied with "newspaper-in-use" and "Tv Sets in Use" by quarter hours during the day.

At any time in the 18-hour period—6 a.m. to 12 midnight—on the average day, one or more members of 8.6% of all U. S. households were reading newspapers in or out of the home, as revealed by quarter-hour averages. The comparable quarter-hour average for tv viewing was 16.5% for all U. S. households. Note that no time after 10 a.m. does newspaper reading ever match viewing.

And, in conclusion:

(1) The radio industry is *not* critical of newspapers as an advertising medium, but feels that the use of radio and newspapers together will make for better advertising dollar productivity. ARB studies made among shoppers in department stores show that as many as 50% of the population never read a newspaper.

(2) By cutting down the size of the full-page ad to a lesser size, sometimes the actual readership of a newspaper ad increases. The money saved in this manner will enable an advertiser to reach that 50%.

(3) That the cost-per-thousand analysis between radio and newspaper shows radio to be the lowest cost-per-thousand medium by an overwhelming margin.

(4) When newspaper ads get down to a quarter-page or smaller the readership is very small and in some cases negligible.

(5) When the audio versus sight argument occurs every broadcaster can clobber it by giving actual case histories of comparable advertisers who are using his medium successfully.

PLAYBACK

QUOTES WORTH REPEATING

a few, are programs with a high educational value. Hallmark Greeting Card Co. introduced Shakespeare to America on a scale which would not have been possible without advertising.

I submit that our cultural level is being raised—not debased.

TV AND EDUCATION

Charles A. Batson, vice president-managing director of WIS-TV Columbia, S. C., and president of the South Carolina Radio & Tv Broadcasters Assn., writing in the February issue of the South Carolina Education News:

WE invite you to test yourself and see whether you are making the most of some rare cultural opportunities which are presenting themselves regularly. Here are five of the more interesting offerings of the current season. How many of them did you see?

"Man And Superman" (Hallmark Hall of Fame, NBC-TV), *Amahl and the Night Visitors* (NBC-TV), *At Year's End—1956* (CBS-TV), "Our Friend the Atom" (Disneyland, ABC-TV), "Festival of Music" (Producers Showcase, NBC-TV).

Audience surveys and the law of av-

erages predict that you missed a majority of these programs—and that students missed a larger percentage.

This points up one crying need: to better and more efficiently utilize the large amount of inspirational and informational programming which is now on the air. In television, as in reading, we must learn to be selective; we must be willing to take the trouble to check advance schedules, to read the notices, to plan our television viewing.

SCRIPTURE APPLIES

Rev. James E. Wagner, president of the Evangelical and Reformed Church of Lancaster, Pa., speaking at dedication ceremonies of WGAL-TV's new studios Feb. 24:

TUCKED DOWN in the last verse of the tenth chapter of Ecclesiastes is the following: "A bird of the air shall carry the voice, and that which hath wings shall tell the matter." That, I should say, is the perfect poetic description of the miracle of wireless communication which came upon us first with the advent of radio and has reached new heights of technical perfection with television.

TV AND CULTURE

Robert F. Carney, board chairman, Foote, Cone & Belding, addressing a meeting at Town Hall, Los Angeles, March 5:

ANY OF YOU who have seen the calibre of programs broadcast by the BBC would agree that insofar as the quality of the writing, casting, setting and producing is concerned, there is no comparison between it and American television. The reason is that BBC simply does not have the funds to purchase talent in the same way that American producers and broadcasters do.

Starting a little over a year ago Great Britain has had both sponsored and unsponsored tv. Preliminary figures show that two-thirds of the people have chosen commercial tv in preference to the BBC.

Research conducted in London showed that 86% of the viewers found television advertising interesting and more than 50% were greatly interested. Apparently, far from rebelling against the invasion of their privacy by advertisers, this very literate people welcomes advertising on tv.

In the U. S. *Meet the Press*, *Omnibus* and *Youth Wants to Know*, to name just



Barney O'Lavin runs a travel service in Fargo, N. D. He is an erstwhile broadcaster: from 1935 until 1946 (with time out for Marine service in World War II) he was with WDAY Fargo, and was general manager of that station. From 1946 until 1953 he operated an advertising agency in Fargo, then branched into the travel field. His remarks about the potential of travel advertising, recorded in an interview with B•T editors, could suggest new sales activity in that quarter.

Q: Actually, you're a sort of triple-threat guy. You've sold time and you've bought time and now you're a specialist in the travel field. As I understand it, you feel there is a tremendous amount of untapped revenue for radio and television in that field.

A: That's correct. I feel that travel advertising, the carriers especially, haven't been using radio very much but have been using a lot of newspapers and magazines.

Q: How much would you estimate overall that the carriers spend in advertising?

A: I'd say in the neighborhood of \$75 million. The airlines spend about \$43 million, mostly for newspaper and magazine space and I guess a small amount of that is devoted to radio and tv.

[Editor's Note: PIB credits travel, hotel and resort advertising with \$649,581 on tv networks in 1956.]

Q: Does this \$75 million figure go for domestic or foreign travel?

A: It's both, it's all travel advertising, all carrier advertising. I'm not taking into consideration the hotels and the resorts and the various government tourist bureaus who are also becoming quite large spenders.

Q: How much money is spent for travel each year?

A: It is estimated at \$5 billion.

Q: Now how does your business break down?

A: The travel business is just like anything else. In modern business today you have to have volume and you can't get it by selling individual tickets, airline or steamship, one at a time. You get your volume in group movements. It's no more work to set up arrangements for 50 people than it is for one. I've become a tour operator out of necessity.

Q: How do you advertise your tours?

A: To promote a tour, radio has been

TRAVEL: A \$75 MILLION ACCOUNT WAITING TO BE SOLD BY RADIO-TV

my best source of advertising. With radio you can describe to your prospects just what they're going to do and see if they take your tour. You can paint a word picture of what they're going to see, what it is going to cost them. I've asked some people whom I've had on trips, "Why did you go? Why are you with me?" And I've had so many of them say, "You made it sound so good."

Q: What sort of copy do you use?

A: I've been able to take a couple of radio stations in our area—WDAY in Fargo and WNAX in Yankton, which is near my Sioux City office—and I've been able to show them that a tour for their listeners is a good audience promotion vehicle for them. So I've really not organized it as an O'Lavin tour but as the radio station's own tour. Of course, I handle all the arrangements. We generally take someone from the station along and carry a tape recorder to interview these people while we're on the tour. This gives a lot of interesting, on-the-spot comment that they can send back home for delayed broadcast.

Q: And you'd call this the WDAY tour to the Eastern historic spots? Or the WNAX tour?

A: That's right.

Q: Based on the results you have achieved in the limited use of radio in your area, which is North Dakota, South Dakota, Iowa and Nebraska, you feel that the carriers are overlooking a very important bet and also that the sales people in radio and television likewise have not exploited this thing?

A: That's correct. It's easy to criticize, of course, and I try to make it in a constructive manner. But the newspapers and the magazines, I think, have jumped on the bandwagon very well in developing travel departments and travel editions. They realize that people are interested in travel, that it's good reading, it's interesting copy, it's something that so many people want to do and know about. So they have developed these travel departments and travel editions and naturally that attracts travel advertising because here's somebody doing something to promote travel. So they go to the prospective carrier advertiser and say, "Look, here's what we're doing. Why don't you buy an ad? We have this many readers." I think that radio and tv could do the very same thing by taking a certain period of time once a week or more frequently and aiming it right at the same audience and the same advertiser.

Q: Like *Wide, Wide World*, for instance?

A: That's a very good angle. Here's another thing, radio is so flexible and tv, of course, is becoming more flexible that they're natural media for picking up broadcasts here and there and going to remote corners right now which the printed media can't do.

A recent issue of *Travel News*—that's the travel agents' trade paper—carried a

media section which listed about 100 newspapers and 70 magazines with regular or special travel sections or editions. It may or may not be significant that no radio or tv stations or networks were listed.

Q: Do you think primarily if this as a local promotion for radio and television stations in cities all over the country or do you think of it primarily as being sold on a national basis?

A: Well, you have two different things here. You have the international carrier that's going all over the world and the domestic carrier that's just within the United States but still nationwide and then you have the feeder lines that are just out in certain areas. So you have regional spot business, you have national spot and complete network coverage possibilities.

Q: Do you envision the job as being mainly to get more people to travel?

A: That's the big job. We in the travel business feel we are competing for that surplus dollar and we're trying to get it spent for a trip rather than a new tv set or a car. There are two big jobs to do: First, to create the desire to travel and then direct them to the carrier, regardless of what type it is.

Q: Do you think primarily of this as a chance for somebody like you to get in and promote tours from your locality and to create new business right there?

A: I've found that you can sell a trip to a person who had absolutely no intention of going. I've done it. They listened and said, "Well, that sounds like a good idea." They have the time and the money so it's just a matter of convincing them that they ought to do this instead of buying a new automobile. Once we get them started I find that there are many, many repeat customers because they find that it's carefree and it's easy. So that's what makes the ball roll.

Q: If you were again in the commercial department of a broadcasting station, what exactly would you do to go after this travel business?

A: It's very easy to give advice but here it is anyway. I'd say it applies to stations in large cities and to networks. To start with, I'd develop a program once a week devoted to travel, appoint a travel editor to handle it, and have this travel editor do some travelling. I'm sure that I don't have to spell out any further how a broadcaster should build his show. Then get out calling on the carriers, tourist bureaus, resorts, etc., to sell it. Collectively the association [RAB, TvB] also can do a job of selling their media.

Q: If RAB and TvB could stimulate the idea of using radio and tv as media to promote travel, then you could make a sale at the local level through their national promotion.

A: Yes. Now it's up to somebody to push it some more, to get some of that dough.

Giveaway Inflation

IT REQUIRES no special foresight to predict that the giveaway craze on television is about to get out of hand.

The success of *The \$64,000 Question* has been overshadowed by the success of *Twenty-One*.

To counterattack, *The \$64,000 Question* has raised its jackpot to \$256,000, nearly twice the \$129,000 which Charles Van Doren won last week on *Twenty-One*.

For the moment the quarter-million dollars that is *Question's* new prize is the biggest on the air, but we have no doubt that the producers of other quiz shows are even now seeking the financing to top it.

The fact is that despite the lavish money which individual contestants have won, the average, per-week program expense of such shows as *Question* and *Twenty-One* is not at all spectacular, by comparison with the costs of other kinds of television programming.

The \$64,000 Question has given away \$1,219,168 in the 88 weeks it has been presented. That averages out to under \$14,000 a show. Is there any other program type which could have brought Revlon so big an audience so cheaply?

It is for this reason—the promise of high ratings at low per-program cost—that we confidently, but morosely, predict an increase in the number and munificence of television giveaways. There will be more and bigger giveaways before there are less, but there definitely will be less eventually.

To substantiate that last prediction, one needs only to refer to radio of 10 years ago. In 1948, when the radio giveaway craze was at its silliest, at least a million dollars worth of prizes was distributed. In the summer of that year, no fewer than 48 giveaways were regularly scheduled on the radio networks. On so rich a diet, listeners became jaded, and the giveaways virtually disappeared.

The same fate awaits the television giveaway—unless, contrary to all programming history in radio and television, the networks resist the urge to try to top the two shows which are now hits by introducing a rash of imitations.

Education and Education

ANY taxpayer even remotely acquainted with the sensitive art of broadcasting would not have been proud of his duly elected representatives in Congress if he had happened to sit in on the House Interstate Commerce Committee meeting with the FCC last week. The general tenor of interrogation was below that 13-year-old level to which some members of Congress have accused broadcasting of catering.

It was quite a revelation to those who were there. Obviously there had been considerable indoctrination on particular subjects, such as the educational reservation matter, deintermixture, and the qualities of uhf versus vhf. But after the parroted questions had been asked there was practically no follow through because the interrogators obviously didn't know where they were headed. Several times members didn't even detect answers that were not responsive.

This is a glaring example of the utter lack of education of members of the House on broadcasting matters—unless it is what appears on the screen or comes out of the horn. On the other hand, the questions of educational broadcasting were well-planted—proof that the Joint Council on Educational Television is doing a creditable job of lobbying and thereby of building the case for its own perpetuation through continued endowments from the Ford Foundation.

It was the first time in several years that the House Committee had attempted to dig into FCC affairs. The big show has been on the Senate side, where staff experts and a series of teams of informed special counsel have hit pay dirt to the extent of making headlines.

After the performance last week, the Senate Committee need not worry about its FCC investigatory laurels. There's no contest.

But there is need for concern about the peregrinations of JCET, on both sides of Congress. It has created an aura of sanctity about the educational reservations. The educators obviously contend



Drawn for BROADCASTING • TELECASTING by Sid Hix

"Him? He's the station owner who won all those merchandising awards last year!"

that the greedy broadcasters want to divest them of their television heritage and deprive the youth of America of adequate education. Evidently little or nothing has been done to counter this pious, self-serving, wholly fallacious talk.

The legislators are not told that the Sixth and Final Report of the FCC adopted on April 14, 1952, and setting aside 242 educational reservations, specifically provided that the educational reservations should be "reviewed" a year later. Next month five years will have elapsed, and there still has been no review.

To date, the statistics show that of the 257 reservations (the number was increased after the Sixth Report) a grand total of 24 now are on the air. There are 23 construction permits outstanding and 9 applications pending. That after nearly five years. The question logically arises: How long is a reservation a reservation?

The FCC, under the law, has an affirmative duty to allocate available facilities. Each day a tv assignment is not in use is a day gone forever. Section 1 of Title I of the law creating the FCC states that the agency was created "to make available so far as possible, to all of the people of the United States a rapid, efficient, nation-wide, and world-wide wire and radio communications service. . . ."

The FCC, we contend, is derelict as long as it allows valuable channels to go unused in a television economy where scarcity is the major problem.

Bandwagon

NOW that the NARTB is about to become the NAB again, we note with interest that the Canadian Assn. of Radio and Television Broadcasters is considering a change back to just plain Canadian Assn. of Broadcasters.

That, as we said in the case of NARTB, is as it should be. "Broadcasting" is all-inclusive. It covers all modes of transmission to the public, whether by sight or sound. The same people, to a large degree, are in both. Substantially the same advertisers buy time through the same agencies for both radio and television broadcasting. And both are governed by the same statutes.

The NARTB change isn't automatic. The joint board at its meeting last February unanimously recommended the change, and the matter will be discussed at this fall's regional meetings, after which a referendum ballot will be asked with a view toward reversal by Jan. 1, 1958.

It looks from here as if it's all over but the ballot-counting, and the changing of letterheads, insignia, name-plates and calling cards.

TO: Ken Knox
Larry Monroe
Don Keyes
Mark Foster

FROM: Gordon McLendon

DATE: May 28, 1957

This will be a very important memorandum and I ask that you give it careful study.

Enclosed are audience composition studies made for us last year by Hooper. A number of interesting conclusions can be drawn. When you study audience composition for all stations, broken down into the months of April, May and June, you turn up with some interesting facts. Taking the period from 7 to 9 AM, it is interesting to note that teenage listening is actually dropping from 7 to 9 in the morning with the ending of school. It goes down from 13.8% to 9.1%. I can only deduce from this that the teenagers, after the end of school, must be sleeping late.

Next, however, comes an interesting statistic. Notice the 9 to 12 noon period. Teenage listening in May is 6.4% and in June it jumps to 18.6%. Actually, not even this listening is fair to the teenage audience because, as you will notice, the listening of "12 and under" jumps from 10% in April to 12% in May to 26.2% in June. I think you have to give a lot of the credit for answers in the "12 and under" column to teenagers because it has been my experience that especially in the case of little girls, children from about the age 9 or 10 like the same music that the teenagers like. This means then that of the Dallas radio listening audience, and remember this is a study of all radio stations and not just KLIF, 44.8% of the available audience in June was made up of those "19 and under." In this same 9 to 12 period in May, it was only a little over 19%.

Now, let's go to the 12 to 3 PM period. Here, in June you have a jump in teenagers from 5.9% to 16.1% and if you include the "12 and under" answers you get a total of 40.2% of the available listening audience being "19 and under." For May, it was only 18.4%. You can thus see the tremendous jump.

In June, the teenage audience jumps from 13.6% in May to 18.9% for June and the "19 and under" audience jumps to 39.6% of the total audience in June, as compared to 27.2% in May. You can see then that we must all prepare ourselves for a definite change in music during the summer period when the teenagers are out of school. As much as I hate to do it, I am

certain we are going to have to go back to a play list of around 70 records or else we will be very vulnerable and, of course, we are going to have to do more than just lip service to some of the more objectionable R&B records.

If you will turn to the page marked audience composition April thru June, you will see a breakdown of listeners to all stations as compared to listeners to KLIF alone and you will notice that the number of listeners "19 and under" (not necessarily all teenagers, of course some children) to all stations is, percentage-wise, considerably lower than the number of teenagers listening to KLIF. This simply means that KLIF has a greater percentage of teenagers than other stations have which I think we all knew anyway. But I don't think we all knew how sharply the "19 and under" percentage of our audience rose with the cessation of school. I want to call your attention, however, to something that needs interpreting and I wish I were capable of doing it. That is the "12 and under" part of the audience composition survey. Since those who answered the telephone were merely asked the ages of anyone else listening, it is probably that they gave the ages of anyone else in the room. This would mean that a lot of children were listed even though they might not have been actually listening themselves. Of course, it may be that a large number of these were in the 9 to 12 age category which are very legitimate listeners and can be compared to the teenage group. You will have to draw your own conclusions.

I certainly wish you would all study this material carefully.

GBM:bp

Staff

VIEWER NO.

INTERVIEWER

CITY NO.

CITY

DATE

AND 11:15

15 MINUTES AGO BETWEEN 11:00

TO 11:30

TIME 11:15

DATE

TELEPHONE NO.

TEL. DISC.

DON'T ANSWER & REF.

YES NO

PROGRAM

STATION

YES NO

PROGRAM

STATION

LE 43717

PE 26540

WA 25595

WA 33283

TA 42622

PE 51874

LE 38245

TA 23770

WA 37610

PE 58890

PE 30709

LE 29770

PE 40184

LE 37006

PE 30887

GE 20022

GE 34707

PE 50067

QUESTIONS 1 & 2

YES - 10

DON'T ANSW. B. & REF. 18 5 3

CALLS 18 5 3

TIME CODE

DAY

DATE

CITY NO.

INT. NO.

OTHERS

DK

QUESTIONS 3 & 4

YES 1 10

DON'T ANSW. B. & REF. 18 5 3

CALLS 18 5 3

TIME CODE

DAY

DATE

CITY NO.

INT. NO.

OTHERS

DK

GBM

TO: ALL STATIONS
FROM: Gordon McLendon
DATE: February 15, 1956

ON PILOT SURVEYS

Fred Kenkel of C. E. Hooper, Inc., has suggested that it is very important for us to train a couple of shut-ins whom we can use to make our own pilot surveys. Quite often, as he pointed out, we have need of audience data which cannot be provided easily by Hooper: special surveys of a particular program which has perhaps been on the air only a week or so, surveys of a program's popularity in a one-month period rather than on a two-month moving average, etc. A case in point is School Hi-Lites, a thirty-minute evening program in New Orleans which we have had Hooper measure. Had we been prepared, we could have conducted our own pilot survey.

Another example would be if you had a new disc jockey and wanted to measure his popularity without waiting three months for a Hooper comprehensive breakdown.

You can make these pilot surveys for a minimum cost, not more than \$50-\$75, if you are equipped with a crew of shut-ins who know what to do when you call them.

900 telephone calls in an individual 30-minute period is, Kenkel explained, quite conclusive. You will find inside the front cover of your Hooperating the questions which should be asked and the order in which they should be asked and you will find in the back of your Hooperating the chart for determining the reliability of ratings. It should be very fascinating for you to conduct your own surveys and check them against the Hooper. This is Kenkel's own suggestion.

Actually, a sample of 600 calls is indicative, however, 900 is better. It used to be that a sample of 300 calls was sufficient to be indicative but nowadays, with the lower tune-in, Kenkel says that 300 is no longer sufficient.

