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Developing an Effective Marketing Plan:

A Working Guide for Radio Broadcasters

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DEVELOPING AN EFFECTIVE MARKETING PLAN:

A WORKING GUIDE FOR RADIO

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Developing an Effective Marketing Plan:

A Working Guide for Radio

Overview

This workbook brings the traditional marketing methods of consumer products and services to the rather non traditional business of radio broadcasting. Perhaps because the product is intangible, or perhaps because the technology is relatively new, broadcasters think of their business as "different" from others. After all, what other industry can boast a daily endlessly renewable supply of inventory?

With the pressure and the immediacy of broadcasting it is easy to overlook the benefits of planning. Too often the crisis at hand is more important than questions about what the station will be doing six months from now.

Often such fundamental questions as "who are we?" and "what are we doing?" are never asked. Often there is no generally accepted answer to these questions among staff members. However, the concept of team play hinges on the clear understanding of the goals by all members of the team. When the game is baseball all the players know the way to first base and no one expects to play with a football. The same should be true in your station. Everyone should know the goals and everyone should know the rules of the game.

This workbook is intended to be a starting point. A place from which to get a new perspective on your station, your business, your goals. While planning is certainly applicable to all stations, all aspects of this workbook may not be applicable to your situation. In small markets the economic health of the community may be of more importance to the station than a finely tuned format. In large markets, a change in the format might make your station more distinguishable and more profitable.

Before you begin to review and complete the worksheets (located at the back of the book) with information about your station, take time to review all the sections of this book and think about what parts of the plan apply to your station. Also consider ways the worksheets could be changed to more accurately reflect your unique situation. You do not have to complete every worksheet to realize the benefits. At the very least, think about what the worksheets are asking and how it applies to your station.

The remainder of this introduction is spent reviewing key marketing concepts as they apply to all industries. The remainder of this workbook has been divided into three sections: the first is an example of a historical and situation analysis which can help you focus on what has happened in the past. Section II is a completed set of other worksheets which can serve

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as a basis for developing an hypothetical one year marketing plan. Finally, the appendix includes blank copies of each worksheet form to be used in developing your own station's marketing plan.

Before each portion of the marketing plan there is a short discussion which provides possible questions or points you might want to address when completing that part of the marketing plan. In some cases this discussion will also list sources for the information needed to complete that section of the plan. Other reference sources are listed in the "Selected Readings" at the end of the workbook.

Introduction to Marketing

Management usually divides the various functions of business into three broad areas: (1) production; (2) finance; and (3) marketing. Marketing may also include activities such as market research, product distribution, product pricing and sales.

Marketing originally referred to those various business activities which were used to direct the flow of products from the producing company to the people who used them. During this production-oriented period, the emphasis in marketing was on production, distribution and transportation.

After the introduction of mass production techniques, businesses began to emphasize the selling function. This period of sales-oriented marketing was known for its extravagant advertising claims and an attitude of letting the buyer beware as companies tried to unload their products on the public.

In recent years companies have begun to determine in advance what customers want, and then make products to satisfy those desires. In the broadest sense, today marketing refers to all business activities aimed at:

(1) finding out who customers are and what they want;

(2) developing products to satisfy those customer needs and desires; and

(3) getting those products into the customer's possession.

Under today's concept of marketing, the task of the marketing department is divided into three areas:

(1) discover, locate and measure the demand for products;

(2) assist management in translating this information into new services and products; and

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(3) develop and implement a plan that makes these products available and informs prospective customers about the product's need satisfying capabilities.

Marketing is the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational objectives.

The Marketing Plan

The marketing plan is like a road map, it helps companies find the right route, and once found, to stay on it. The marketing plan assembles all the important facts about the organization, the markets it serves, its products, services, customers, competition, etc. in one document. It must be *updated* on a regular basis to keep these facts current and accurate. If properly implemented, the marketing plan forces all the functions of the company to work together.

Traditionally, a marketing plan is a written document describing the product, price, promotion, method of distribution and package. It includes an Executive Summary and chapters on the Current Marketing Situation, Threats and Opportunities, Objectives and Issues, Marketing Strategies, Action Programs, Budgets, and Controls.