It is also necessary to detail the method by which your pilot surveyors should choose the numbers to call. It is as follows:

Staff

The local telephone directory is to be used and one girl is assigned even pages and the other odd pages. Only the first four residence numbers are called on each page, be it even or odd. Accurate records should be kept of those at home and those who aren't. Remember, only four numbers from a given page are to be called. Pages are determined in multiples of 100. Let's take the case of the girl assigned odd pages: in the Dallas directory, the first odd page is 11; she'll call the first four residence numbers on this page and then turn to pages 111, 211, 311, 411 and so on through the directory, calling the first four residences on each page. Now, she turns back to page 13 and starts over, calling numbers from page 13, 113, 213, 313, etc. Now, back to 15, 115, 215, 315, etc. Now, for even pages, 10, 110, 210, 310, etc. This may look complicated but really it is very simple.

ALL STATIONS
 Dallas, Texas
 May 8, 1956

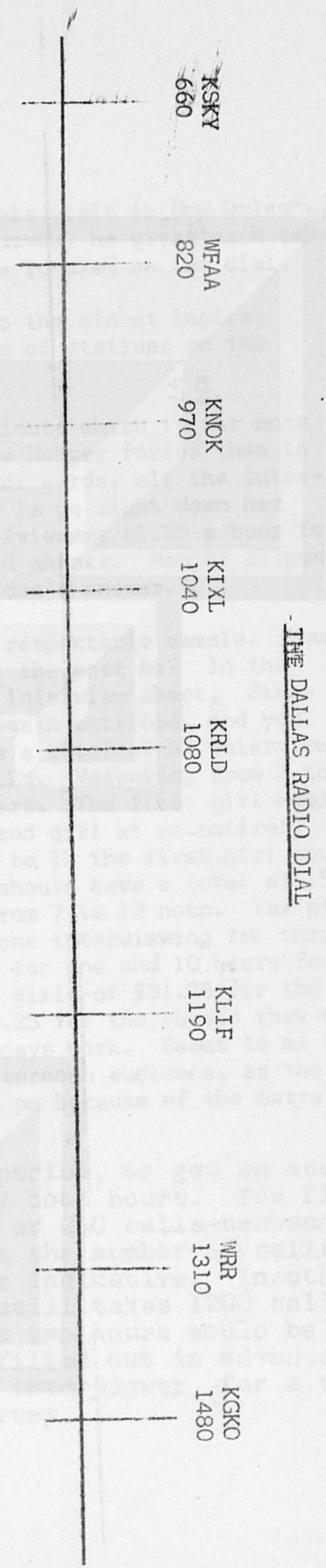
I got some further information from the survey, which will help you in your survey. Before making the dial, I will have some of the following questions to be asked:

In asking the dial reading question, Hooper gives credit to the station if in checking their dial people come within 50 of the station. If the dial is not set to the station, the station is not counted.

The reason Hooper interviews are able to make a call is that they are given a list of the stations to call. They are given a list of the stations to call, and they are given a list of the stations to call. They are given a list of the stations to call, and they are given a list of the stations to call.

Suppose you wanted to measure from 7 to 12 noon and get a representative sample. You would have to call 120 calls a day, or 120 calls a day. You would have to call 120 calls a day, or 120 calls a day. You would have to call 120 calls a day, or 120 calls a day.

Now, from 7 to 9 AM, or for any other two-hour period, to get an accurate sample, you need two people measuring constantly for two hours. For figures that each of the two could make 120 calls a day, or 120 calls a day. For figures that each of the two could make 120 calls a day, or 120 calls a day.



-THE DALLAS RADIO DIAL

Staff

TO: ALL STATIONS
FROM: Gordon McLendon
DATE: May 8, 1956

I got some further information from Frank Stisser, during his visit to New Orleans, which will help you on pilot surveys. Before making the survey, he gives each tabulator a dial with arrows pointing to where each station is located on the dial.

In asking the dial reading question, Hooper gives credit to the closest logical station if in checking their dials people come within 50 kc of stations on the lower end of the dial or 100 on the top end of the dial.

The reason Hooper interviewers are able to make a call a minute which is far more than our own interviewers have been able to make is because Hooper forces them to copy down their numbers on a sheet the day before. In other words, all the interviewer has to do when she starts interviewing the next day is go right down her sheet which she has prepared previously. Hooper pays interviewers \$1.25 a hour for interviewing and pays 25 cents a sheet for the pre-prepared sheets. Hooper allows the phone to ring 6 times before giving the home up as a "don't answer."

Suppose you wanted to measure from 7 to 12 Noon and get a respectable sample. How can you do this accurately at the least cost and what will the cost be? In the first place, you would have to pay 25 cents per completed interview sheet. Since there are 26 spaces on the interview sheet, a copy of which is again attached, and you would be paying 25 cents for each of these, you would have a total of 57 interview sheets for your girls to make out at 25 cents each or \$14.25. Measuring from 7 to 12 and using Stisser's schedule, you would use two interviewers. The first girl would measure from 7 to 8 steadily and then would rest; the second girl at an entirely separate home would measure from 8 to 10 and then from 10 to 12 the first girl would come on again and measure for two hours until noon. You should have a total of 1500 calls in a 5 or 6 day period to give an adequate sample from 7 to 12 noon. The girls call from their homes. Since you have two interviewers, one interviewing for three hours and one for two hours each day, a total of 15 hours for one and 10 hours for the other for the week, you would have a total payment to the girls of \$31.25 for the five days and the 1500 calls. So \$31.25 for the calls and \$14.25 for the sheets they make out is a total of \$45.50 to the two girls for their five days work. Seems to me this is damned cheap for measuring your morning audience or afternoon audience, as the case may be. It would be slightly more expensive from 12 to 6 pm because of the extra hours.

Now, from 7 to 9 AM, or for any other two hour period, to get an accurate sample, you need two people measuring constantly both hours. Your figures that each of the two could make 120 calls a day or 240 calls between them, or a total of 1200 calls for five days. This is the number of calls necessary before Stisser would regard the figure as indicative. In other words, you can measure 5 hours with 1500 calls but it still takes 1200 calls to measure two hours. The cost for measuring these two hours would be \$11.50 for the necessary 46 interviewing sheets to be filled out in advance and \$25.00 for the two interviewers, \$12.50 to each interviewer, for a total cost of \$36.50 to run an indicative two-hour survey.

To measure one hour, say 7 to 7 to 8 AM, you still should have 1200 calls and this would take four interviewers calling steadily during this one hour throughout the week. The cost would be again \$11.50 for filling out the sheets in advance and for the four girls, \$6.50 apiece for a total of \$36.50 to get an indicative measurement of one hour. So it costs just as much to measure for one hour as it does for two hours.

To get a 30-minute measurement, you need 900 calls and this would necessitate the filling out of 34 interviewing sheets at 25 cents a sheet or a total cost of \$8.50. You would need six girls measuring your 30 minute period and you would probably still have to pay them \$1.25 because you would be employing them half an hour and you wouldn't want to cut it any lower so it would cost you \$7.50 each day or, over a 5-day period, \$37.50 for the actual interviewing and \$8.50 for filling out the sheets for a total of \$46.00. So yousee, it is actually cheaper to measure for longer periods of time.

I know this is rather long but it should enable you to set up your surveys from now on more accurately and more cheaply.

GBM:bp

Staff

41, KIRTL

ACCAP & BMI

Staff

KLIF
Houston
MEMORANDUM

PILOT INTERVIEWERS

Bill Weaver - Don Hayes

DATE

6/21/57

FROM:

Gordon McLendon

Tuesday morning:

Mrs. Bessie Harris (B)
1813 Norlinda St.
Hillcrest 2-1823

SUBJECT:

Mrs. Barbara Keller (A)
Underwood 4-9059

For your information, here is a breakdown of the FIRST week in June, broken down into the 7-9 AM period. The other things show tremendous fluctuations and are very reliable but they are

Tuesday noon:

Mrs. Sheridan (A)
JA 9-~~864~~ 8634

Mrs. P. W. Plattenburgh (A)
6819 Moss Rose
Walnut 8-5500

Mrs. George E. Berry (B)
4533 Bellaire Blvd.
MA 3-7368

7-9 AM

9-12 M

31.5

25.4

12-3 PM

28.9

23.7

3-6 PM

34.6

25.8

Usually, the 7-9 AM period is the slowest to respond for any new station. Also, the second week saw our mornings go up so it may be that the situation is already changed. At any rate, Frank Stinner is sending me a breakdown for the second week in June and then for the overall two weeks in June. Incidentally, I inquired of him whether Dave Morris had asked for the same thing by way of a breakdown for those two weeks and he said no. I don't want it worried around that we have these breakdowns because I don't want Morris to ask for them.

The only two other stations all day long which showed over 10% in any time period were also in the 7-9 AM, where KTRM had 18.6% and KTCN had 15.7%. KTRM's may very well have been due to newscasts for all I know.

Best regards,

GM:bp

ASCAP & BMI

Staff

KILTL

K L I F
MEMORANDUM

TO: Bill Weaver - Don Keyes
FROM: Gordon McLendon
SUBJECT:

DATE: 6/21/57

For your information, here are Hooper figures for the FIRST week in June, broken down into time periods. Remember that these things show tremendous fluctuations and are not really very reliable but they are good to have anyway. These must NOT be published or otherwise shown to anyone, as I promised Frank Stisser:

	KILT	KNUZ
7-9 AM	17.4	32.2
9-12 N	31.5	23.4
12-3 PM	28.9	23.7
3-6 PM	36.6	26.8

Usually, the 7-9 AM period is the slowest to respond for any new station. Also, the second week saw our mornings go up so it may be that the situation is already changed. At any rate, Frank Stisser is sending me a breakdown for the second week in June and then for the overall two weeks in June. Incidentally, I inquired of him whether Dave Morris had asked for the same thing by way of a breakdown for these two weeks and he said no. I don't want it worded around that we have these breakdowns because I don't want Morris to ask for them.

The only two other stations all day long which showed over 10% in any time period were also in the 7-9 AM, where KTRH had 10.6% and KYOK had 15.7%. KTRH's may very well have been due to newscasts for all I know.

Best regards.

GBM:bp

ASCAP & BMI

Staff

TO: ALL STATIONS

FROM: Gordon McLendon

DATE: February 15, 1956

ON PILOT SURVEYS

Fred Kenkel of C. E. Hooper, Inc., has suggested that it is very important for us to train a couple of shut-ins whom we can use to make our own pilot surveys. Quite often, as he pointed out, we have need of audience data which cannot be provided easily by Hooper: special surveys of a particular program which has perhaps been on the air only a week or so, surveys of a program's popularity in a one-month period rather than on a two-month moving average, etc. A case in point is School Hi-Lites, a thirty-minute evening program in New Orleans which we have had Hooper measure. Had we been prepared, we could have conducted our own pilot survey.

Another example would be if you had a new disc jockey and wanted to measure his popularity without waiting three months for a Hooper comprehensive breakdown.

You can make these pilot surveys for a minimum cost, not more than \$50-\$75, if you are equipped with a crew of shut-ins who know what to do when you call them.

900 telephone calls in an individual 30-minute period is, Kenkel explained, quite conclusive. You will find inside the front cover of your Hooperating the questions which should be asked and the order in which they should be asked and you will find in the back of your Hooperating the chart for determining the reliability of ratings. It should be very fascinating for you to conduct your own surveys and check them against the Hooper. This is Kenkel's own suggestion.

Actually, a sample of 600 calls is indicative, however, 900 is better. It used to be that a sample of 300 calls was sufficient to be indicative but nowadays, with the lower tune-in, Kenkel says that 300 is no longer sufficient.

It is also necessary to detail the method by which your pilot surveyors should choose the numbers to call. It is as follows:

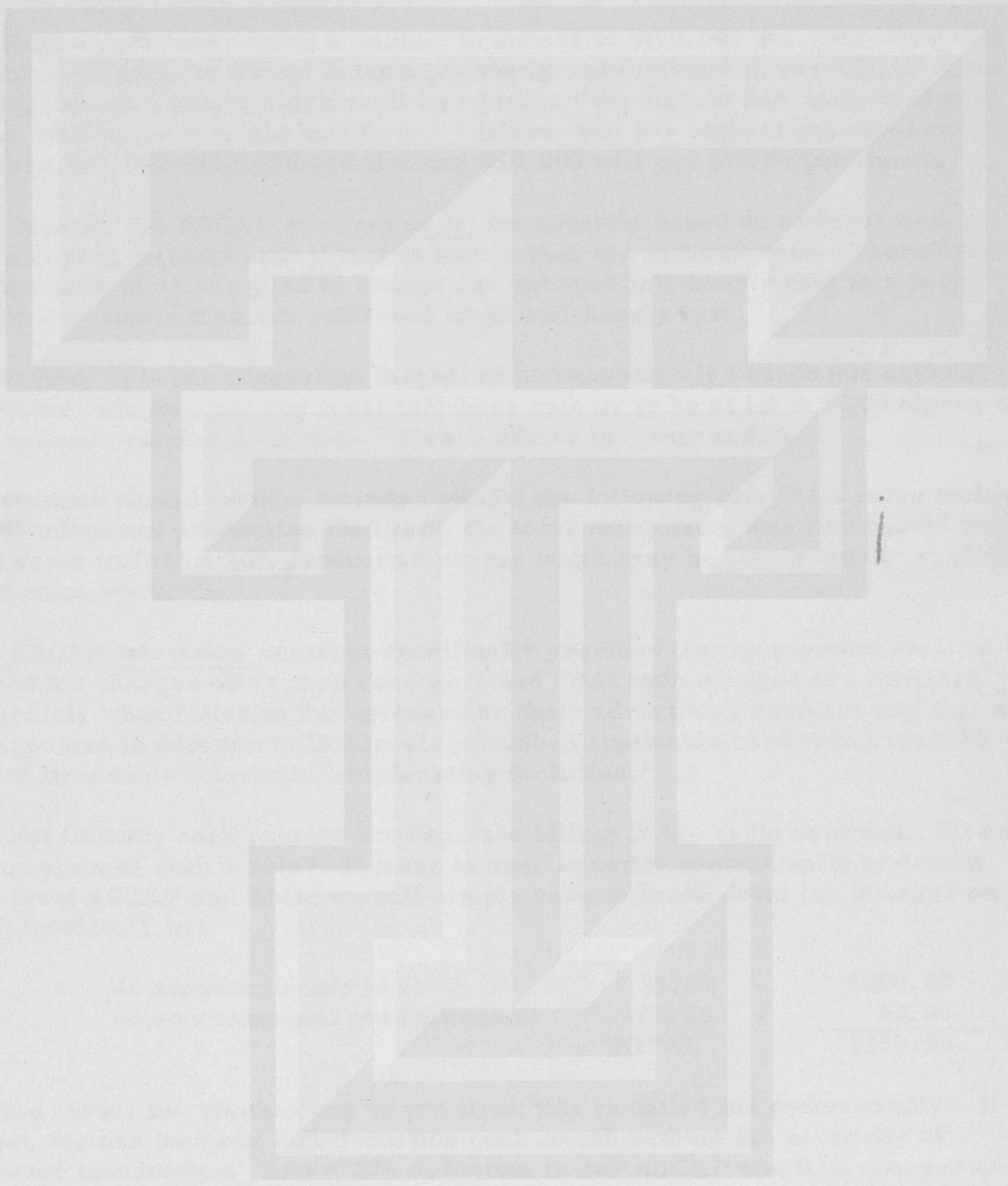
ASCAP & BMI

Staff

The local telephone directory is to be used and one girl is assigned even pages and the other odd pages. Only the first four residence numbers are called on each page, be it even or odd. Accurate records should be kept of those at home and those who aren't. Remember, only four numbers from a given page are to be called. Pages are determined in multiples of 100. Let's take the case of the girl assigned odd pages: in the Dallas directory, the first odd page is 11; she'll call the first four residence numbers on this page and then turn to pages 111, 211, 311, 411 and so on through the directory, calling the first four residences on each page. Now, she turns back to page 13 and starts over, calling numbers from page 13, 113, 213, 313, etc. Now, back to 15, 115, 215, 315, etc. Now, for even pages, 10, 110, 210, 310, etc. This may look complicated but really it is very simple.

ASCAP & BMI

Staff



ASCAP & BMI

Staff

TO: All Station Managers, Dorothy Manning
B. R. McLendon & Dimple Mounger
FROM: Gordon McLendon

Jan. 30, 1956

RE: ASCAP AND BMI PAYMENTS

All stations presently doing a volume in excess of \$150,000 per year--and that includes all stations except Atlanta presently--are obliged to pay ASCAP a sustaining fee each month which shall be equal to "the highest half hour card rate of the station for a single half hour." Atlanta will pay highest quarter-hour if between \$50,000-\$150,000 and if under \$50,000 will pay \$12.00 per month.

As I read it, the ASCAP contract is not necessarily based on national rate but can be based on local rate if that is higher than the national rate. Therefore, it does none of us any good to change our national half-hourly rate to a point where it is lower than our published local half-hourly rate.

Therefore, it is my suggestion that all of us immediately reduce our national half-hour rate to equal our local half-hour rate or to be at least \$1.00 higher than our national quarter-hour rate. Please advise me your action.

All stations should further include in SRDS the following line, "All rates include a 20% talent and production charge." On local rate cards, one line should read, "All rates include a 20% production charge which may be increased for special production work."

The ASCAP television contract specifically provides that no payment shall be required for charges other than time provided "that such charges are itemized separately when billed to the sponsors or their advertising agencies and that such charges are in addition to licensee's published applicable card rate...for the use of licensee's television broadcasting facilities."

I do not find any such proviso for separate billing in the radio contract. Do any of you know of such a rule? If there is one, in order contractually to deduct 20% from ASCAP and BMI, we will simply have to break down two charges on each invoice, i. e.:

40 announcements at	\$5.00	-	\$200.00
40 announcement productions at	\$1.25	-	50.00
	TOTAL		<u>\$250.00</u>

Please advise me whether any of you think this is called for contractually. If it is not, we can take our 20% deduction each month without the necessity of separate itemization. And a 20% deduction in our ASCAP and BMI charges can amount to sizable money. It is more than rightful since radio has changed and is now doing all sorts of unbilled, but expensive production work for sponsors merely paying card rate-- as, witness our own Les Vaughan who does so much work--expensive in his time and station materials--that goes unbilled.

May I hear from each of you immediately on this matter?

TO: All McLENDON Stations
FROM: Cecil Hobbs
DATE: October 11, 1955

As a follow up to Gordon's memo of October 8 in reference to BMI and ASCAP deductions, I have the following report to make. I realize it is an impossibility for us to think about getting a complete breakdown of the deductions allowed from BMI and ASCAP. Therefore, I have checked with several stations in Dallas and Fort Worth in an effort to find out the deductions they were claiming and as a result have come up with the following list:

TALENT--Includes engineers' ^{fees} ~~fees~~ and the mobile news unit man's salary. I am sure we can get by with this.

MOBILE UNIT EXPENSES--Includes all expenses incurred by the mobile unit with the exception of cost of truck. A claim for deductions for past months has been made and has been approved subject to auditing of our books.

NEWS SERVICE--This includes UP and INS plus the news service charge that we are including on all of our time orders for the mobile news unit and 5-minute newscast sponsorship. A claim has been submitted for past months.

RATE CARD DISCOUNTS--I don't think any of the stations has a justified claim here since no rate card discounts are allowed.

AGENCY COMMISSIONS

POLITICAL--All net revenue from this source.

SPECIAL LINES--We don't have too many but there are a few and should be claimed.

NEWS TELEPHONE CALLS AND TELEGRAMS--This is a very important item and we should keep very close tabs on the calls and telegrams made for news purposes. For September, KLIF submitted claim for \$230.00. Not only is this deductible from BMI and ASCAP but also 10% of it is exempt from taxes.

With just a little effort on our part, we can not only make our organization money but we won't do bad for ourselves.

If any of you have further ideas about deductible items, please advise.

Best regards.

CH:bp

CC: KNOE-Monroe

WNOE-New Orleans

Staff

TO: All Station Managers

FROM: Gordon McLendon

DATE: September 14, 1955

Dorothy Manning has pointed out that we can take justifiable allowances from ASCAP and BMI if the billing from our remote news trucks is handled in a different fashion. If you want information on this, write to Dorothy Manning here at KLIF. Also, I think it important to point out that under no circumstances should certain parts of the mobile news units be commissioned to your salesmen as commissions since part of it is very definitely expense. You wouldn't commission rights fees or line charges for the broadcast of sporting events and neither should you commission actual out-of-pocket cash expenses in any given month on the mobile truck, i. e., repairs, gasoline bills and things of that sort. In order to accomplish this, billing should probably be made on the mobile truck in a different way and I would suggest that you contact Dorothy Manning. I am sending a copy of this memorandum to Dorothy and asking that she write up a standard form as to her ideas on this.

GBM:bp

Staff

TO: ALL STATION MANAGERS

FROM: Cecil Hobbs

DATE: October 1, 1955

A short time ago, Gordon wrote you a memo in reference to Dorothy Manning's idea of billing on newscasts and the mobile units to show a justifiable allowance from ASCAP and BMI.

Dorothy and I have discussed this idea and I must confess it is a good one. Effective October 1, all KLIF time orders for the mobile units as well as the sponsored 5-minute newscasts, will be changed showing charges for news service. The total cost of current sponsored 5-minute newscasts is fully commissionable with the exception of charges for talent. We are breaking the charges down to show news service 30% of rate card. For example, our minimum 5-minute newscast rate is \$21.60. 30% of this, or \$6.48, is noted on the time order as news service and \$15.12 as station time.

For future clients who buy newscasts, there will be a 15% added to rate card for news service and then we will show on time order an amount for news service equal to 30% of total amount. This may be confusing but it will certainly save us money.

A change has also been made in method of billing on mobile units which will save us money. If you have any questions regarding this idea, I would certainly recommend that you contact Dorothy.

Incidentally, Gordon has suggested that all stations adopt this policy of billing on newscasts and mobile units.

Best regards to all of you.

CH:bp

Staff

policy

TO: All McLendon Stations

FROM: Gordon McLendon

DATE: October 8, 1955

After looking at the BMI and ASCAP deductions for this month and seeing your failure to take proper deductions for news telephone calls and news telegrams as well as engineering charges I have asked Cecil Hobbs to look into the matter and be in contact with all of you. We are not making deductions for any number of those that we could be making them for. In addition to the above, there is also the matter of the remote news units. I can't imagine why you continue to pay BMI and ASCAP for news telephone calls and telegrams, mobile news expenses, engineering expenses, etc., that you could be deducting. If all of you at KLIF, WRIT and KELP are feeling in a charitable mood, I am not. Now, let's get busy and get proper deductions made not only for ensuing months but for past months.

Best regards.

GBM:bp
CC: KNOE-MONROE
WNOE-NEW ORLEANS

Staff

TO: ALL STATIONS
FROM: Gordon McLendon
DATE: May 8, 1956

Some more info from BMI Newsletter for May, 1956:

MEMORABLE MOMENTS FOR MAY

May 1, 1873	First Postal Card issued
May 7, 1915	S.S. Lusitania sunk by German submarine
May 8, 1847	First rubber tire patented
May 12, 1908	First radio patent - N. B. Stubblefield
May 17, 1875	First Kentucky Derby
May 21, 1927	Charles Lindbergh's Non-stop flight to Paris
May 24, 1883	Brooklyn Bridge opened - New York

PLEASE NOTE

May 1st	May Day
May 5th	Arbor Day
May 13th	Mother's Day

MUSIC FOR YOU - You may have seen these statistics sent to us by Lyle Gaston of Station KGWA in Enid, Oklahoma:

Teen-agers average \$500 a year each, which they spend themselves.

(A. J. Wood & Co. Survey)

63% of teen-age girls are influencing choice of grocery brands.

(American Girl Survey)

77% of teen-age girls influence choice of home furnishings.

(Benson and Benson Survey)

32% of teen-age girls are collecting for future homes.

(American Girl Survey)

Every third bride is a teen-ager. More girls marry at 18 than any other age.

(Federal Security Agency Reports)

The average college student spends \$375 for goods and services during nine months of school year.

Perhaps these figures in Oklahoma may be a little different in your area but certainly not sufficiently so to alter the importance of the teen-ager. That is probably the reason why the program carried by KGWA and directed by a 16-year-old junior in the high school is such a wonderful success. It's an all-request program and contains interviews and 30-second talks with other teen-agers.

MISS KBEL CONTEST - This is a stunt very successfully promoted in the interest of the March of Dimes - but one that would be equally interesting for any charity drive. Station KBEL is in Idabel, Okla. Civic organizations were invited to name candidates for Miss 1956 Radio, and votes were registered at 1 cent per vote. Popularity of the contest is attested to by the fact that \$1,817.63 was raised at 1 cent per vote. The winner was entered in a State Contest. Our co-editor, J. P. Stanley.

Women are like TV film--to make a good showing they must be developed but not over-exposed.

WELL! HERE'S A NEW IDEA

In a letter from Gen. Mgr. Si Willing of KTLD, Tallulah, La., he tells of selling the "now-famous bulletin announcing Ike's decision to run for another term." This was sponsored by a national bank. Similarly, Mgr. Willing intends to sell and indeed already has sold other such anticipated bulletins from Convention headquarters relative to selection of other candidates. We believe this is a new idea.

DON'T PASS THIS BY - Can you use the weird, the exotic sounds in music of the Eastern Mediterranean? . . . the bagpipe and shepherd flute of Serbia; the primitive oboe and flute of Macedonia; the Croatian "mesnica" or "sopele"; or the mandolin of Bosnia and Hercegovina called the "tamburitza?" These and more are contained in a 12-inch LP album entitled "The Yugoslav National Folk Ballet" produced and distributed by Folkways Records which retails for \$5.95 but available through the Newsletter at \$2.50 each. Order through BMI or Louis Nurko, Alpha Music, Inc., 501 Madison Avenue, N. Y. C.

INFORMATION FROM BMI NEWSLETTERS

FEBRUARY, 1955

Special Days and Weeks:

Entire month

2

6-12

14

20-26

22

American Heart Month

Ground Hog Day

Boy Scout Week

St. Valentine's Day

National Beauty Salon Week

Mardi Gras

Interesting Dates in February

2, 1876

12, 1877

15, 1898

19, 1870

22, 1630

23, 1927

National Baseball League formed

First News Dispatch by telegraph

Battleship Maine destroyed

Edison patented phonograph

Popcorn introduced to English Colonists

Federal Radio Commission created

MARCH, 1955

Special Days and Weeks:

Entire month

4

13

17

18

27

28

Red Cross Membership and Fund Campaign

Presidents Day

Spring Millinery Promotion

St. Patrick's Day

Dried Fruit Week

National Laugh Week

National Mother-in-Law Day

Interesting Dates in March

3, 1931

6, 1836

15, 1925

27, 1884

Star Spangled Banner officially designated National Anthem

Siege of the Alamo, San Antonio, Texas

First Radio Commission organized

First long distance telephone - New York to Boston

DON'T SELL YOUR STATION SHORT

--so says Don Reeves, Gen. Mgr. of KMOD, Modesto, California...and so station identification announcements carried the added letters "TNP." And what is TNP?... Why, terrific nighttime programming. Did you ever listen to your programs objectively? It is important that we fairly evaluate what we term "entertainment." And if we will get the other fellow's perspective, perhaps it would seem indicated to plan a little TNP-- with a little TDP added.

APRIL, 1955

Special Days and Weeks:

1	April Fools Day
1-30	Spring Showing Gas Ranges
6	Army Day
10-16	National Noise Abatement Week
24-30	National Secretaries Week
27	National Social Hygiene Day
29	Arbor Day

Interesting Dates in April

16, 1941	German bombers destroyed London offices of NBC and CBS for second time (Note: they knew what they were aiming at)
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WDVA NIGHT TRAIN--SOLD OUT

--The show is entitled WDVA Night Train, Number 1250 (kilocycles), running on track 8 (eighth year), leaving at 9:05 PM. Earl Stogner, one of DEJAYS, is the conductor, and the trainman is Ned Richardson, the librarian. The format, itself, is complete with sound effects of the train starting and traveling. Most of the live action takes place in the Club Car even to the extent of some clients doing their own commercials via 'beeper' on the car telephone. Requests (literally hundreds) are taken from the Mail Car, and periodic newscasts are made with the aid of the Press Car and radio beam signals.

The Dining Car is utilized for advertising certain food products. As the train halts for station, passengers' telephone requests are accepted (which number in the hundreds each night). A town or locality is saluted, theoretically the town in which the stop is made. Finally, the trip is completed and the train comes to a stop with hissing steam and sound of brakes.

The Thing that keeps men broke isn't the wolf at the door but the silver fox in the window.

MAY, 1955

Special Days and Weeks:

Entire month	United Cerebral Palsy Month
" "	Milk Festival
" "	National Motel Month
1	May Day
1-7	Be Kind to Animals Week
2-9	National Hearth Baked Bread Week
8	Mother's Day
10	National Tax Freedom Holiday
13-20	Foot Health Week
15	Straw Hat Day
21-29	VFW Buddy Poppy Week
30	Memorial Day

MAY (continued)

Interesting Dates in May

6, 1851	Linus Yale patented his lock
6, 1916	First ship-to-shore telephone conversation
6, 1935	Works Progress Administration created
12, 1908	First radio patent granted to N. B. Stubblefield
17, 1875	First Kentucky Derby
20, 1927	C. A. Lindbergh took off from New York on solo flight to Paris
24, 1935	First major league baseball game at night
30, 1848	Ice cream freezer first patented

RECORD GIMMICK

--KPUG in Bellingham, Washington files the top twenty recordings for use, as needed. Jim Hamstreet facetiously refers to it as their "gimmick." At any rate, the records, in their jackets, are bound together, in right order, in a loose leaf binder. Certainly no chance here for anyone's making a mistake?

PROGRAMS FOR A MORTUARY

--And why not? Perhaps it's quite as logical to have confidence in such a sponsor as in any other. In fact, it might be a bit old fashioned to think otherwise. We recall a program that used a male quartet with organ accompaniment as its theme. It reflected happiness, joy and confidence in the services of a friend which would ultimately and inevitably be needed. There's no sense in hiding or whispering about undertakers. For goodness' sake, let's be practical, and above all let's not be morbid. All this is the theme of programs sponsored by a mortuary over KSUN in Bisbee, Arizona, as reported to us by Arlo Woolery. At Christmas, their client sponsored a performance of the Messiah, and at Easter a production of the Seven Last Words. Throughout the year it sponsors a safety campaign, about which Arlo writes: "The very incongruity of a mortuary sponsoring safety tips only serves to emphasize the impact of these safety messages."

KNOW YOUR PRODUCT

--a year ago, we told you of WORL's policy of making every announcer visit the store, factory or outlet of the product he described over the air--where possible, of course. We wondered if the policy was still in effect. Arthur Haley has just assured us that it most definitely is. In fact, he states that it may be one reason for the unusual, large number of year-round accounts enjoyed by the station. WORL is in Boston.

Anybody can be the toast of the town if he has the right kind of dough.

Some of our most successful friends have musicianly traits--fit as a fiddle and tight as a drum.

JUNE, 1955

Special Days and Weeks

5

International Shut-ins Day

JUNE (Special Days and Weeks-continued)

8	Expectant Father's Day
20-26	Natl. Bow Tie Week (we'd be happy to propose you for membership)

Interesting Dates in June

2, 1883	First ball game played at night
4, 1922	First President to broadcast - Harding
8, 1786	Ice cream first advertised
15, 1752	Benjamin Franklin demonstrated lightning
17, 1928	First women airplane passengers to cross Atlantic
19, 1934	FCC created

CHRISTMAS IN JUNE

--We think this promotion is one of the most unusual we had the privilege of reporting during 1954. It was the original idea of Earl Harper, Gen. Mgr. of WNOR, Norfolk, Va., and Bill Montgomery reports this year that they wouldn't miss the chance of repeating it. And why shouldn't the Christmas spirit be promoted in June--or any other month? In this case the whole town cooperates. So, on June 25, a huge Christmas tree will be erected in the center of town and decorated with as much care as in December. The music? Why, carols of course and other Christmas songs that everyone knows and loves. Last year the band from the U.S.S. Pittsburgh performed at a Civic Lawn Party; the Piedmont League Baseball Club was on hand to help entertain the kiddies. Refreshments were supplied by sponsors...and, in the true spirit of Christmas, donations were accepted for local charities.

The stunt, dollar-wise, for merchants and station, was good, but of even greater importance the spirit of good will and brotherly love was everywhere evident. Our sincere congratulations to Norfolk for WNOR and to all at the station for this unusual and most worthy contribution to happier living.

Of all fine words of tongue or pen, the best are these: And now, again, amessage from our sponsor.

JULY, 1955

Special Days and Weeks

25-31	National Inventors' Week
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Interesting Dates in July

1, 1362	Bureau of Internal Revenue started
1, 1821	Spain surrendered Florida to U. S.
8, 1933	Public Works Adm. (U.S.) effective
9, 1872	Doughnut cutter patented
11, 1798	United States Marine Corps created
14, 1874	Chicago fire - 346 buildings burned
18, AD-64	Rome burned; Nero fiddled
19, 1848	Bloomers introduced - Seneca Falls
19, 1937	Guglielmo Marconi died
25, 1854	Paper collar patented

SALES DEPARTMENTS, PLEASE NOTE:

Sales usually held in July: Hosiery - handbags - shoes - appliances - men's furnishings...

Clearance sales include: summer furniture - sportswear - men's suits - coats and dresses.

Some women have not only kept their school girl figures, but have doubled them.

If you would live longer, cut out smoking, drinking, over-eating, late parties and girls. Well, at any rate, it will seem longer.

AUGUST, 1955

Special Days and Weeks

7	Friendship Day
15	Cherry Pie Time

Interesting Dates in August

17, 1786	David Crockett born
22, 1902	First President to ride in an automobile - Theodore Roosevelt
23, 1838	First American college for women - Mt. Holyoke
23, 1859	First elevator in hotel - New York City
24, 1869	Waffle iron patented
28, 1904	First automobilist jailed for speeding - Newport, R.I.

Girls who wear slacks should not turn their backs.

Special sales in August: Coats - furs, millinery - furniture - rugs - carpets

Nothing makes a man go places like a women who likes to.

The fellow who let George do it is now working for George.

Don't worry about finding your station in life; somebody will tell you where to get off.

SEPTEMBER, 1955

Special Days and Weeks

12-18	National Soft Water Week
15	Felt Hat Day
18-24	National Dog Week
19-25	National Sweater Week
19-25	Anthracite Week

Interesting Dates in September

1, 1878	First woman telephone operator
11, 1928	First auto bus - coast to coast
25, 1690	First newspaper - printed by Benjamin Harris

Special sales for September: - Housewares - tires
Clearances: - China - glassware

If you see good in everybody, you may be an optimist;
then again you may be nuts

4, 029 people died of gas last year; two inhaled it, 27
put a lighted match to it and 4, 000 stepped on it.

TREASURE HUNT

--At Station KTRY in Bastrop, La. And we can well believe Manager Bill Davis when he writes: "The thing was a sensation."

The show was sold to 24 sponsors at an equal figure for each sponsor. The prize was \$1, 000. Each sponsor received three announcements per day. Clues were given throughout the day and in this connection Davis further comments, "Business activity was almost paralyzed because clerks in all stores clung to the radio to get the latest clues on the hidden treasure chest." The hunt lasted about two weeks.

And we must add Bill's concluding remark that, all in all, it was one of the best stunts they ever tried, which they are planning to do again. There can be no doubt that for two weeks the whole town listened to KTRY.

According to a recent survey, the five sweetest phrases in the English language are: "I love you," "dinner is served," "all is forgiven," "sleep til noon," and "keep the change" --to which we respectfully add a sixth: "and now a word from our sponsor."

Anger is but one letter short of danger.

OCTOBER, 1955

Special Days and Weeks

6	Save a Wife Week - Paper Plates
9	Grandparents and Grandmothers Day
9-15	Save the Horse Week
10-16	Oil Progress Week
15	Poetry Day
16-22	Pass the Laugh Week
17-23	Donut Week
20-29	Macaroni Week
23	Winter Millinery Promotions Begin
23-29	Cleaner Air Week
24-31	Popcorn Week
30	Beggars Night (Tricks or Treats)

Interesting Days in October

1, 1781	James Lawrence died (officer who said, "Don't give up the ship.")
5, 1921	First World Series Baseball game broadcast
8, 1871	Chicago Fire (remember the cow?)

Interesting Dates in October (continued)

11, 1910	First President to fly - Theodore Roosevelt
19, 1781	Lord Cornwallis surrenders at Yorktown
24, 1901	First person to go over Niagara Falls in a barrel
28, 1919	National Prohibition Law enacted

THE SUMMER SHOW (BUT GOOD ANYTIME)

--Sorry we're so late in reporting, but the idea should be equally good the year around. (or perhaps you'll want to make note for next summer)

The program, carried by WKNE in Keene, New Hampshire, and reported by Ted Sawyer, is basically similar to those carried by other stations and directed to motorists -- but with one, important addition. An afternoon show, it includes news, safe-driving advice, weather, sports and other pertinent features... the addition being reports by a local doctor who gives advice to mothers regarding conditions associated with a particular month, : care concerning poison ivy and poison oak; care near the water; what to do regarding certain accidents and other emergencies.

TODAY IN BUSINESS

--As sent to you by Mgr. Howard C. Caine of Station CKFH, Toronto, Canada. Included as part of late stock quotations are five-minutes of "business" news, such as plant expansion, announcements of new products, trade union news and up to the minute personals. Mgr. Caine writes, "This program seems to fill a spot not covered by any other station in the area, and we have found it to be fairly attractive to sponsors... I certainly recommend it to any station, particularly those in metropolitan areas." Based on the success of this program, "Business News for Women" has been introduced in a morning program which includes women's club news, prices of food, and statistics concerning prices of all products of interest to women ; in fact, any type of news with a financial flavor of direct interest to women.

THE FUN DIALERS

On a morning show on WSB Atlanta, listeners are asked to call the station if they meet certain qualifications; for example: someone with a famous name; a housewife celebrating her anniversary; or even someone who can speak Chinese. First person to call receives a prize, and the station has an unusual interview. It is remarkable how many ideas can be developed by using a little imagination -- all of which add up, in the final analysis, to increasing and holding the station's audience.

A FOOTBALL PROMOTION OF NOTE

--We are indebted to Gen. Mgr. Ted Woods of KOSE, Oseola, Arkansas, whose letter we quote: "I took my portable tape recorder out to the practice field and had each of the players record a brief message, previously prepared. 'This is Doak Walker. I play left halfback for the Oseola Seminoles, and I'd sure like to see the stands full of friendly faces when we play, etc., etc.,'

"Then I sold spots something like this: 'here, a special message from Tim Bowles Motors - real champions - that's what the Oseola Seminoles are... and that's what the Chrysler and Plymouth automobiles are, etc., etc.'"

"Since the production of the spots entailed extra effort and considerable time, we got a premium rate. Sold out, too, I might add. Hope this helps some stations to pick up a few hundred extra bucks. We pick up some excellent ideas from the Newsletter and I'm happy to have the opportunity to repay the contributors in some small way."

Every little American boy has a chance to be President when he grows up--it's just one of the risks he has to take.

THOUSANDS OF ANNOUNCERS

--That's the boast of KTIL, Tillamook, Oregon, for every visitor to the station is invited to record a station break. Each gives his (or her) name, hometown, place of business, grade in school (if students) and anything else that can be quickly stated. "The appeal of a small fry's voice, haltingly giving a station break, is terrific," writes Mgr. Tom Hoover. "Some are bold, some shy, some poor readers, some good readers--but all pack a terrific wallop."

"Listeners love it. Much the same goes for businessmen, tourists, as well as local residents. We may play them for a week. Listeners are intensely interested and rush home to listen to their own voices."

NOVEMBER, 1955

Special Days and Weeks

1-6	National Fresh Cranberry Month
6-12	Cat Week
6-12	Optimist Week
20-26	National Cage Bird Week
24-30	National Baking Soda Week
28-Dec. 3	National Prosperity Week

INTERESTING DATES IN NOVEMBER

1, 1870	U. S. Weather Bureau - first observations made
2, 1734	Daniel Boone born
2, 1929	First newsreel theatre opened - New York
3, 1883	WCTU organized - Detroit, Mich.
4, 1879	Cash register patented
6, 1869	First intercollegiate football contest - New Jersey
8, 1837	First college for women - Mt. Holyoke Seminary
10, 1775	American Marines organized
15, 1806	Pikes Peak discovered
19, 1863	Lincoln's address at Gettysburg
19, 1850	Magic lantern slides patented
21, 1918	National Prohibition Law enacted
26, 1867	Refrigerating Car patented
29, 1890	First Army and Navy football game

IDEA FOR RECEPTIONIST

--It seems, according to Virginia Wade Ryder of KCIL, that time is of prime importance to the residents of Houma, La. Consequently, when answering the telephone calls, their technique is simply: "9:30 AM, KCIL." Mrs. Ryder says that nine out of ten callers will say, "Thank you...that's what I wanted to know."