A marketing plan sets the financial objectives and describes the programs and strategies that will be used to meet the objectives. It is important that the document be written in easy-to-follow language, be complete and fully detailed. The plan should be quantitative and measurable. It should be practical and results-oriented.

To be effective, your marketing plan should be written by those who will use it. It must become an integral part of company operation. It needs the support of top station and corporate management and the commitment of staff employees before it can be successful.

A marketing plan is a customized document designed and written specifically for each individual business. All companies operate differently and it may be necessary to modify parts of this planning book to meet your particular needs.

Generally a marketing plan is a one-year plan. It should be rewritten each year. Sometimes planning over shorter or longer periods may be dictated by management or by market conditions.

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The Benefits of Planning

Planning provides clear direction. A well-conceived marketing plan will set out programs and costs. It provides a project outline to guide activities over time. For example, a marketing plan would spell out sales promotion activities for the station, their related costs and their timelines for implementation.

Planning establishes priorities. Each day station employees, managers and executives are faced with an endless procession of choices such as, should funds be allocated for new audio processing equipment, bonuses, a sales contest, or on-air cash give-aways? If a key marketing objective, stated in the company's marketing plan is to increase the station's coverage of the market by improving audio quality, then the audio processing should be funded. If the objective is to increase sales to local direct accounts, the sales contests should receive funding. The marketing plan establishes the priorities.

Planning alerts other departments to the need for action. Managers can use the marketing plan to guide their own projects during the coming year. For example, plans to expand news coverage could alert the Engineering Department to the station's need for upgraded two-way communication and remote broadcasting equipment.

Planning sets goals so that performance can be measured. Sales, profit and market share objectives are all stated in the marketing plan. It can answer the question "What is the ratings increase expected from a new advertising campaign?" Regular review of the marketing plan leads to management by objective (MBO) and a decrease in crisis management and hasty decision making.

Planning provides a historical record and a basis for follow-up plans. As each step in the yearly plan is executed, documents are collected that form the basis of the next plan. By collecting this information throughout the year, you will not have to search to answer questions such as "What was the success of our most recent on-air promotional campaign?" Copies of newspaper magazine and other advertisements, station promotion outlines, detailed sales reports, financial statements and other information such as Dun & Bradstreet reports combine to form a historical record of your company.

Planning provides a basis for financial projections. Sections of the marketing plan about market trends, competition, problems, opportunities, strengths, weaknesses, risk areas and contingency plans all provide a base upon which top station and corporate management can build assumptions, forecasts and budgets. The answer to "If you increase revenue by

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7.5% in each of the last two years, what is expected for next year?" can be determined from information gathered to develop your plan.

Planning helps maintain stability. During personnel changes or rapid expansion, planning documents can provide the thread of continuity between the station and its employees. Good ideas won't get lost. New employees will know what's going on. By reviewing the marketing plan, they can easily find information on "What was the format for the second and third year of a previous promotional campaign?" Given the heavy employee turnover in the world of radio, this benefit is key.

Planning forces discussion of contingencies and unknowns. Sections of the marketing plan dealing with market trends, key assumptions, problems, opportunities, strengths and weaknesses lead to "what-if" discussions about possible events in the business environment. For example, what would the station do if another station copied its format? A contingency plan provides your station with a set of instructions that can be resorted to in times of trouble.

Planning provides consistency within the corporation. Because the marketing plan is an unambiguous statement of direction, planners at the corporate level can check to see that directions, views and goals of individual stations are in line with overall corporate objectives. Without a marketing plan for your station, can you explain the station's plans to someone not directly involved in radio?

Steps to Developing a Marketing Plan

The planning process can be represented in a series of steps. Whether it is a corporate or single station plan, the steps to developing the plan remain roughly the same.

1. **Decide the mission.** The mission statement is the foundation for all other plans. Although not part of the marketing plan in the strictest definition, a clear understanding of the station's mission is necessary if planning and execution are to be successful.

2. **Complete a Situation Analysis.** This is sometimes called environmental scanning or environmental assessment. The analysis describes where the company is today and what factors may be expected to influence it in the future. The "environment" being considered is both internal and external. Internally, it is a look at programs and services offered, financial resources, facilities, labor

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resources and management depth. Externally, it is a look at the economy in general, as well as the local economy and any aspects which might affect your market. It includes an analysis of competition, technology, even political and social forces.