TALK ABOUT STUNTS

--Promotional stunts have always been a regular practice of original, theatrical, publicity agents. Why, then, should anyone be surprised at the entrance of Pandit Bunion.

The Pandit's card read "Pakistani Delegate International Barefoot Society." The reverse side carried this verse: "my toes repeat, how sweet, how sweet, to go through life with naked feet."

"No creed, no cult, no other ism offers as much as bare-footism. Join the Barefoot Society on Shel's Show--7:35 to 10:00 AM, KVAN" (Vancouver, Wash). Space does not permit adequately doing justice to stunt that had the city talking. Suggest you ask Sheldon Allman of KVAN to send you a copy of the folder which tells the story of Pandit Bunion. Again, we say, some stunt!!

TWO THOUGHTS FROM KTFS

--That's Texarkana, Texas. Les Eugene writes that instead of the phrase "As a public service," they now use "As a community service." It seems a bit more intimate and friendly.

Another idea: While on vacation, Les was intrigued with the singing of a canary from a station in New Mexico. So now, listeners to KTFS also enjoy the friendly singing of a canary as background atmosphere on certain programs. (We seem to personally recall that twenty-odd years ago a station created quite a reputation through similar practice). Are there other stations?

PORTABLE RADIO MONTH

--A campaign that had the support of local dealers and was most successful was conducted by CFBC in Saint John, New Brunswick. This followed a similar promotion for car radios, and in September for clock radios. Mgr. Hugh T. Trueman writes, "Not only does this campaign encourage sales of these extra-curricular sets, but I have found that it helps to point out to potential advertisers the great mobility and fantastic number of radio sets." And we emphasize the last line of Mr. Trueman's letter: "What a terrific boon to the radio industry it would be if we could get together on both sides of the border and make these special monthly campaigns national." To which we add, WHY NOT?

Money isn't everything but it's way ahead of whatever is in second place.

GIVE A RADIO FOR CHRISTMAS

--A promotion that is legitimate and healthy for all stations. Perhaps this is the opportunity to stress a PORTABLE RADIO. As a further reminder--in addition to making a wonderful Christmas gift, it is an investment toward SAFETY IN THE HOME when power has been disrupted. How, otherwise, can anyone listen to announcements from CONELRAD.

Compliments go to the Southern California Broadcasters Association which has done an outstanding job in the promotion of this idea, even to the extent of making available to you a special, transcribed message at cost (\$10.00). The address is 6047 Hollywood Blvd., Los Angeles 23, California, Attn: Frank W. Crane.

Poise is that quality which enables you to buy a new pair of shoes while ignoring the hole in your stock sock.

DECEMBER, 1955

Interesting Dates in December

2, 1823

The Monroe Doctrine enunciated in a message to Congress

Interesting Dates in December (continued)

5, 1782	First President born a citizen of U. S. - Martin Van Buren
6, 1923	First presidential message broadcast - Calvin Coolidge
7, 1938	First radio facsimile transmission
10, 1869	First state to grant Woman Suffrage - Wyoming
12, 1800	Wash., D. C. becomes permanent home of U. S. Government
12, 1901	First Transatlantic radio signal - Marconi
16, 1773	Boston "Tea Party"
17, 1903	First airplane flight by Wright Bros.
21, 1913	First crossword puzzle published
23, 1809	Christopher (Kit) Carson born
25, 1776	Washington crossed the Delaware to attack Trenton
29, 1851	Young Men's Christian Assn. organized

Glass, china and reputation are easily cracked and never well mended.

NEWS PROMOTION

--No matter how large the news staff it is often a problem to obtain complete coverage. A promotion initiated by Mgr. Joe Wilder of WBAW, Barnwell, S. C., has paid off. Joe writes: "when we see a story that should have been ours we dispatch a post card to remind the new source that a call to the news station, WBAW, would be appreciated." (The card is an invitation to call the station as an aid to better serve the community." "I feel that this has paid off. We plan to couple the card promotion with a contest, offering a weekly prize for the best news story sent in."

TEEN-PINNERS

--This is a program designed to bring together the finest teen-age bowlers in the Chicago area, and it is seen Saturdays over WBBM-TV from 4 to 5 PM. The first seven weeks of competition determine the four winners who meet for an additional four weeks. Prizes frun from a \$500 savings bond for highest score to a \$250 bond for second place and \$100 and \$50 bonds for third and fourth. There are other individual prizes as well.

Audrey Lazik, who gives you the details, calls it "The number one Saturday afternoon show." Open for sponsorship, it is announced by Ray Rayner who makes it a virile performance.

TREASURE HUNT--KAGH

--This time in Crossett, Ark., as reported by station owner Julian Haas. We like his statement, "It really created listeners. Actually everybody listened from the Colonel's Lady to Judy O'Grady. ***If radio is dead, it's the liveliest corpse you've ever seen because it brought out many, many persons, day and night, with shovels and spades. If evidence were necessary, the advertisers saw the proof that there were plenty of listeners."

WABI ESTABLISHES A FIRST

--That's WABI AM and TV in Bangor, Maine. By calling a number, you may have the weather (15 seconds), plus a plug for the station or client (15 seconds)--every hour of the day or night--every day of the week. The recorder playback is installed in the studios, as Gen. Mgr. Leon P. Gorman, Jr. writes us, "directly in the news room."

The unusual service, which we honestly believe is a radio "first" was first brought to our attention by our "rep" Lin Pattee (whose home is in Maine).

The subject of weather has become increasingly important, as we all know. This is an outstanding and practical manner to capitalize on a real service--twenty-four hours a day--seven days a week.

JANUARY, 1956

Special Days and Weeks

1-31	Super Market month
1-31	National Egg month
1-7	Odorless Decoration week
2-31	March of Dimes

Interesting Dates in January

4, 1923	First network broadcast - WEAJ-WNAC
5, 1942	Blue network begins as separate entity
7, 1789	First U.S. Presidential Election held
15, 1907	First three-element vacuum tube patented--Lee deForest
16, 1920	18th Amendment (Prohibition) in effect
17, 1706	Benjamin Franklin born
19, 1807	Robert Edward Lee born
29, 1900	American League (Baseball) organized

General Sales: China - glassware - coats - furs - hosiery - handbags - shoes - men's furnishings - white sales - toiletries - drugs
Clearances: Men's suits - coats, appliances

This is the big month for white sales; 18% of year's business occurs in January; and don't forget National Crochet Week. Merchants also capitalize on National Thrift Week, beginning January 17. All furniture stores are planning for their February clearances. Better see them NOW.

Now comes a letter from Earl Katz of WJAG, Norfolk, Neb., outlining a fine campaign for National Egg Month (January). Six firms participated in 155 spots during the month, which not only promoted business for the farmer and retailer but was quite profitable to the station.

One way to curb delinquency is to take parents off the streets at night.

Women live longer than men, and it serves them right.

If a kiss speaks volumes, it probably isn't a first edition.

A wife is someone who loyally stands by her husband through all the troubles he wouldn't have had if he hadn't married her.

FEBRUARY, 1956

Special Days and Weeks

2	Ground Hog Day
2-11	Draut and Frankfurter Week

Interesting Dates in February

9, 1870	U. S. Weather Bureau authorized
10, 1933	Singing telegram first introduced
11, 1847	Thomas A. Edison born
23, 1905	First Rotary Club - Chicago
25, 1836	Pistol patented by Samuel Colt

Two people can live as cheap as one what?

ANOTHER PRACTICAL SERVICE

--And sponsored by an insurance company over WVPO, Stroudsburg, Pa. When the fire signal is sounded the station immediately gives a news announcement stating the location, etc. It is a practical service to all, including motorists who might otherwise be delayed. Mgr. Chester S. Miller tells that this service has been sponsored for over two years.

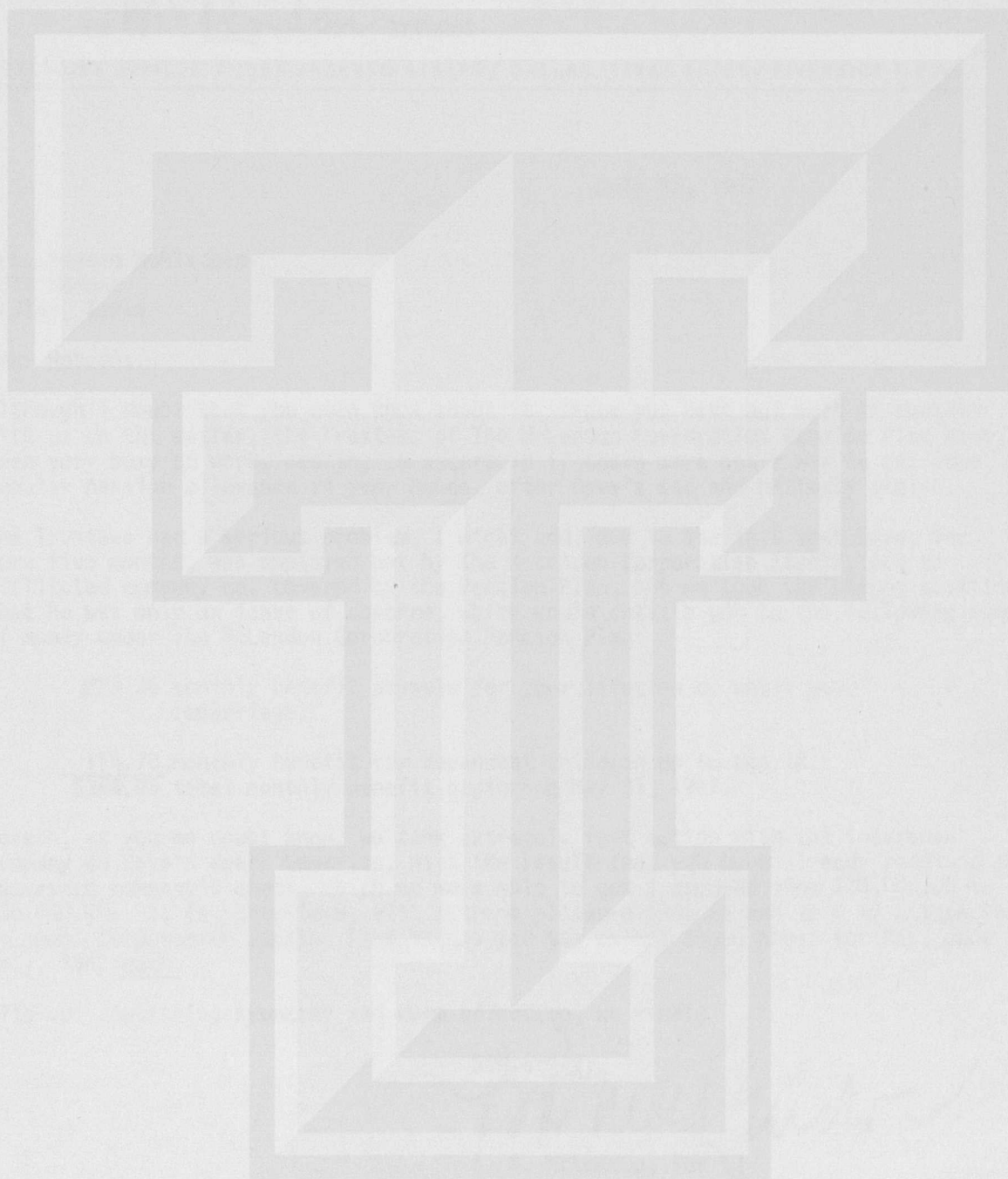
Here's how the television actor's wife marked their towels--
"Ham" and "Her"

WOW PARTY LINE

--The lines of WOW (Omaha, Neb.) are "plenty busy" each evening when the listeners personally call the station and are heard as they express their opinions concerning everything from adequate baby sitters' fees to the traffic situation. "It has got so now that often public officials call to answer or explain certain topics under the discussion, and the station has received letters from all points in Nebraska and western Iowa." David A. Lindsey says that "The success of the program is proving fabulous."

FEBRUARY IS NATIONAL HEART MONTH

--And last year WHIM, Providence, R.K., raised \$500 for the Heart Fund merely by dedicating quarter hours to contributors for a dollar or more. Bruce L. Williamson wrote that for the fun of it, they announced that they would dedicate a whole day to anyone contributing one hundred dollars. They had two takers.



Staff

*Pol. Book
Pension Plans*

THE **McLendon** STATIONS

EXECUTIVE OFFICES / 2008 JACKSON STREET / DALLAS, TEXAS 75201 / RIVERSIDE 7-9311

July 25, 1967

Mrs. Noreen Muhlstein
1815 Sedona
Dallas, Texas

Dear Noreen:

Although I doubt that you even know about it, since you have not been in contact with us on the matter, the Trustees of The McLendon Corporation Pension Plan have been very busy at work, seeking to ascertain if there were not a way to get some regular pension allowance in your hands, after Dave's sad and untimely demise.

The Trustees had a serious problem, I might add, due to the fact that Dave, for some five months, was employed not by The McLendon Corporation itself, but an affiliated company not covered by the Pension Plan, but we took the strong position that he was only on leave of absence, which would entitle you to the following sums of money under The McLendon Corporation Pension Plan:

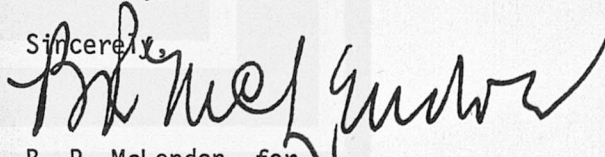
\$229.36 monthly benefit payable for your lifetime or until your remarriage.

114.70 monthly benefit for dependent children up to age 18.
\$344.06 total monthly benefit beginning May 31, 1967.

Noreen, as you no doubt know, we took extremely fast action with the insurance company on Dave's death benefits, with the result that you have already received the insurance company's check, which we were able to get increased from \$30,000.00 to \$36,000.00. It is, therefore, with extreme pleasure that we are able to attach hereto McLendon Corporation Pension Plan checks for the amount shown above for May, June and July, 1967 each.

With our continuing sympathy and warm affection, we remain

Sincerely,



B. R. McLendon, for
THE MCLENDON CORP. PENSION PLAN TRUSTEES:
Gordon B. McLendon
Dorothy M. Manning
B. R. McLendon

BRM:bpo
Encl.

THE **McLendon** STATIONS

KLIF-KNUS/FM-DALLAS / WYSL-AM/FM-BUFFALO / K-ADS-LOS ANGELES / WNUS-AM/FM-CHICAGO / KILT-KOST-FM-HOUSTON
KABL-AM/FM OVER SAN FRANCISCO / U. S. Sales X-TRA NEWS OVER LOS ANGELES / COMING SOON... DETROIT (PENDING FCC APPROVAL)

THE **McLendon** STATIONS

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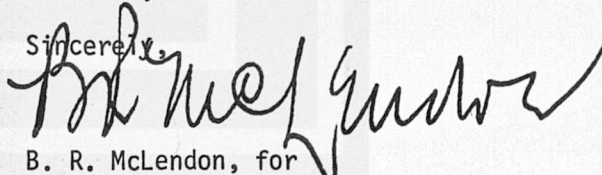
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THE **McLendon** STATIONS

KLIF-KNUS-FM-DALLAS / WYSL-AM-FM-BUFFALO / K-ADS-LOS ANGELES / WNUS-AM-FM-CHICAGO / KILT-KOST-FM-HOUSTON
KABL-AM-FM-SAN FRANCISCO / U. S. NEWS & WORLD NEWS 8:00 PM LOS ANGELES / COMING SOON... DETROIT (PENDING FCC APPROVAL)

Policy Book
Sample

NOTICE TO ALL EMPLOYEES

SIGNING THIS CONTRACT

WITH THE TRAINING, EXPERIENCE, PUBLICITY, PRESTIGE AND TRADE SECRETS IMPARTED TO YOU BY THE COMPANY, IT IS OBVIOUS THAT YOU WILL BE OFFERED EMPLOYMENT MANY TIMES DURING THE TERM OF YOUR CONTRACT BY OTHERS DESIROUS OF OBTAINING PERSONNEL SO HIGHLY TRAINED AND MADE VALUABLE BY THE COMPANY.

SINCE WE BOTH RECOGNIZE THAT THESE JOB OFFERS WILL BE MADE YOU, AND WILL BE MADE YOU AS A RESULT OF YOUR ASSOCIATION WITH THIS COMPANY, YOU MUST MAKE UP YOUR MIND IN SIGNING THIS CONTRACT THAT YOU WILL NOT ASK FOR A RELEASE FROM THE CONTRACT DURING IT'S TERM, FOR NONE CAN BE GIVEN. YOU MUST AT THIS MOMENT PREPARE YOURSELF FOR A SITUATION WHICH WILL COME: A SITUATION WHERE YOU WILL BE OFFERED FAR MORE MONEY THAN YOU ARE MAKING UNDER THE TERMS OF YOUR CONTRACT WITH THIS COMPANY. IF YOU ARE NOT PREPARED CONTENTEDLY TO REJECT SUCH OFFERS WITHOUT REQUESTING A RELEASE FROM YOUR CONTRACT, YOU MUST NOT SIGN THIS CONTRACT.

EMPLOYEE PLEASE INITIAL

Donald F. Muelh

A G R E E M E N T

THIS AGREEMENT MADE AND ENTERED INTO AT Dallas, Texas, THIS, THE
22nd DAY OF May, 1961 BY AND BETWEEN The Texas Triangle, Inc.
HEREINAFTER CALLED THE "COMPANY" AND Gerald Asher Mueller HEREINAFTER
CALLED THE "ARTIST"

WITNESSETH:

WHEREAS, THE COMPANY DESIRES TO EMPLOY EXCLUSIVELY AND UTILIZE
IN THE ENTERTAINMENT INDUSTRY THE SERVICES OF THE ARTIST AND HIS
LIBRARY, DRAMATIC, MUSICAL, INTELLECTUAL AND ARTISTIC TALENTS, AND
THE ARTIST DESIRES TO BE EMPLOYED EXCLUSIVELY BY THE COMPANY AND GRANT
TO THE COMPANY THE EXCLUSIVE AND SOLE RIGHT TO THE PERFORMANCE AND
PRODUCTS OF HIS TALENTS;

NOW, THEREFORE, FOR AND IN CONSIDERATION OF THE MUTUAL PROMISES,
COVENANTS AND AGREEMENTS HEREIN SET FORTH, THE PARTIES HERETO AGREE
AS FOLLOWS:

1.

THE COMPANY HEREBY EMPLOYS AND ENGAGES THE ARTIST TO RENDER HIS
SERVICES SOLELY AND EXCLUSIVELY FOR THE COMPANY AS HEREIN REQUIRED
FOR AND DURING THE TERM HEREOF AND THE ARTIST HEREBY ACCEPTS SUCH EMPLOY-
MENT BY THE COMPANY AND AGREES TO PERFORM AS REQUIRED HEREUNDER
EXCLUSIVELY AND SOLELY FOR, AND AS REQUIRED BY, FOR THE COMPANY, AND
THE ARTIST EXPRESSLY GRANTS AND ASSIGNS UNTO THE COMPANY THE SOLE
AND EXCLUSIVE RIGHT AND TITLE TO THE PERFORMANCE OF AND PRODUCTS FROM
ALL HIS LITERARY, DRAMATIC, MUSICAL, INTELLECTUAL AND ARTISTIC TALENTS
AS MAY BE UTILIZED IN THE ENTERTAINMENT INDUSTRY THROUGHOUT THE WORLD,
INCLUDING, BUT NOT LIMITED TO THE EXCLUSIVE USE OF THE ARTIST'S NAME,
STAGE NAME, PSEUDONUM, LIKENESS AND VOICE FOR ENTERTAINMENT, ADVERTISING,
COMMERCIAL OR PUBLICITY PURPOSES, SO THAT NO OTHER PERSON, FIRM OR
CORPORATION SHALL HAVE ANY RIGHT OR INTEREST THEREIN WHATEVER. THE

ARTIST AGREES TO RENDER HIS SERVICES AND PERFORM THE DUTIES AS REQUIRED OF HIM BY THE COMPANY FAITHFULLY, HONESTLY, DILIGENTLY AND TO THE SATISFACTION OF THE COMPANY WHEREVER, WHENEVER AND FOR WHOMEVER DESIGNATED BY THE COMPANY, AND HE WILL DEVOTE HIS FULL TIME, EFFORT AND ATTENTION THERETO, BUT IT IS EXPRESSLY UNDERSTOOD HEREUNDER THAT THE COMPANY SHALL NOT BE OBLIGATED TO CAUSE OR PERMIT THE ARTIST TO RENDER ANY SERVICES HEREUNDER.

2.

THE COMPANY AGREES TO PAY FOR THE SERVICES AND ALL RIGHTS GRANTED AND ASSIGNED HEREUNDER AS FOLLOWS:

\$1,000.00 per month effective May 22, 1961

IT IS FURTHER AGREED AND UNDERSTOOD THAT THE ARTIST SHALL BE REIMBURSED FOR ALL ACTUAL, NECESSARY AND ESSENTIAL COSTS OF TRANSPORTATION OF THE ARTIST WHICH SHALL BE REQUIRED BY THE COMPANY.

3.

THIS AGREEMENT SHALL BE FOR A TERM OF one year COMMENCING May 22, 1961, WITH AN OPTION IN THE COMPANY TO EXTEND THE TERM HEREOF four (4) ADDITIONAL PERIODS OF SIX (6) MONTHS EACH. THE OPTION OR OPTIONS HEREIN GRANTED SHALL BE HELD TO HAVE BEEN AUTOMATICALLY EXERCISED BY THE COMPANY UNLESS THE COMPANY NOTIFIES THE ARTIST IN WRITING THAT SUCH OPTION WILL NOT BE EXERCISED. NOTWITHSTANDING THE FOREGOING, HOWEVER, THIS AGREEMENT SHALL AT ALL EVENTS, AT THE OPTION OF THE COMPANY, AUTOMATICALLY TERMINATE UPON THE DEATH OR PHYSICAL OR MENTAL DISABILITY OF THE ARTIST.

4.

THE ARTIST SPECIFICALLY AGREES AND CONSENTS THAT THIS AGREEMENT IN ITS ENTIRETY OR ANY PART THEREOF MAY BE ASSIGNED BY THE COMPANY AND THE ARTIST EXPRESSLY GRANTS THE COMPANY THE RIGHT TO LOAN HIS SERVICES TO

TO ANY FIRM, PERSON OR CORPORATION AS FULLY AND THE SAME AS IF SUCH SERVICES WERE RENDERED TO THE COMPANY PURSUANT TO THE PROVISIONS HEREOF.

5.

IT IS EXPRESSLY RECOGNIZED BY THE ~~ARTIST~~ THAT THE COMPANY DOES AND WILL TAKE THE ~~ARTISTS~~ INTO ITS CONFIDENCE IN WORKING OUT FUTURE PLANS, PROGRAMS, AND DEVELOPEMENT ~~OF THE ARTIST'S TALENTS~~ AND THE COMPANY DOES AND WILL EXPEND GREAT SUMS AND EFFORT IN DEVELOPEMENT AND IMPROVEMENT OF ITS ENTERTAINMENT METHODS, PROCEDURES AND PRODUCTIONS, AND IN GIVING THE ARTIST PUBLICITY AND ADVERTISING, BOTH NATIONALLY AND LOCALLY, AND [THE ARTIST HEREBY PROMISES, COVENANTS AND AGREES THAT ANY AND ALL INFORMATION OR KNOWLEDGE GAINED BY HIM DURING THE TERM HEREOF IN RESPECT TO THE METHODS, PROCEDURES, TRADE SECRETS, DETAILS OF PRODUCTION, ARTS AND OPERATION AND CONDUCT OF THE COMPANY'S BUSINESS WILL NEVER BE REVEALED OR DIVULGED BY HIM TO ANY COMPETITOR OF THE COMPANY OR ANY OTHER PERSON, FIRM OR CORPORATION WHATEVER. THE ARTIST FURTHER EXPRESSLY AGREES AND COVENANTS THAT HE WILL NOT DIRECTLY OR INDIRECTLY ACCEPT EMPLOYMENT FROM, OR ~~APPEAR ON~~, OR BECOME FINANCIALLY INTERESTED IN ANY RADIO OR TELEVISION STATION, WHOSE STATION, OFFICES OR ANTENNA IS LOCATED WITHIN A RADIUS OF FIFTY (50) MILES OF ANY CITY IN WHICH THE COMPANY, ITS SUCCESSORS OR ASSIGNS, OR ITS SUBSIDIARY OR AFFILIATED CORPORATIONS, NOW OR HEREAFTER DURING THE TERM HEREOF, OWN OR OPERATE A RADIO BROADCASTING OR TELEVISION STATION, FOR A PERIOD OF EIGHTEEN (18) MONTHS FROM THE DATE THAT THE ARTIST CEASES TO BE EMPLOYED BY THE COMPANY BY REASON OF RESIGNATION OR DISCHARGE OR FOR ANY OTHER REASON. IN THE EVENT THE ARTIST SHOULD BREACH THIS CONTRACT AND AGREEMENT, IT BEING EXPRESSLY UNDERSTOOD AND AGREED THAT THE SERVICES TO BE PERFORMED BY THE ARTIST HEREUNDER AND THE RIGHTS GRANTED TO THE COMPANY BY THE ARTIST ARE OF SUCH UNIQUE, INTELLECTUAL AND EXTRAORDINARY CHARACTER THAT THE LOSS OF THE SAME CANNOT BE ADEQUATELY COMPENSATED IN DAMAGES AT LAW AND THAT SUCH LOSS WILL COST THE COMPANY GREAT AND IRREPARABLE INJURY AND HARM,

THE ARTIST HEREBY EXPRESSLY RECOGNIZES, CONFIRMS, APPROVES AND AGREES THAT THE COMPANY SHALL BE ENTITLED TO SECURE EQUITABLE RELIEF BY WAY OF INJUNCTION, RESTRAINING ORDER, SPECIFIC PERFORMANCE OR OTHERWISE TO PREVENT SUCH BREACH, BUT IT IS EXPRESSLY PROVIDED HOWEVER, THAT THIS PARAGRAPH SHALL, IN NO WAY, BE CONSIDERED OR CONSTRUED AS A WAIVER BY THE COMPANY OF ANY RIGHT OR CLAIM IT MAY HAVE FOR DAMAGES.

6.

IT IS FURTHER MUTUALLY AGREED, BY AND BETWEEN THE PARTIES HERETO, THAT THE COMPANY MAY SUSPEND OR CANCEL, AND TERMINATE THIS AGREEMENT AS TO FURTHER EMPLOYMENT OF THE ARTIST, AT ANY TIME WITHOUT NOTICE, FOR INCOMPETENCE OR INEFFICIENCY, OR FOR ANY CONDUCT ON THE PART OF THE ARTIST WHICH HAS A TENDENCY TO INJURE THE COMPANY'S BUSINESS SUCH AS, BUT NOT LIMITED TO, INTemperance, NEGLIGENCE, DISHONESTY, REFUSAL OR FAILURE TO FOLLOW INSTRUCTIONS, OR TO PERFORM AND FULFILL THE OBLIGATIONS ON THE ARTIST'S PART TO BE PERFORMED HEREUNDER, TO THE SATISFACTION OF THE COMPANY.

7.

IT IS FURTHER AGREED AND UNDERSTOOD THAT ALL THE PROVISIONS OF THIS AGREEMENT SHALL BE GOVERNED, CONTROLLED, INTERPRETED AND CONSTRUED UNDER AND ACCORDING TO THE LAWS OF THE STATE OF TEXAS.

8.

THE WAIVER BY THE COMPANY OF ANY PORTION OF THIS AGREEMENT SHALL NOT BE DEEMED A WAIVER OF ANY PRIOR OR SUBSEQUENT BREACH OF THE SAME OR ANY OTHER PROVISION HEREOF.

9.

THAT THIS AGREEMENT SUPERSEDES ALL OTHER CONTRACTS, VERBAL OR WRITTEN, BETWEEN THE PARTIES, AND CONSTITUTES THE SOLE AND ONLY EXISTING AGREEMENT FROM AND AFTER THE DATE HEREOF, AND THE TERMS HEREOF MAY NOT BE VARIED EXCEPT IN WRITING, DULY SIGNED BY THE PARTIES HERETO.

IN WITNESS WHEREOF, THE PARTIES HAVE HEREUNTO EXECUTED THIS
AGREEMENT THE DAY AND YEAR FIRST ABOVE WRITTEN.

THE TEXAS TRIANGLE, INCORPORATED

By

W. S. Morgan Jr
Vice-President

COMPANY

Donald H. Mueller
ARTIST

Jack M. Sharp

WITNESS

Madelyn Hammer
WITNESS

R. P. B.

MEMORANDUM

October 11th, 1965

TO: ALL MANAGERS
cc: All Employees

FROM: Gordon McLendon

SUBJECT: The Office Manager

Already, three of the radio organizations with which we are concerned-- KABL in Oakland and KABL-FM, San Francisco, as well as the sales offices of X-TRA NEWS over Los Angeles, have new executives bearing the title Office Manager.

Since all of the stations with which we are connected will ultimately have Office Managers, it is important that we define as precisely as possible, the duties, responsibilities and authority of the Office Manager.

The Office Manager's purpose is to relieve the General Manager--who is and should be heavily sales-oriented--of all possible detail and/or paper-work duties and to free him for outside sales work. In the same manner, the Program Director is to free the General Manager of detail work in connection with that department, the Chief Engineer is to free him of all administrative duties related to the Engineering Department, etc.

Henceforth, then:

- 1.) The Program Director will report directly to the Office Manager.
- 2.) The Chief Engineer will report directly to the Office Manager.
- 3.) The Traffic, Continuity, Billing, and all other employees of the station will report directly to the Office Manager.
- 4.) The Office Manager will determine those matters which he or she wishes to bring to the attention of the General Manager.
- 5.) The Office Manager (after consultation with the General Manager) will have the right, duty and responsibility for hiring and firing all except sales personnel and the decision of the Office Manager shall be unappealable to the General Manager.
- 6.) The Office Manager will make out all weekly reports heretofore prepared by the General Manager (subject to report on and approval by the General Manager).

(cont'd)

7.) The Office Manager will serve, as well, as the General Manager's Executive Secretary. In all cases, the decision of the General Manager is final and prevails over that of the Office Manager or any other employee.

8.) The Office Manager, except for emergencies, will report to the General Manager only once each day--in the late afternoon. The report shall then consist of a brief, verbal report on actions taken, recommendations for action, an occasional piece of correspondence from a listener to be particularly noted, FCC matters and whatever else the Office Manager chooses to bring to the General Manager's attention.

9.) On bookkeeping, billing, payroll, traffic and statistical matters, Home Office personnel will contact the Office Manager. Don Keyes will work through the Office Manager, as will Art Holt, on all matters save those having directly to do with sales. B. R. McLendon and Gordon McLendon will work through the Office Managers on all queries not absolutely and directly related to sales. When one manager wishes to call another station, he will call the Office Manager unless that call is directly pertinent to a sales problem.

10.) Personnel are not to contact the General Manager directly on any matter not connected directly with sales. The Office Manager will bring anything to his attention he or she believes important enough to require same.

For example:

Q.: I'm in billing. I've got a question about a spot that ran last month.

A.: Go to the Office Manager.

Q.: I'm a salesman. I just ran across a chance to effect a reciprocal space-time exchange with a good suburban newspaper.

A.: Go directly to the Sales Manager, if you have one, if not, to the General Manager.

Q.: I'm a secretary, and I need to change my working hours.

A.: Go to the Office Manager.

Q.: I'm the Chief Engineer. My DA is out of adjustment, and I need some outside assistance to get it back in line.

A.: Go to the Office Manager.

Q.: I'm the Sales Manager. Account Executive "B" says his client is upset because of our recent rate increase.

A.: Go to the General Manager.

Q.: I'm Traffic. We're overloaded Friday between 6 and 9 a.m.

A.: Go to the Office Manager (she'll bring it to the Sales Manager's and/or General Manager's attention if the two of you can't work it out).

(cont'd)

Q.: I want to buy a new Dokorder.

A.: Go to the Office Manager.

Q.: I'm Home Office bookkeeping. We're getting ready to issue checks and haven't received your payroll.

A.: Go to the Office Manager.

Q.: I'm Home Office, and we're making out billing. Your logs don't jibe with the time orders and we can't issue affidavits on this account.

A.: Go to the Office Manager.

Q.: I'm Head of Public Relations and Publicity. You wanted a proof of the new rate card by Thursday. It won't be ready until Monday and, besides that, the rate increases you wanted in SRDS can't get in this month's issue.

A.: Go to Office Manager on both matters.

Q.: I hear one of the competitive stations is about to protest to the FCC that we are now operating on 300,000 watts.

A.: Go to the Office Manager.

Q.: I'm the News Director. I'd like to spend some money to cover that big forthcoming space shot from Canaveral.

A.: Go to the Office Manager.

Q.: I'm Gordon McLendon. I don't like what I heard last night between 9 and 9:15.

A.: Go to the Office Manager.

Q.: I'm Bill Weaver. You are about to lose a major national account unless you take remedial action.

A.: Go to the General Manager.

Q.: To whom do I go with a good sales idea for either a local or a national account?

A.: To the Sales Manager, if you have one; failing that, to the General Manager.

Q.: I'm your New York (or Atlanta, etc.) National Representative. Schick has raised the following billing question with us and also, we have a chance to get Preparation M, if we'll do the following merchandising.

A.: First issue to Office Manager and second to General Manager.

Q.: I'm your attorney. I want to call to your attention a recent Commission letter to you which requires you to do certain things.

A.: This should be directed to the Office Manager.

(cont'd)

The Office Manager in many ways performs the functions of an Assistant General Manager.

The Office Manager arbitrarily answers all listener thank-yous and complaints (except those related to sales) without any consultation with the General Manager, and merely informs him afterward of her answers on the most important letters. He will be shown those letters which, in the Office Manager's discretion, it will be useful for him to see.

The Office Manager checks out and okays routine bills, calling to the General Manager's attention only those where there is a question in the Office Manager's mind. This, of course, includes telephone bills, line bills, utility bills, expense accounts (except the General Manager's expense account), etc. The Office Manager makes out all of the General Manager's report forms to the Home Office, referring to him for approval only those forms where the answer must be of a general rather than specific nature. The Office Manager (in concert with station's attorney) carries on Union negotiations. The Office Manager corresponds with Ralph Dippell and Marcus Cohn after whatever consultation the Office Manager may care to have with the General Manager. The Office Manager has no secretary; she is her own secretary and also the Executive Secretary to the General Manager.

The Office Manager reports to and is under the direction of the General Manager.

I trust that you will extend to me any questions or suggestions.

Gordon McLendon

GBM:us

Rpb

MEMORANDUM

TO: ALL MANAGERS, ALL PROGRAM DIRECTORS
FROM: DON KEYES
DATE: OCTOBER 4, 1961

I found the attached to be worthwhile reading and have obtained copies for all of you, particularly Program Directors.

Don Keyes

ys

Enclosures

A management report from
Nation's Business

When to use the needle

Constructive criticism builds better morale

YOUR PEOPLE can be spurred to better performance by judicious application of an old but little understood executive tool: the needle.

Studies by industrial psychologists have shown that supervisory personnel generally fall far short of doing the best work of which they are capable. Bonuses, good example and other incentives may help raise this level, but one of the surest ways to improve performance is to needle people into doing better work.

Needling has fallen from favor in recent years because of industry's preoccupation with human relations techniques. Now many experts feel that the time is at hand for more tough-minded motivation.

In a survey to determine the influences which helped bring them to their present levels, 300 managers of a large manufacturing company put "working under a demanding type of manager" high on the list. They credited these managers with having stimulated their efforts to grow.

After two years of study, the director of psychological research and services for Sears, Roebuck and Company reported "doesn't let shoddy work get by" as a major characteristic of the successful executive.

Needling a subordinate in a constructive manner can go a long way toward cultivating a pride in workmanship. Taxing his brainpower, energy, and resourcefulness, and seeing a different and better product come from it, is the cumulative reward attached to pride in workmanship. It can instill in a subordinate a willingness to measure up to diverse responsibilities and to equip himself to take on other responsibilities in the future.

It can enable him at times to take over in your absence—and to see, from where you sit, how a boss reacts to a mediocre performance by his subordinates.

This can be done with respect, dignity, and with a show of confidence that the man can turn in much better work.

It does not have to be a matter of keeping a man

in a constant state of jitters, nor does it have to involve needless nit-picking, bluffing, or threat.

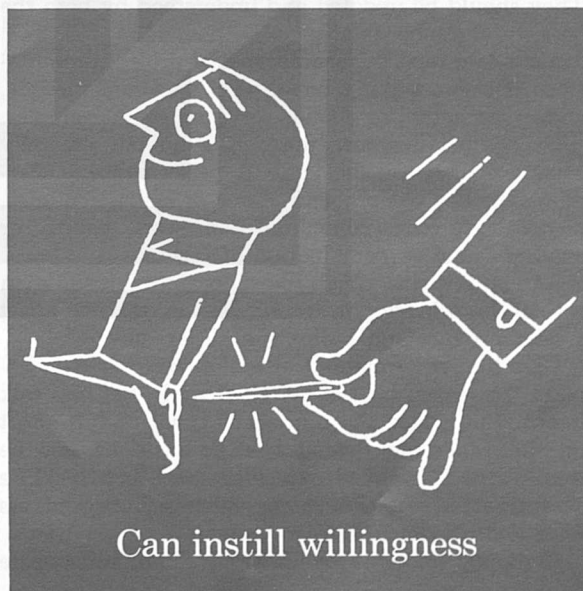
To use needling effectively, you need to know:

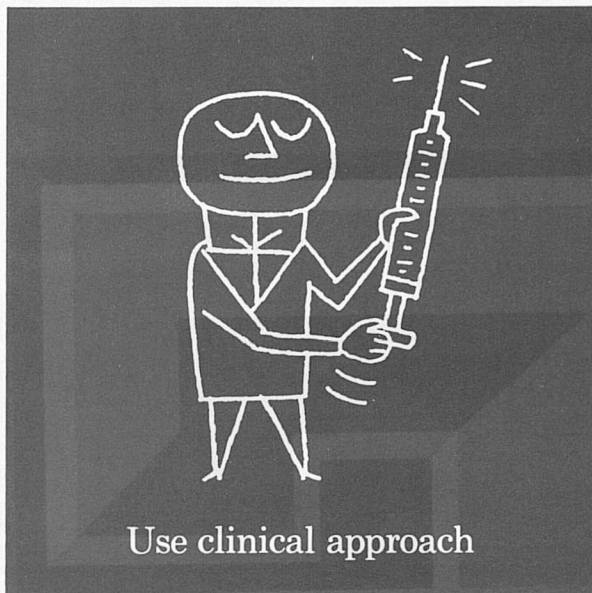
- ▶ How the technique works.
- ▶ Pitfalls to avoid.
- ▶ How to capitalize on results.

In learning, the central focus is on reaching a goal. Annoyance in not reaching it produces greater stress and determination to reach it next time. Needling generates the annoyance which induces better effort.

What to do

Pride in performance is a positive motivational force. Needling and good example can set this force





in motion. Moreover, subordinates want to feel that their immediate boss is competent. There is no better display of technical or managerial competence than disappointment in and nonacceptance of mediocre work—and insistence upon better work in the future.

Begin where the subordinate is—not where you hoped he would be.

The take-off must be his present work habits and performance, not a backtracking to his experience in former jobs. Point out specific weaknesses in his work. Avoid generalities.

Have well prepared and realistic standards of work performance. Without standards you have no yardstick by which to assess performance. The standards should be neither too high nor too low, but attainable. They should be updated and understood by both the boss and the subordinate.

Your own reports, records, special project presentations, decision-making, handling of personnel matters, and other activities should serve as good examples.

Be clinical in your approach. Find out precisely what accounts for substandard performance. Determine whether the problem is one of skills, attitudes, physical stamina, communication, work habits, or another factor or combination of factors.

As you criticize, coach the subordinate in skills, in special knowledge, in techniques, in tearing apart a poor product and building a better one.

Give him the time and attention warranted to explain the reason for the marginal work. Let him talk it out. But, place the burden of proof of full effort on him. Make him defend what he has done, how he went about it, what resources he used, how hard he worked at it, the extent to which he checked his facts and his conclusions.

In doing so, however, interrupt him, interrogate

him, show your skepticism if it is warranted, pin him down for clear answers. In short, give him his day in court—but make it a trying day.