3. **Set goals and objectives.** The objective is a description of where the organization wants to be. It is a broad statement of purpose. Goals are specific and concrete with measurable results and a stated time period.

4. **Develop the Overall Marketing Strategy to reach the goals.** The strategy is a statement of the broad direction the company will take to achieve its objective. A strategy statement has two features, it provides general direction and a means of measurement. The strategy statement tells us where we want to go but not exactly how to get there.

5. **Develop tactics.** This is the action plan or the operational plan.Tactics are the detailed specifications of how strategy will be achieved.

6. **Evaluate and control the execution of the plan.** Here the gap between the plan and its results are observed. Control takes many forms, the most common of which is financial monitoring. However, control that relies exclusively on financial monitoring sees only part of the picture and ignores issues relating to marketing, service, product quality, people, etc. Periodic review by top management and functional management of objectives, goals and strategy allows for comparison. "Is what we said we would do what we really did?"

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SECTION I
Historical and Situation Analysis

The Mission Statement

Before we know where we're going we have to know where we are. Which way is up? All companies have philosophies which dictate policies and procedures. Frequently the philosophy is unwritten, but a philosophy always exists. Often the mission of the company was the dream of the company's founder. But over time, as the company grows, the mission or company philosophy may become unclear. Sometimes the mission may remain clear but managers are no longer interested in it. Or the mission may not apply to a business that has adapted to changes in the environment.

On the surface the mission may seem to be obvious ("We are in the radio business. Our mission is to sell time and make money at it.") But careful consideration of the mission statement may lead to some surprising conclusions.

The mission statement typically states in broad conceptual terms the objectives and describes what the company seeks to be. The mission statement is not *measurable* or *quantifiable.* The mission statement forces owners and managers to verbalize the important issues and the fundamental purpose of the business. What boundaries define the business? What business are we in? Who are our customers? What is our value to the customer? What is our value to our owners and stockholders? Is our company in the music business, the news business, the information business, or the advertising business?

The mission may also include discussion of desired market position, financial goals, method of doing business, distribution and market coverage.

Some examples of mission statements might include:

(1) To provide our community with the fastest, most accurate newsgathering and broadcasting;

(2) To produce value for our stock holders and parent company through the effective management of the station's assets; and

(3) To act as the community's voice in matters of public interest.

The mission statement should be reevaluated each year during the planning process, but because the statement is broad based it will probably not change much from year to year.

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WK 1 - Mission Statement

Creating New Value is the theme for our station. We will be a growth-oriented marketing driven station that creates new value for our advertisers, our listeners and our staff.

Creating new value means creating advertising and programming that maximizes return on our clients' advertising dollars.

Creating new value means creating programming that adds value to the time our listeners spend with the station.

Creating new value means providing educational, learning, and training opportunities for our staff members that will enhance their ability to in turn create new value for our advertisers and listeners.

We will strive for greatness through a dedication to superior people, planning, performance and customer service. The challenge of greatness will make the radio station a place where talented people find fulfillment. Our people will be known as expert in their fields. Together we will win the reputation as a radio station that "does things right."

We will create a culture that emphasizes teamwork, aggressiveness, tenacity, honesty, fairness, openness, professionalism, leadership and goal achievement.

The Situation Analysis

The situation analysis is a broad look at factors in the environment that are likely to have an effect on the marketing strategy. These can be broken down into factors impacting on the *market*, the *customer*, the *company*, the *product* and the *competition*. In writing this section consideration should be given to scanning the environment looking for major trends.

The situation analysis may be divided into two sections, an external analysis of the environment and an internal analysis. The external analysis looks at the economic, legal and political, competitive, technological and social and cultural factors which can influence your station. Here you answer questions such as: How healthy is your local economy? How strong are your competitors? What important improvements in technology do you expect in the next few years? These and other related questions are covered in this external analysis section.