Act without delay

Be timely. Criticize when the work is done, not in advance, nor long after its completion. Coaching works best when the facts and the completed work are fresh in the minds of both the boss and the subordinate.

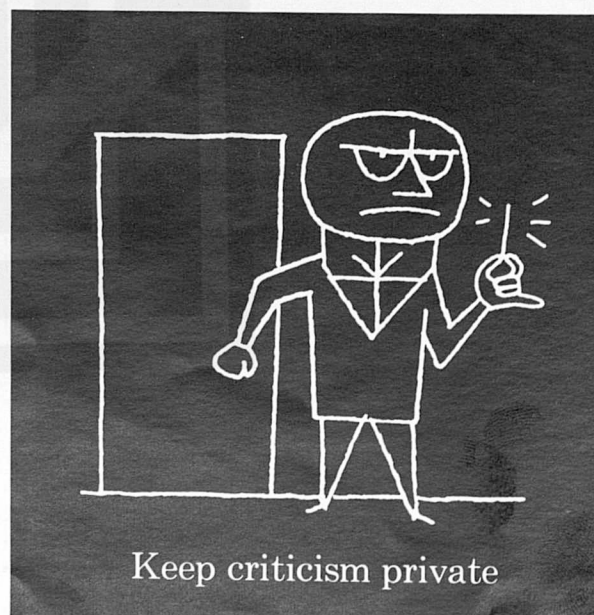
Respect individual differences and limitations. Know the intellectual capacities, physical stamina, outlook, and work attitudes of your men. Know their strengths and weaknesses. Allocate your assignments in light of their individual differences and limitations within the range of their responsibilities.

Criticize firmly, sharply, objectively—and, if necessary, caustically. There is no meeting of minds if you hedge or compromise.

A sales executive recently lamented that the weekly staff meetings conducted by his subordinate manager were dull, and completely lacking in stimulation. This was at a time when the company was involved in some exciting plans for sales ventures. The manager's communication to the sales staff was clearly substandard.

In a private audience with the subordinate the executive lampooned the manner in which the staff meetings were conducted. He then asked if he could run the next meeting to show how it could be done more effectively. Two demonstration sessions showed convincingly how a dull meeting could be converted into a lively and stimulating event.

The head of a subdepartment in another firm's personnel division used what he termed the "rainbow edition" in correcting some of the poorly written reports subordinates submitted. Corrections and in-



WHEN TO USE THE NEEDLE

sections were marked in green, red, and blue pencil and returned. Obviously, the needling hurt, since the returned product usually crossed the desk of the man's secretary, and the man's ego was deflated in knowing that his secretary was aware of the criticism. The men dreaded the "rainbow edition" and reports improved enormously.

The pitfalls

There are pitfalls in the needling process. You must avoid demoralizing the man or impairing his self-confidence so much it becomes difficult to restore.

Don't make your criticism of a subordinate a public scene. A subordinate may smart under criticism in private and still be resilient in getting back on his feet.

But the hurt which comes with embarrassment in the presence of others is deep.

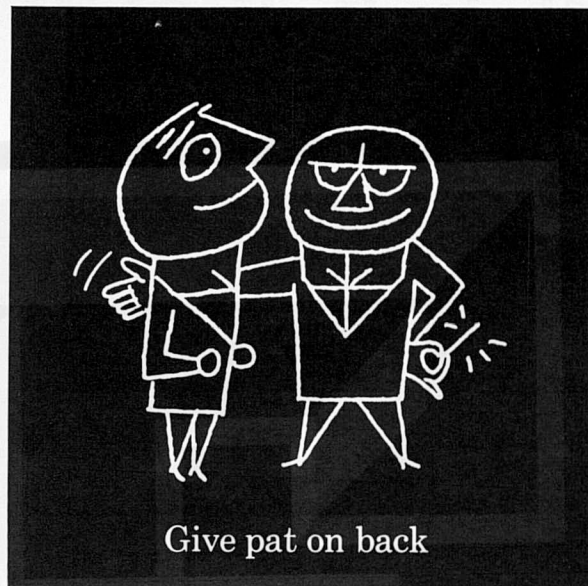
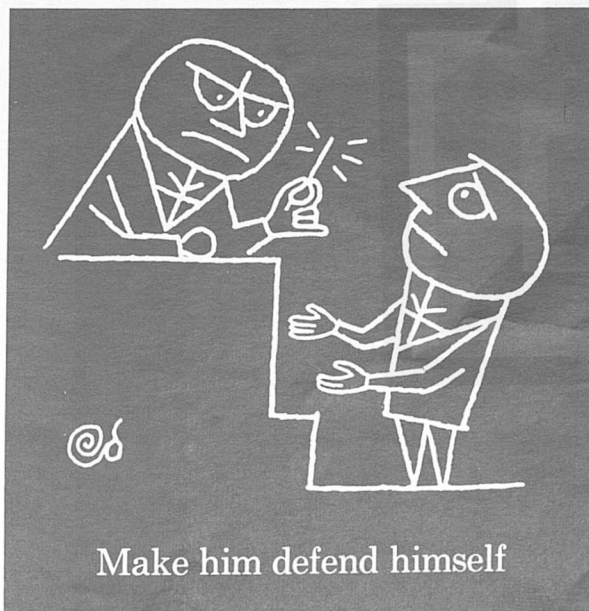
Don't warp his judgment by overcriticism. Measure criticism out as needed to have the work redone and done well.

Don't harp on his job description. All it discloses is what the man is expected to do. It does not deal with how well he is to do it. The yardstick for this is the statement of performance standards. Don't be ambiguous on this point.

Don't threaten him. Expressions of your dissatisfaction have a cumulative effect in making the man question his own security. Threat is not needed.

Avoid creating irritation every time you get together. Give credit for a job well done.

Above all, don't wait for merit-rating time as the day of reckoning. This is a complete distortion of the boss's responsibility as an appraiser and coach the year round. Semiannual or annual merit-rating time should be nothing more than a summarization of what both you and he already know and have dis-



cussed many times before—and a time for setting targets for improvement in the future.

Capitalize on results

Having used a clinical approach and determined where the weakness lies and what should be done about it, watch for results. Assess the before and after products. See to it that the therapy is not temporary, but that the man is actually concerned with his self-esteem and wants to avoid mediocre performance.

Move on from counteracting lesser and relatively minor weaknesses to more serious weaknesses.

Show enthusiasm for the progress he is making.

When a relatively new man shows signs of mediocre or marginal performance, start him in smaller and less complex assignments and have him work gradually into more difficult and larger tasks. Keep prodding him toward more qualitative performance. Make him carry out responsibilities gradually but effectively.

If the man shows no capacity or will to extend himself, there is no alternative but to demote or fire him. A boss has to face up to mediocrity of subordinate performance, however unpleasant this might be.

In too many cases, today's managers tend to shift the blame for mediocre performance to the more or less ethereal factor of "company climate." This is a mistake. The test of motivating people to higher performance comes at the direct point of contact between boss and subordinate.

Needling, properly used, can be one of the principal instruments in making subordinates measure up to their responsibilities.—NATHANIEL STEWART

REPRINTS of "When to Use the Needle" may be obtained for 10 cents a copy or \$7.00 per 100 postpaid from Nation's Business, 1615 H St. N. W., Washington 6, D. C. Please enclose remittance with order.

Nation's Business

September 1961 Vol. 49 No. 9
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R. P. B

MEMORANDUM

FROM: Gordon McLendon

March 16, 1961

TO : All Station Managers
Art McCoy
Daren McGavren
Bill Morgan
Don Keyes
B. R. McLendon
Dorothy Manning

Bill Morgan will resume his post as Vice-President in charge of National Sales for all McLendon Stations effective immediately.

As you know, ordinarily I consult all managers on policy decisions of a major nature.

In this case, however, I feel that no such consultation is necessary because we have thoroughly aired the pros and cons of this whole subject on several occasions, both individually and collectively. Therefore, the orders set forth here are not subject to discussion. In short, I just don't want any arguments from anyone. Just cooperate with Bill.

Bill's authority in the National Sales field will be extended considerably further than before. He will be able to make contracts for all of our stations without consulting any manager. When we are dealing for an account spending \$150,000.00 a year, we don't have time for arguments with individual stations. If we choose to give a frequency discount which seems appropriate for very large budgets, Bill will be able to do so and on the spot close a sale. You can't check seven stations and be delayed because one manager thinks he may have a bowling program lined up in that slot six weeks later. We have lost some impressive schedules in the last several months through lack of this flexibility. Not too many weeks ago, we lost \$120,000.00 in national business which we could have sold on a group basis if we had been able to answer for all our stations at a given moment. Thus, whatever contract Bill Morgan makes, you will accept. Obviously, he is acting in the best interest of the corporation as a whole -- and thus your own -- when he makes each sale. To make it absolutely clear again, Bill Morgan will have complete and final authority in the field of national sales.

You can and should argue with him whenever you wish but his decision will be binding. I ask all of you to help him do his job (which he undertakes again at my request) without vexatious personal differences. But do argue, if you wish, and inform him of facts which he may not know.

This in no way precludes you from taking your own selling trips when you feel necessary. I shall only ask that you consult me for an okay before making any major selling trips.

Your complete cooperation with this order is expected.

Gordon McLendon

SPECIAL NOTICE

✓
Staff

Re; Death of Employees

1. It has been brought to our attention that many KLIF Employees are dying and refusing to fall over after they are dead. This practise must stop.
2. On and after October 30, 1954 any employee found sitting up after he has died will be dropped from the payroll at once; that is within fifteen days. When it is proven that the employee is being supported by a desk or other KLIF property an extension of time will be granted. The following procedure will be strickly followed.
3. If after several days, it is noted that an employee has not moved or changed position, the supervisor will investigate, that is, if the supervisor is not in the same condition, or is not out for coffee. Because of the highly sensitive nature of our employees and the close resemblance between death and their natural working attitude, the investigation will be made quietly so as not to disturb the employee if he is merely sleeping. If some doubt exists as to the true condition of the employee, extending a check is a good test. If the employee does not reach for it, it may be reasonably assumed that he is dead. In some cases, the instinct is so strongly developed, however, that a spasmodic clutch or reflex action may be encountered. Don't let this fool you!
4. In all cases a sworn statement by the dead person must be filled out on a special form SNAA66-497334-, giving special attention to the tenth page. Fifteen copies will be made; 3 are sent to Burbank; 3 will go the identification of the corpse and eliminate further investigation before burial. The remaining copies are filed alphabetically, numerically, chronologically, right side up, with 2 copies left for misfiling.

"THE WHEELS"

Policy Book

Staff

M E M O R A N D U M

TO: ALL McLENDON STATION MANAGERS
FROM: GORDON McLENDON

Recently we have had a rash of transfer requests from various employees wanting to change stations, jobs, schedules, etc. In many cases, these requests have come from the individual straight to Don Keyes, Joe Long or myself. Obviously, we cannot run a large corporation in such a manner.

I want to make it a matter of policy then that employees desiring transfer or change **MUST CHANNEL ALL SUCH REQUESTS THROUGH THEIR DEPARTMENT HEADS AND GENERAL MANAGERS.** After you have approved such requests we will then give it our attention here in Dallas.

Gordon McLendon

cc: B. R. McLendon
Glenn Callison
Jim Foster
Joe Long

2/23/60
2/25/60

MEMORANDUM

TO: ALL McLENDON STATION MANAGERS

FROM: GORDON McLENDON

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Gordon McLendon

cc: B. R. McLendon
Glenn Callison
Jim Foster
Joe Long

2/25/60

Comp. Plans

Staff

GENERAL ADMINISTRATIVE POLICY

TERMINATION PAY--on trial for ninety days--no notice; 90 days to one year--one week notice. One year or more, two weeks. Discharge for cause--no notice.

SICK LEAVE--each case on its merits; see manager,

PAYMENT--fifteenth and first.

VISITORS--only during working hours.

ECONOMY--make every effort to conserve electricity, stationery, envelopes, ditto paper, mimeo paper, etc.

CORPORATION LOANS--we cannot loan money to employees,

CLEANLINESS--keep desks clean; put out your cigarettes in an ash tray, not on floor; leave typewriters, adding machines covered at night.

RECORDING--no private recording will be tolerated in recording studio.

TELEPHONE--be courteous; no long-distance calls for personal purposes under penalty of immediate dismissal; no personal incoming calls while you are on duty--if necessary, have receptionist bring a note to you; for authorized l. d. calls, secure LD call slip from General Manager.

REPORTING--if working off premises, report to station by phone once an hour to apprise of your whereabouts.

CHARGE ACCOUNTS--written permission must be secured from your department head to charge anything to station.

RECORD LIBRARY--absolutely no visitors in record library or control room for any purpose except authorized interviews; do not secure records from distributors and take them home for personal use; do not take records outside the station for any purpose whatsoever; keep door of station locked after 6 PM; refile records carefully after your program is over.

IDEAS--management wants your criticism and ideas at all times.

REQUESTS--no requests except by mail unless authorized by Program Director.

PRIVACY--keep out of other people's mail and away from their desks.

Staff

General Administrative Policy (continued)

DEDICATIONS--don't unless Program Director gives permission.

CELEBRITY INTERVIEWS BY DEEJAYS--only with permission of General Manager and unless he gives permission otherwise keep the interviews to a maximum of 60 seconds.

FAVORITISM TOWARD RECORD COMPANIES--don't.

LEAVING CONTROL ROOM--announcers on duty won't do it unless to go to a nearby news machine.

BEING ON TIME--be on time for work.

LOGGING REMOTE BROADCASTS--log every remote broadcast with time, location and nature of broadcast or interview.

HOUSE JOKES--if you've got something funny or interesting to say about another announcer or employee, by all means do it--but, please, no house jokes.

PROMOTIONAL SPOTS BY RECORDING STARS--whenever a celebrity comes to the radio station, get him to cut or sing personalized voice tracks for all our stations.

PERSONAL APPEARANCE--your appearance at work should be neat and clean.

NEWSCAST STATION PROMOTIONS--use newscasts for any real news pertaining to station or its personalities--increase of power, illness of a personality, awards, etc.

Comp. Plans

*my file
Staff*

TO: ALL KLIF EMPLOYEES

FROM: Cecil Hobbs

DATE December 7, 1955

This has been a "reminder" for so long now that it is now an order.

We do not object to a certain amount of personal calls being made but the practice is so constant that it is interfering with business calls, both coming in and going out. We are going to have to try to keep a line open whenever possible, so when you have a personal call to make, do not make it when two of the lines are already being used. The best time to make a call is when all the lines are clear and then if the lines get tied up while you are talking on your personal call, cut it short and open the line. Several times in the past week, some of us needing to make business calls have had to resort to the use of the news line, Line 4, and this should never be used for anything but news calls.

Your cooperation will be appreciated and your flagrant use of the telephone for personal calls will be duly noted.

If this isn't clear enough, we can make it even clearer. If your personal business is more important (between 9 to 5), then we can talk that over too.

Thank you.

Comp. Plans

*policy
Staff*

TO: THE ENTIRE KLIF STAFF

FROM: Gordon McLendon

DATE: December 20, 1955

The management of this station has never had any secrets from the staff. We have always had a wonderful relationship in that respect around KLIF. The reason we have had such a fine interchange is that we have always felt that you were able to keep confidences--and we've tried to keep yours, too.

Many of the things that we discuss with you--program and promotion plans, music formats, demands for humor--are things that are obviously part and parcel of the station's success. We are not anxious to tell anybody about them or give away any so-called "secrets." This should occur to you instinctively.

Articles we're reading, mail we're getting and comments from outsiders all indicate that somebody has been doing a lot of talking out of school and we ask that it stop. Don't discuss the station's plans with other people, please. It can have an adverse affect on your pay check.

GBM:bp

Comp. Plans

60 L Staff

TO: ALL STATION MANAGERS

FROM: Gordon McLendon

DATE: September 8, 1958

SUBJECT: EXPENSES

The writer is quite upset by what he regards as an abuse of expense accounts. This is true from Managers down through the staff.

Managers do not take sales managers to lunch and charge it to the Corporation. Sales Managers do not take salesmen to lunch and charge it to the Corporation. The Corporation does not pay for entertaining itself.

In days past, we had an ironclad rule regarding expense accounts for entertaining clients. We just didn't have them. Salesmen and executives, making far less money than they are now making, had to do this on their own if it were done at all. Now, a great number of people seem to think that every time they buy a package of Tums it should be put on an expense account for the Corporation.

From now on, if you turn in an expense account in your city, for lunch or for dinner, for instance, the only expense we will pay is that of the person entertained. If Sales Manager John Jones takes client Jim Peck to lunch, we have to assume that if the event had not occurred, John Jones would still have eaten. Obviously, your expenses away from home are a different matter.

Club bills, whiskey bills, lunch and dinner bills, entertainment expenses will henceforth be given the closest scrutiny. This memo is directed to all stations. Cut out charging things to the Corporation, such as your own meals, which your conscience should dictate belong to your own personal expense.

GBM:bp

Comp. Plans

TO: ALL McLENDON PERSONNEL
FROM: Gordon McLendon
DATE: June 11, 1957
SUBJECT: EXPENSES

Staff
R P B

We have all of us been rather lax in expenses during the last couple of months while the pressures of getting KILT started were unusually heavy. At this point, I think it important that we tighten our belts.

First, as a matter of policy, from now on, there will be no draw of money before making any trips. There are various reasons for this. Anyone traveling should have enough in his personal bank account to handle this and we will of course reimburse him for all expenses. If, for any reason, your finances do not permit your financing your trip and awaiting reimbursement, advise and we will make special arrangements.

Second, henceforth there will be no further trade-outs except those related to hotels and airlines, without the permission of the writer. We are getting nothing but trouble with trade-outs and while there are exceptions to every rule, I want all exceptions cleared with me--that is, everything but hotel or airlines.

Third, I am aware that there have been abuses of our Trans-Texas trade-out for personal travel. Please cease and desist.

Four, our telephone bill is monumental. Please do not call when you can write.

Fifth, I will ask you that wherever possible you check advertising and sales promotion expenses with me. This is my particular field and I will occasionally have some advice to give you about the advisability of certain promotional items, sales promotional printings, or other matters in this field.

I will ask that there be strict compliance with all of these items. Thank you for your cooperation.

GBM:bp

Comp. Plans

RPB#4
under

PROPOSED COMPENSATION PLAN

This is a plan of compensation for disc jockeys, based on Hooper share of audience points. The left hand column indicates Hooper points and the right hand column the corresponding sum of money which will be paid for these points. Payment will be based on quarterly hour averages.

31	\$ 1.00
32	2.00
33	3.00
34	4.00
35	5.00
36	6.00
37	7.00
38	8.00
39	9.00
40	10.00
41	11.00
42	12.00
43	13.00
44	14.00
45	15.00
46	16.00
47	17.00
48	18.00
49	19.00
50	20.00
	<hr/>
	\$ 210.00

Thus, any disc jockey with an hourly quarterly Hooper average equal to 50 would receive a \$210.00 bonus. Similarly, any disc jockey with 3 quarterly hours of 50 would receive \$630.00 bonus for the quarter.

For points over 50, payments remain at twenty dollars per point. Thus, a disc jockey with a 60.0 share of audience would receive \$420.00 per hour per quarter or \$1260.00 for three quarterly hours at 60.0. At 65.0, the payment would be \$525.00 per hour or \$1575.00 for 3 quarterly hours at 65.0. Some disc jockeys have rated at 80.0 and even better in competitive markets.

At the end of each quarter, a sum equal to one and one-half times the total amount paid all disc jockeys within the Hooper period will be split equally between members of the news department (plus Les Vaughan), disc jockeys outside the Hooper period and members of the continuity department.

The above compensation system will be in lieu of Christmas bonuses in succeeding years for above mentioned personnel and also in lieu of raises only for announcers within the Hooper period. For all others not mentioned in this memorandum, a Christmas bonus system will prevail.

As in all such experimental methods of compensation, management reserves the right to terminate said arrangement at the end of any quarterly Hooper period.

This plan will be effective with the first quarterly report in 1956. This will embrace the months of January, February and March. The report should be received, and checks promptly written, in mid-April.

Although the Hooper measurements are generally made during the first seven days of the month (in January it is January 3 through 10), we have discovered that it does little good to laze along for three months and then try to hypo a show during the week of interviewing. The hypo must come not only during the week but previous to the show. You can't begin on January 3rd, say, and hope suddenly with a burst of wit to recapture the listeners you've lost in the past three weeks. Your performance must be continually good to affect your Hooper.

We must also point out that however good an announcer's performance, he is quite directly affected by adjacent announcers. Thus, the 3-6 p.m. deejay will gain if the 6-9 p.m. man gets heavy response. Obviously, the 6-9 morning man's share of audience is influenced by the all-night man who may be on as late as 6:30 a.m. This might be the time to point out to all-night men that your performance between the hours of 5:30 and 6:30 a.m. is of paramount importance due to heavy to-to-work traffic in those areas.

All hours will be adversely affected by any dereliction in the news department or lack of ingenuity in the copy section.

No credit will be given for fractional points.

RPB#4 under

KTSA HOOPER COMPENSATION PLAN

This is a plan of compensation for disc jockeys, based on Hooper share of audience points. The left column indicates Hooper points, the middle column the corresponding sum of money to be paid for each individual point, and the right column the total amount of money to be paid for that share of audience.

31	\$1.00	\$1.00
32	2.00	3.00
33	3.00	6.00
34	4.00	10.00
35	5.00	15.00
36	6.00	21.00
37	7.00	28.00
38	8.00	36.00
39	9.00	45.00
40	10.00	55.00
41	10.00	65.00
42	11.00	76.00
43	11.00	87.00
44	12.00	99.00
45	12.00	111.00
46	13.00	124.00
47	13.00	137.00
48	14.00	151.00
49	14.00	165.00
50	15.00	180.00

Thus, for example, a share of audience of 45 would bring a bonus of \$111.00.

The payment for points over 50 remains at fifteen dollars per point. No credit is given for fractional points. The total of all hourly payments from 7 AM to 6 PM only will be split equally among all fulltime disc jockeys. Parttime disc jockeys will not share in the compensation plan.

As in all such experimental methods of compensation, management reserves the right to terminate said arrangement at the end of any quarterly Hooper period.

10/4/56
bp

Engineering

PROGRAM

RDB#4

YBM
✓

ETSA HOOPER COMPENSATION PLAN

TO: All Dee Jays
All newsmen
Lucile Cooke
Bruce Hayes
Les Vaughan

FROM: Gordon McLendon

DATE: December 14, 1955

Attached is a proposed compensation plan. Please read it carefully and let me have your comments.

Thanks.

31	1.00
32	3.00
33	6.00
34	10.00
35	15.00
36	21.00
37	28.00
38	35.00
39	43.00
40	55.00
41	65.00
42	76.00
43	87.00
44	99.00
45	111.00
46	125.00
47	137.00
48	151.00
49	165.00
50	189.00

Thus, for example, a share of audience of 45 would bring a bonus of \$111.00.

The payment for points over 50 remains at fifteen dollars per point. No credit is given for fractional points. The total of all monthly payments from 7AM to 6PM only will be split equally among all fulltime disc jockeys. Part-time disc jockeys will not share in the compensation plan.

As in all such experimental methods of compensation, management reserves the right to terminate said arrangement at the end of any quarterly Hooper period.

10/15/55
10/15/55

Engineering

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31	1.00	1.00
32	2.00	3.00
33	3.00	6.00
34	4.00	10.00
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36	6.00	21.00
37	7.00	28.00
38	8.00	36.00
39	9.00	45.00
40	10.00	55.00
41	10.00	65.00
42	11.00	76.00
43	11.00	87.00
44	12.00	99.00
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10/4/56 bp
copied 10/18/60 ys

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46	16.00
47	17.00
48	18.00
49	19.00
50	20.00

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The above compensation system will be in lieu of Christmas bonuses in succeeding years for above mentioned personnel and also in lieu of raises only for announcers within Hooper period. For all others not mentioned in this memorandum, a Christmas bonus system will prevail.

As in all such experimental methods of compensation, management reserves the right to terminate said arrangement at the end of any quarterly Hooper period.

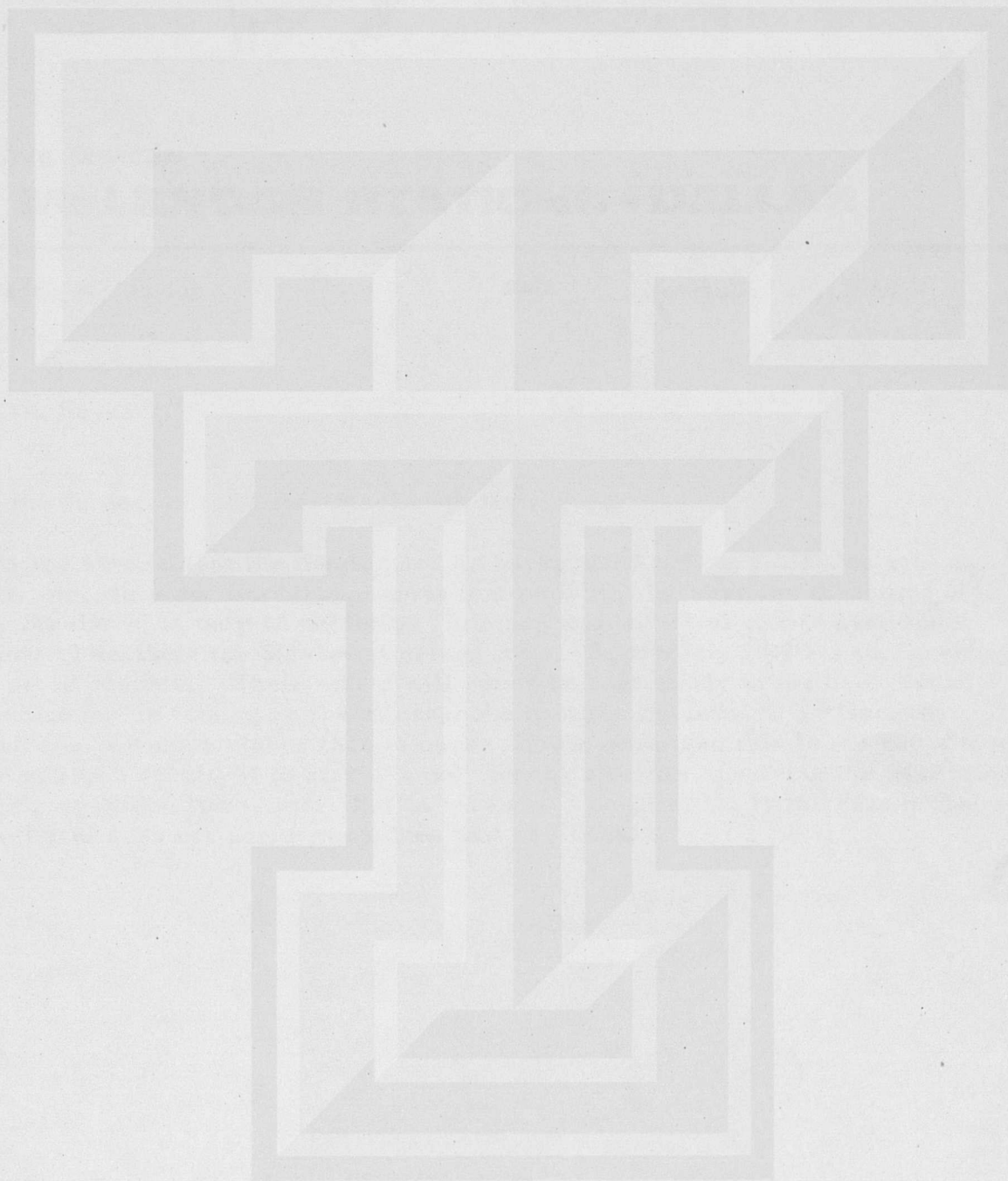
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All hours will be adversely affected by any dereliction in the news department or lack of ingenuity in the copy section.

No credit will be given for fractional points.



Engineering

MEMORANDUM

KLIF--DALLAS

TO: Bill Morgan
CC: Don Keyes

DATE: Nov. 16, 1960

R.P.B.

#4 - my

EXECUTIVE OFFICES

THE McLENDON STATIONS - DALLAS

TO: Gordon McLendon

DATE: November 29, 1960

FROM: Don Keyes

SUBJECT:

On the subject of the Gates Sta-Level device.....

It is my opinion that the music used as background for the KLIF deejays' ad libs, etc. does not fluctuate as does that on KBOX because the threshold of our Sta-Level is only 10 decibels. In other words, if our music ever falls below 10 decibels the Sta-Level brings it up. Apparently KBOX's threshold is 20 or 30 decibels. Their music will never be completely in the background when no one is talking on the microphone because the level to activate the device is set much higher than is ours. Howie explained this to me some months ago and as I recall, it is an extremely touchy situation involving the recording level, equalized lines, etc. But in essence, I believe that is the reason that our Sta-Level does not perform as does that at KBOX.

Don

ys

A self is the announcer's voice, as a
does on KBOX. Can you figure this out?
EBM

MEMORANDUM

KLIF--DALLAS

TO: Bill Morgan
CC: Don Keyes

DATE: Nov. 16, 1960

FROM: Jack Sharp

SUBJECT: Sta-Level

Handwritten:
Morgan
Keyes, aware
covered
mm

In regards to you inquiry of Tuesday, here is what i've found. The KLIF master control board was equipped with a GATES Master Sta-level in the middle of 1957.

It's function, simply, is to bring up the volume to 10 decibels in the event of low volume, and to supress sound that are too hot, still at a 10 db. limit. Milan assures me that the Sta-level is in good working order, and reacts to either extreme of volume within a fraction of a second.

If it gets any more involved than that, you'll have to go straight to Milan.

Handwritten signature: Jack
Jack

Handwritten: Don:

Handwritten: I don't understand at all. The music(bq) on KLIF does not seem to adjust itself to the announcers' voice, as it does on KBOX. Can you figure this out?
Handwritten: LBM

Bill M.

KABL

SAN FRANCISCO

TO: Don Keyes
CC: Homer Odom, Glenn Callison
FROM: Howie Immekus

DATE: October 14, 1960

SUBJECT:

Don, the gadget you refer to, being used at KBOX is the GATES STA-LEVEL amplifier. This amplifier is primarily a compressor. It will ~~MAX~~ take a signal that varies in level approximately 30 to 35db and compress it until the variation is only 8db. When this unit is inserted

EXECUTIVE OFFICES

THE McLENDON STATIONS - DALLAS

TO: Bill Morgan
KLIF

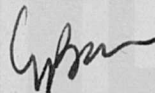
DATE: November 12, 1960

FROM: Gordon McLendon

SUBJECT:

Bill, I thought you might like to see this. Please return when you have read it. Is there any reason that you think we might want to install similar material ?

GBM/us
encl.



GATES

Bill M.
KABL

SAN FRANCISCO

TO: Don Keyes
CC: Homer Odom, Glenn Callison
FROM: Howie Immekus

DATE: October 14, 1960

SUBJECT:

Don, the gadget you refer to, being used at KBOX is the GATES STA-LEVEL amplifier. This amplifier is primarily a compressor. It will ~~XXXXXX~~ take a signal that varies in level approximately 30 to 35db and compress it until the variation is only 8db. When this unit is inserted ahead of the VU meter in the audio console and adjusted properly it will cause the music to fade to the background when the jockey starts talking. This can be adjusted to give about a 20db fade if necessary. Meanwhile the VU meter on the console will indicate the level going out on the line. One point to be very cautious about is that the sta-level amplifier is in proper operating condition or the distortion introduced will be unsatisfactory. Another important feature is that the level of the mike is ~~K~~ raised until the normal speaking level causes the meter on the sta-level to indicate approx. 30db compression. If you desire about 20db fade on music adjust the level of the music to read 10db compression on the sta-level meter for normal output.

When Homer saw your memo he realized what equipment you were referring to and suggested we offer you a spare STA-LEVEL amplifier that we have here. It is a very good idea in as much as they cost about \$250.00 each. If we can be of anymore help please let us hear from you.

Best Regards
Howie

Gordon:

My guess was correct. Now what?

Don

GATES

THE "STA-LEVEL" AUTOMATIC PROGRAM LEVEL AMPLIFIER

SPECIFICATIONS

POWER SUPPLY: Regulated type, self-contained.

POWER INPUT: 105/115 volts, 50/60 cycles at 50 watts.

RECOVERY: Switch selects average or dual recovery time to accommodate operational mode best suited to engineering preference.
Chart provided as guide.

COMPRESSION: Special regulator circuit holds threshold of compression constant. Rated 0-30 db but excellent performance to 40 db.

DISTORTION: 1% or less 50-15,000 cycles 0-30 db of compression when using +20 dbm output threshold level.

RESPONSE: ± 1 db 30-15,000 cycles, 0-30 db compression.

NOISE: 65 db below output 0-30 db compression at +20 dbm threshold level.

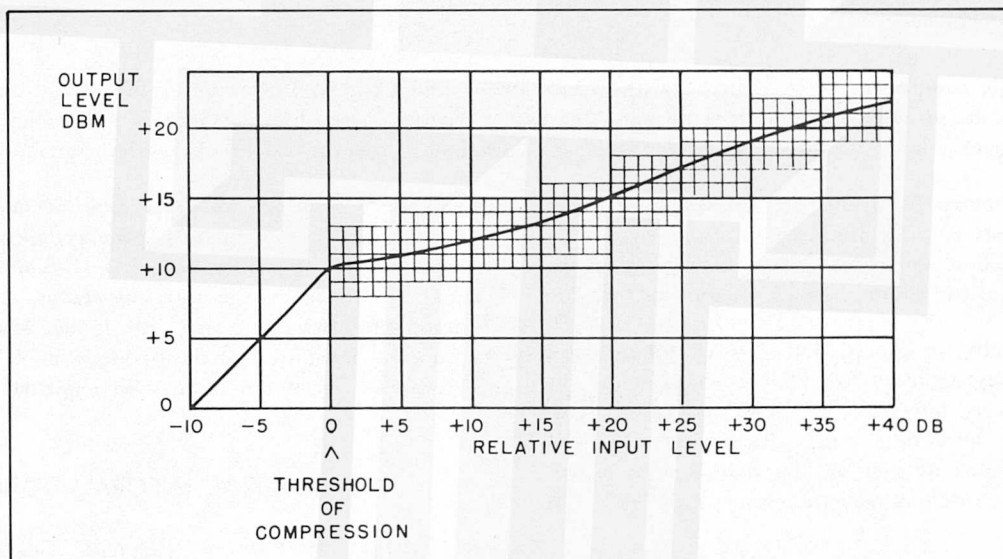
GAIN: 62 db ± 2 db.

IMPEDANCES: 600 ohms input and output.

SIZE AND CONSTRUCTION: 19" x 5 1/4" panel. 7" deep. Front panel drops down to service all internal parts.

TUBES: Two 6V6, one each 6386, 12AT7, 6AL5, OB2, 5Y3GT.

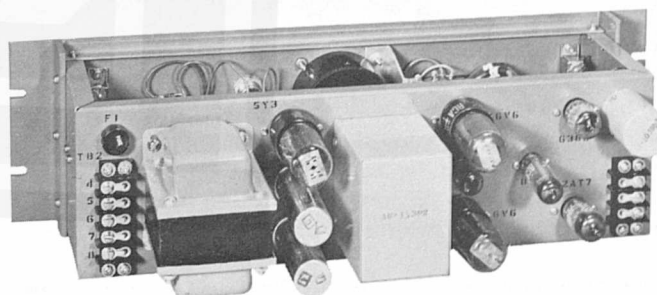
FINISH: Medium gloss gray with lettering in white.



ORDERING INFORMATION

"Sta-Level" complete with tubes and ready to operate M-5167
Spare 100% tube kit for above TK-243

Front panel drops down for complete inner servicing. Big advantage of this type of construction is ability to keep important inner workings clean by means of bellows or small suction type cleaner.



GATES

Leader in Creative Engineering

GATESENGINEERING AND
SALES BULLETIN
201-F

THE "STA-LEVEL" AUTOMATIC PROGRAM LEVEL AMPLIFIER



Perhaps no single equipment in all of broadcasting has done so much for so little cost as the Gates "Sta-Level." The basic function is to provide constant level output. "Sta-Level" brings up the low passages as well as holding down excessive output level. The result is always higher level of transmission, the equivalent of greater signal output.

"Sta-Level" automatically adjusts for different input levels, or it differs from a peak limiting amplifier by raising level, if it is too low, and reducing level if too high. Practical and very realistic results become obvious. A few are:

(1) Psychologically, to prevent excess level, the operator will very naturally maintain lower levels. This makes the softer passages very low indeed. When "Sta-Level" is in the circuit, two important things happen: (a) output levels may be higher as they are automatically protected, and (b) the low, soft passages are automatically raised in level.

(2) The effect of (1) above is identical to turning up the volume control of all the receiving sets, or — raising power. If you increase your average program level 3 db, you have the same effect as doubling transmitter power. The nice part is that "Sta-Level" in many instances has gone far beyond the minimum of 3 db increase.

(3) "Sta-Level" will automatically adjust for different levels. We all are acquainted with the varied output levels of records and transcriptions. Furthermore, in these busy music-news days of broadcasting, the operator cannot keep his eyes glued to the VU meter. "Sta-Level" automatically brings up the low turntable and holds down the high one without operator attention.

(4) Here is a use many are finding for "Sta-Level": In disc jockey shows, by setting the microphone level higher

than music level an automatic fade of music during the voice transmission is possible and excellently done. For example, if the microphone fader on the speech equipment is set 15 db above the turntable fader, when using the microphone, the music will fade 15 db. Music will return to normal level when microphone is no longer used. Recovery time is smooth, quite like a normal up fade.

GENERAL INFORMATION

RECOVERY SPEED: As supplied, "Sta-Level" recovers 2/3 level in 7 seconds and 90% level in about 28 seconds. This is considered typical. However, a kit of small fixed resistors is supplied. If the operator feels this is too slow or too fast, he may, by changing two resistors, increase recovery to as fast as 2 1/4 seconds for 2/3 level and 10 seconds for 90% level, or as slow as 11 1/4 second for 2/3 level and 45 seconds for 90% level.

ACCESSORIES: None needed. "Sta-Level" is a complete one-chassis unit, regulated power supply and all self-contained.

GAIN: As "Sta-Level" has up to 62 db gain, if your present system is short of gain, "Sta-Level" will pick it up. Of course, both input and output level controls are on the front panel to adjust for any gain you wish right down to unity or up to the full 62 db.

**HARRIS
INTERTYPE
CORPORATION****GATES RADIO COMPANY***Subsidiary of Harris-Intertype Corporation*

QUINCY, ILLINOIS

MEMORANDUM
KLIF--DALLAS

TO: Gordon McLendon
Dale Drake

DATE: October 22, 1957

FROM: Glenn Callison

SUBJECT: CONTROL

Dear

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GATES

A MEMO FROM GATES TO THE STATION MANAGER

Mr. Manager:

We know that one of your major concerns is how to increase coverage and gain listeners. Here at Gates we have a device that will do just this for you — it's called the "STA-LEVEL". It will attract and hold listeners as it is doing for 1500 stations coast to coast.

The price is \$242.50 and we can ship from stock.

You can't afford not to have a "STA-LEVEL" so
ORDER ONE TODAY.

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report and order. I
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each day of antenna base currents, (for each pattern) and readings taken at approximately the same time of common point current, phase monitor loop sample currents or remote base currents, and phase indications for the 30 days preceding the application for remote operation.

A redetermination of the common point impedance of the directional system.

A First Class Operator will still be required to be on duty at the remote point of operation during the time the station is on directional operation.

MEMORANDUM
KLIF--DALLAS

TO: Gordon McLendon
Dale Drake

DATE: October 22, 1957

FROM: Glenn Callison

SUBJECT: REMOTE CONTROL

Dear Gordon:

Dale Drake quizzed me yesterday in regard to the possibility of remote controlling our stations during directional operation under the new FCC report and order. I understand this subject was discussed in detail at the meeting in Shreveport. Had I known that you were planning on discussing this, I would have like to have been present to enlighten the group on this subject. However, here is an outline of the requirements of the new ruling:

AM and FM stations with directional antenna and with powers in excess of 10 KW may now operate by remote control, provided the following requirements are fulfilled:

A reasonable showing of the past operation of the transmitter, ie: an analysis of the transmitter operating logs, maintenance logs and records for the 12-month period prior to the application.

A proof of performance of the directional antenna system, consisting of three to four measurements on each radial, once year year as part of the presently required equipment performance measurements and must submit the results of these measurements, plus the monitoring point readings, with each license renewal application.

Read and log each half-hour, at the remote control point, the common point current and the remote indications of base current for each tower of the directional system.

Read and log, at the transmitter location, once each day for each pattern (within 2 hours of operation with that pattern) common point current, base currents, phase monitor loop sample currents or remote base currents, and phase indications.

Weekly readings of field intensity at each monitoring point specified in the station license, for the preceding one year period. Readings once each day of antenna base currents, (for each pattern) and readings taken at approximately the same time of common point current, phase monitor loop sample currents or remote base currents, and phase indications for the 30 days preceding the application for remote operation.

A redetermination of the common point impedance of the directional system.

A First Class Operator will still be required to be on duty at the remote point of operation during the time the station is on directional operation.

MEMORANDUM
KLIF--DALLAS

TO:

DATE:

FROM:

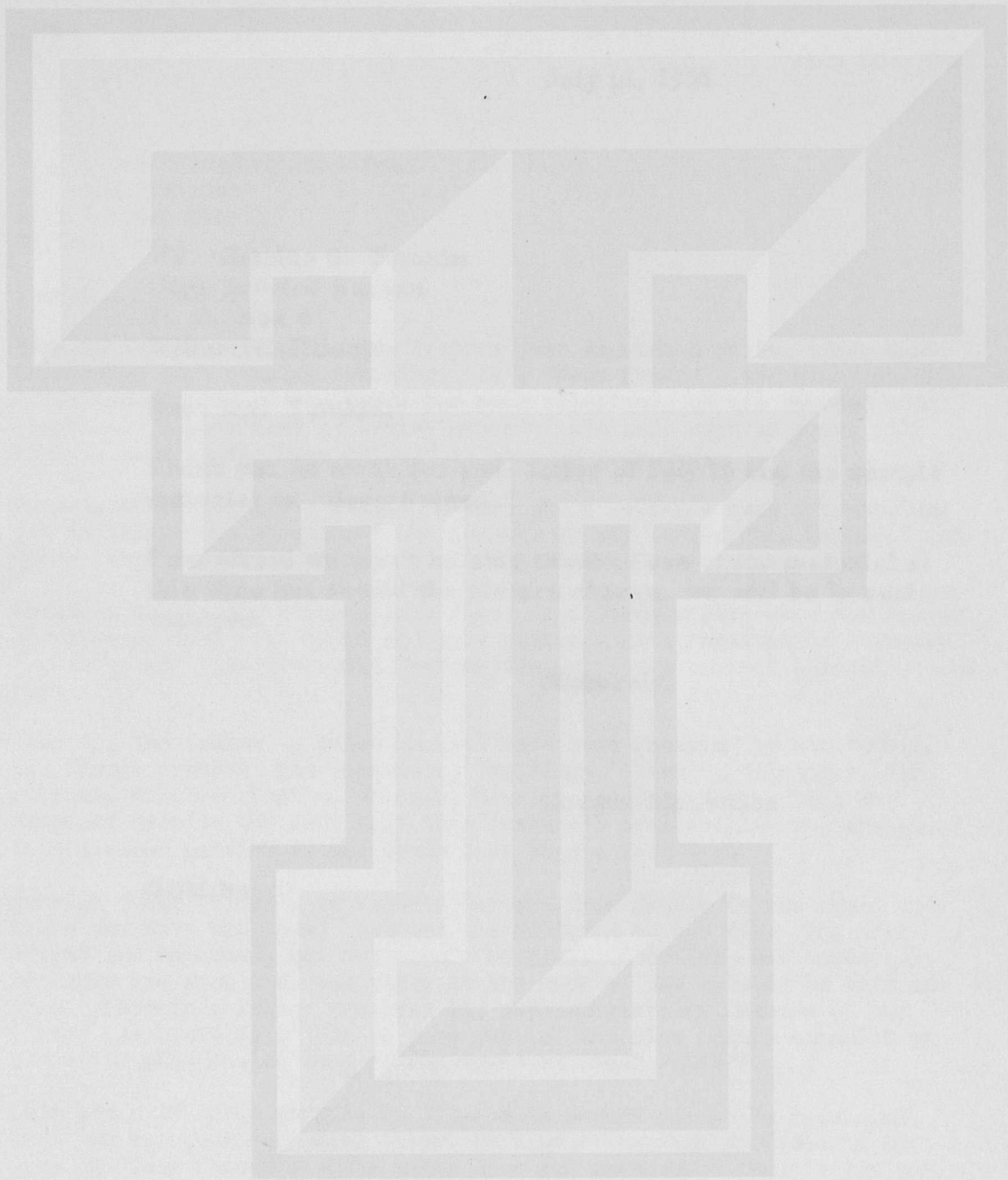
SUBJECT:

A station must be equipped to switch over to Conelrad frequency and operation from the remote control point before it will be authorized to operate under the new remote ruling. (This is almost an impossibility at the present time, as the transmitter has to be retuned and reloaded and new crystal installed before going over to Conelrad frequencies).

In the case of KTSA, this being one of the older directional operations, field intensity measurements have not been required at the monitoring points on a weekly basis, therefore, no measurements have been made except some that I made in January of this year, to make sure the array was in adjustment. I would therefore like to recommend that we immediately purchase a field intensity measuring set (\$800) and start measuring the check points weekly so that we will have a year's history of measurements for purposes of making the application down there.

As I pointed out to both you and Dale, I seriously question any savings at this time, by installing remote control, because we will still have to have licensed men on during the operation of same on directional. Gordon, I am satisfied that by having a man on duty at the transmitter when we experienced trouble in our control circuits between towers we probably saved ourselves quite an expense, as the defective circuits were causing the transmitter to be switched into open circuits and could have cost us a couple of final tubes, had the operator not been on duty to protect us. What I am trying to say is, that if we have to have operators on duty, I would much prefer to have them at the transmitter to protect the equipment in just such an emergency. The most we could save at KLIF and KTSA would be one man. Of course at KILT, we could let two men go, but two qualified men would be the minimum requirements of any of the stations.

606



COPY SERVICE BUREAU

P.O. BOX 4 WILMETTE, ILL. ALpine 1-9491

July 18, 1958

July 15, 1958

Mr. Gordon McLendon, President
McLendon Stations
2104 Jackson Street
Dallas, Texas

Mr. Charles S. Temkin

Dear Mr. McLendon:
Copy Service Bureau
P. O. Box 4

Here it is Wilmette, Illinois feature just announced to the trade that is causing such amazing reaction. It's "Dear Friend", and although only a limited portion of the trade has been solicited, we are swamped with response. I know that an active group of stations such as yours will want to know about "Dear Friend" as soon as possible.

Dear Mr. Temkin:

Thank you so much for your letter of July 15 and the sample material on "Dear Friend."

This is a new problem - answer feature which is doing such a tremendous job in newspapers throughout the country by way of the "Ann Landers" and "Dear Abby". I am afraid we won't be able to make use of the material at this time but should the picture change, we will be in contact with you. Although originally planned as a five- or fifteen-minute show for radio, my conversations with music and news stations have resulted in changing "Dear Friend" into 60-second featurettes which can be used throughout the day.

Sincerely,

Already, the following prime markets have been reserved by the Bartell and Plough groups: San Francisco, San Diego, Phoenix, Milwaukee, Birmingham, Atlanta, Boston, Chicago, Memphis. Gordon McLendon This has all happened despite the fact that this feature's availability was announced to a limited portion of the trade less than a week ago.

GBM:bp

Through "Dear Friend", we solicit letters from people in the radio audience who have problems. Letters are answered on the air. The style is bright and humorous, but definitely helpful. Questions not answerable on radio are sent a direct reply in the name of the station by this office. Wherein a letter requires it, psychologists or members of the clergy are consulted. Please take note of the five script examples enclosed to give you an idea of the style of "Dear Friend".

This human interest service is offered in script form. We recommend that you use your own local talent to handle the copy provided in the name of "Dear Friend". This makes it a far lower cost feature for you and has the ability of keeping it "local" in feeling. Following is the low price structure of "Dear Friend".

COPY SERVICE BUREAU

P.O. BOX 4 WILMETTE, ILL. ALpine 1-9491

ENT

July 15, 1958

Mr. Gordon McLendon, President
McLendon Stations
2104 Jackson Street
Dallas, Texas

Dear Mr. McLendon:

Here it is! The fabulous new feature just announced to the trade that is causing such amazing reaction. It's "Dear Friend", and although only a limited portion of the trade has been solocited, we are swamped with response. I know that an active group of stations such as yours will want to know about "Dear Friend" as soon as possible.

This is a new problem - answer feature which is doing such a tremendous job in newspapers throughout the country by way of the "Ann Landers" and "Dear Abby" columns. Each is carried in over 200 newspapers.

Although originally planned as a five- or fifteen-minute show for radio, my conversations with music and news stations have resulted in changing "Dear Friend" into 60-second featurettes which can be used throughout the day.

Already, the following prime markets have been reserved by the Bartell and Plough groups: San Francisco, San Diego, Phoenix, Milwaukee, Birmingham, Atlanta, Boston, Chicago, Memphis and Baltimore. This has all happened despite the fact that this feature's availability was announced to a limited portion of the trade less than a week ago.

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Jules J. Paglin

-2-

July 15, 1958

ENT

75 Featurettes a week ... \$20 per week
24 " " " " ... \$30 " "

Many stations tell us that they are desirous of using one each half-hour as a special feature on their stations. Actually, each featurette runs 40 seconds, allowing 10 seconds open and close for an introduction and mail pull pitch, as indicated on the enclosed copy.

Wire or write regarding your station's interest in "Dear Friend".

Sincerely,

COPY SERVICE BUREAU

C. S. Temkin

Charles S. Temkin

CST/pi

Enclosures

Via Air Mail Special Delivery

P. S. Minimum Contract 13 weeks
10% Discount for Groups of five to seven
PLUS:
10% Discount for 26 weeks
20% Discount for 52 weeks

RADIO



PROGRAM TITLE "DEAR FRIEND" #110 (60 SECONDS)

STATION OR NETWORK

TIME

DATE

DAY

OPENING: Time for DEAR FRIEND! Do you have a problem ... simple or serious ... DEAR FRIEND delivers the answers every day on Station _____. Send your problem to DEAR FRIEND, Station _____. Right now ... a problem for DEAR FRIEND ...

ANNCR: Bewildered writes to DEAR FRIEND ... I'm 17 years old and have a boy friend that's 19 who thinks Drive-In theatres are mostly for smooching. Bewildered says she likes her boy friend a lot, but she'd like him to understand that she goes to Drive-In theatres to enjoy the movie. What should she do?
Bewildered, here's your answer from DEAR FRIEND ... you have three choices ... one - stop going to Drive-In theatres with your boy friend ... two - drop your boy friend and continue to go to Drive-In theatres ... or three - start going to indoor movie theatres where they have ushers who often break up smooching parties.

CLOSE: Have you a problem? Simple or serious ... get the right answer from DEAR FRIEND. Send your problem in a letter with your full name and address to DEAR FRIEND, Station _____. Actual names are not used on the air. Letters not answered on the air are answered by a letter directly from DEAR FRIEND.

RADIO



PROGRAM TITLE "DEAR FRIEND" #111 (60 SECONDS)

STATION OR NETWORK

TIME

DATE

DAY

OPENING: DEAR FRIEND has the answers to your problem. Here's a 60-second DEAR FRIEND answer. If you have a problem ... any problem ... write to DEAR FRIEND, Station _____. Now ... a problem for DEAR FRIEND!

ANNCR: Seegar Sam writes DEAR FRIEND ... I love my wife ... we've been married nine years ... but we battle all the time because I enjoy smoking a cigar after dinner. She claims the ashes mess up the house and the cigars leave an odor that she doesn't like. What's the answer, DEAR FRIEND?

DEAR FRIEND answers Seegar Sam ... your wife should be more considerate about your cigar smoking. Things could be worse ... you might drink or chew tobacco. But here's a solution. Why not go for a walk with your wife or alone after dinner. The exercise would be good for your digestion, and you could enjoy your cigar as you take a leisurely stroll.

CLOSE: Let DEAR FRIEND help you ... send your problem ... simple or serious ... to DEAR FRIEND, Station _____. All letters must have your full name and address. Actual names are not used on the air. Problems not answered on the air will receive a letter with a solution directly from DEAR FRIEND. Just send your problem to DEAR FRIEND, Station _____.

RADIO



PROGRAM TITLE "DEAR FRIEND" #112 (60 SECONDS)

STATION OR NETWORK

TIME

DATE

DAY

OPENING: DEAR FRIEND time. A problem and an answer in 60 seconds. A special service of Station _____. If you have a problem, simple or serious, write to DEAR FRIEND, Station _____. And now ... a problem and an answer from DEAR FRIEND.

ANNCR: Troubled Teen-ager writes DEAR FRIEND ... she says ... I'm sixteen years old ... my father says that 9:00 P.M. is curfew time for me ... I think it should be 11:30 P.M. My friends and I are not wild ... we don't go hot-rodding or on necking parties. What do you think is right, DEAR FRIEND?

You both lose ... you're both wrong. Your dad is closer, though. A sixteen-year-old gal should be allowed a 10:00 P.M. curfew school nights and 11:00 P.M. on Fridays and Saturdays. Try this out on your dad, Miss Troubled Teen-ager ... and maybe your troubles will be over.

CLOSE: Don't let a problem get you down. Take advantage of Station _____ special service. Write to DEAR FRIEND, Station _____. Any problem ... simple or serious ... gets an answer if you sign your complete name and address. Problems not answered on the air receive a solution by mail directly from DEAR FRIEND. So bring your problem by letter or card to DEAR FRIEND, Station _____.

RADIO

CLIENT

PROGRAM TITLE "DEAR FRIEND" #113 (60 SECONDS)

STATION OR NETWORK

TIME

DATE

DAY

OPENING: Station _____ presents DEAR FRIEND time. A special 60-second service heard _____ times a day on Station _____. If you have a problem ... simple or serious ... write to DEAR FRIEND, Station _____, for a carefully considered answer. Now ... a problem for DEAR FRIEND.

ANNCR: Lonesome Lou writes to DEAR FRIEND ... I've been a widower for five years and I'm 53 years old. I'm a very lonely man and I've found many a nice woman who would make a good companion for me, but my children, who are all grown and married, put up a big fuss whenever I talk about getting married again. What should I do?

DEAR FRIEND answers Lonesome Lou ... tell your children you love 'em ... and you'd love for them to mind their own affairs. A man as young as you can certainly enjoy many years of happy companionship and married life. Find the right woman ... and make sure she is the right one ... and head straight for the preacher. Get married and enjoy a fruitful, happy life as so many young widows and widowers just like you have done. Good luck!

CLOSE: Need a solution for your problem? Write to DEAR FRIEND at Station _____. DEAR FRIEND answers all problems ... simple or serious. Send your problem to DEAR FRIEND, Station _____. Your actual name and address must be enclosed. Problems that cannot be answered on the air are replied to by mail. Send your problem to DEAR FRIEND, Station _____, today!

RADIO

CLIENT

PROGRAM TITLE "DEAR FRIEND" #1114 (60 SECONDS)

STATION OR NETWORK

TIME

DATE

DAY

OPENING: Time for DEAR FRIEND! A special service feature of Station _____. Do you have a problem? ... Simple or serious ... DEAR FRIEND delivers the answers every day on Station _____. Just write to DEAR FRIEND, Station _____. Now ... a problem for DEAR FRIEND ...

ANNCR: Tired Tom writes DEAR FRIEND ... I'm tired of having my wife inviting only her relatives and friends over to the house for dinners and parties. Whenever I asked to have my kin or friends over, I get all sorts of excuses and stories. What should I do?

DEAR FRIEND answers Tired Tom ... call a halt to this one-sided social schedule. Tell the little woman that you want equal rights or you're cutting off the entertainment allowance. Unless she has a mighty good reason for not inviting your kin or friends ... she's wrong ... dead wrong ... and you'd best put your foot down right now.

CLOSE: What's your problem? Have it answered by DEAR FRIEND and you'll feel better. Just send your problem in a letter with your full actual name and address to DEAR FRIEND, Station _____. Actual names are not used on the air. Letters that cannot be answered on the air will receive a reply from DEAR FRIEND by mail.

KILT

TO: ALL PROGRAM DIRECTORS
FROM: Gordon McLendon
DATE: July 17, 1957

We have got a lot of humor sources now and Dale Drake can provide you with a list of them. As a matter of fact, he may have already ordered some of the stuff, but not all of it, for KILT. You would have to check with Dale to find out. I don't know what he has ordered for KTSA either.

GBM:bp

KILT L



MUSIC - NEWS

5000 WANTS • 550 KILBYLES • CAPITOL 7-1251 • 1130 BROADWAY • SAN ANTONIO, TEXAS

Theres a religious song called, "I Shall Not Be Moved" sung in many churches.

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THE WE
A COUP
AS MAN
IN THE

The song leader asked what song the children would like to sing and one little boy said, "well, I want to sing 'I Shall Not Be Moved' but I want to go to the bathroom first."

SEND
ME
EACH WEEK.
VED
TO GET
RIBUTION
D

Mrs. James Digby
230 Charcliff Drive
San Antonio 10, Texas

6-21-57

SUGGEST LETTER FROM THE SPONSOR.

This is the conversation going on between my two boys at the time they were 4 & 6 years of age. The 6 year old was getting ready for school:

6-yr. - "David, I don't have to go to school tomorrow!"

4-yr. old - "why?"

6-yr. old - "It is George Washington's birthday!"

4-yr. old - "Is he a friend of yours?"

6-yr. old - "No, stupid, he is president!"

(- Kilt L

6-21-57

KILT L

KTSA



MUSIC - NEWS

5000 WATTS • 550 KILOCYCLES • CAPITAL 7-1251 • 1130 BROADWAY • SAN ANTONIO, TEXAS

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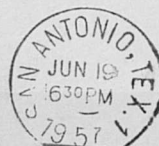
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SUCCESS LETTER FROM THE SPONSOR.



THIS SIDE OF CARD IS FOR ADDRESS

Ken Knox Program
Auge ad-lib Contest
Radio Station KTSA
1120 Broadway
City

SEND

ME

EACH WEEK.

IVED

S TO GET

TRIBUTION

OD

Mrs. H. E. Ezell
139 Isabel St
San Antonio, Texas



THIS SIDE OF CARD IS FOR ADDRESS

I called her 6/20/57 & told
her to pick up her Friday

Auge's Adlib

K. T. S. A.

San Antonio, Texas

Sent down
to PW #16
on 6/27/57
(JH)

1st
1st
w/k
6/14/57

KILT L



MUSIC - NEWS

5000 WATTS • 550 KILOCYCLES • CAPITAL 7-1251 • 1130 BROADWAY • SAN ANTONIO, TEXAS

DEAR GORDON:

IN THE AUGIE PROMOTION, "AUGIE AD LIBS", THE IDEA WAS FOR HOUSEWIVES TO SEND IN THE FUNNY EXPRESSIONS THAT THEIR LITTLE MONSTERS CAME UP WITH FROM TIME TO TIME. WE READ THREE OF THESE ENTRIES EVERY DAY. WE PICKED A WINNER EACH WEEK. THE WEEKLY WINNER RECEIVED AN AUGIE HAM. EACH PERSON WHO WENTERED RECEIVED A COUPON FOR A FREE PACKAGE OF AUGIE'S FRANKS. THE SPONSOR'S MOTIVE WAS TO GET AS MANY ENTRIES AS POSSIBLE AND ~~SEND EACH~~ (THE IDEA BEING TO FORCE DISTRIBUTION IN THE STORES NOT CARRYING THE AUGIE LINE. INCIDENTALLY WE GOT A VERY GOOD SUCCESS LETTER FROM THE SPONSOR.

YOURS

ART HARPER SALES

JACK ELLIOTT -SOMEBODY

26 at shh, 0 or 1
260

C - kill L

KILT L



MUSIC - NEWS

5000 WATTS • 550 KILOCYCLES • CAPITAL 7-1251 • 1130 BROADWAY • SAN ANTONIO, TEXAS

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YOURS

ART HARPER SALES

JACK ELLIOTT -SOMEBODY

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laugh-makers, comedy writers,
comedians, in your own home
town.

Morgan

TO: ALL PROGRAM DIRECTORS
FROM: Gordon McLendon
DATE: July 17, 1957

We have got a lot of humor sources now and Dale Drake can provide you with a list of them. As a matter of fact, he may have already ordered some of the stuff, but not all of it, for KILT. You would have to check with Dale to find out. I don't know what he has ordered for KTSA either.

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