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The internal analysis looks at the company's products and services, financial resources, facilities, labor resources, and management. It should include an evaluation of the company's perceived strengths and weaknesses. This section should also include information about company policy, strategy and organization. How up to date is your physical plant? How well trained is your staff? What do listeners think of your station?

This is a time to ask the tough questions. Glossing over problems and issues leads to inaccurate assumptions, poor plans and no results.

Before you begin to think about and fill in the worksheets for this section review the entire section of the workbook. Think about your station and the world or environment in which it operates. Also review the bibliography. There are several references there that may be helpful as you complete this section.

External Analysis

1. Economic Factors

These factors should be studied from both a national and local level. A local plant closing may do more to damage local consumer confidence than a 500 point drop in the stock market. What is the forecast for the nation's economy? What changes will be seen in the GNP? Inflation? Interest rates? Unemployment? Retail sales? Housing starts? Automobile sales? Length of the average work week? What is the forecast for your community? What new businesses are expected to move to town? New industry? New roads? New shopping centers?

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WK 2 External Analysis - National Economic Factors

What national economic factors will have the greatest effect on your station in the coming year?

Economic Factor	Effect
FAVORABLE A more stable dollar will result in an improved trade balance.	The effect of these factors will be a stable economy. We do not expect growth or sharp decline in national advertising revenues.
A decline of $40 to $60 billion in the budget pressure on interest rates.	
Capital spending in new equipment was greater than expected last year. This should increase 2% again this year.	
UNFAVORABLE Inflation will increase due in part to increased wages, but in many cases inflation will be higher than wage increases.	

WK 3 External Analysis - Local Economic Factors

What local economic factors will have the greatest effect on your station in the coming year?

Economic Factor	Effect
Continued population growth.	Local advertising budgets will not increase and may decline from last year.
Slow growth in the business community.	
Limited growth in retail sales.	

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2. Legal and Political Factors

The broadcasting industry is especially sensitive to legal and political factors and their effect at the national level is obvious. However, the importance of changes in the local legal/political climate should not be underestimated. A new chairman of the local merchants association can have as much effect on your station as a new chairman at the Federal Communications Commission.

What laws have been proposed that will affect your station's marketing strategy and tactics? What FCC rules changes are expected? What effect will the new tax laws have on the operation of your station? What impact will the new FM stations under the Docket 80-90 plan have? AM Band Expansion?

WK4 External Analysis - Legal and Political Factors

What laws, regulations, or political events will affect your station in the coming year?

Legal or Political Factor	Effect
Creation of County Economic Development Committee	Increased number of businesses and new jobs could lead to increased advertising expenditures
Proposed city ordinance to regulate alcoholic beverages advertising on television.	Provide potential increased revenue for radio. If regulation extends to radio, it could decrease revenues.

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3. Competitive Factors

A knowledge of competitors is critical to designing an effective marketing plan. But before competition can be identified each of the activities in which your station is involved must be recognized. (For example, if your station leases tower space, not only are you in the "radio business" but the "tower business" as well, and your competitors may be quite different.) As you analyze the data look for trends and question what they mean. Ask your salespeople for information. Allow them to asses the strengths and weakness of your competition.

Who are your major competitors? What are their market shares now? In the future? What are their growth trends? What are their strengths and where do they have leverage? What are their weaknesses and where are they vulnerable? What is the financial status of the competition? How likely is your competition to launch an attack against your station? What is the management style of your competition -- their willingness to fight market battles?

The National Association of Broadcasters and others have publications that will help provide information as you complete this section. One place to start in the analysis of competitive formats might be the recently published NAB publication, *Programming Radio to Win in the New America*, written by Perikhal and Associates or the Reymer & Gersin Associates series *Radio W.A.R.S.*, also published by NAB. Volumes in this series focus on listener characteristics for individual formats ranging from News/Talk to AOR.

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WK 5 External Analysis - Competition

Describe your major competitors and give information about their operation.

Cable Television - Shown dramatic local growth in subscribers over the last three years. We expect continued growth this next year. Strengths: Aggressive advertising sales staff. Rates are competitive with ours. Weaknesses: Low reach for specific programs. No local ratings available to demonstrate size and demographics of their audience.

Newspaper - New management is aggressive and has increased circulation, particularly in the outlying market areas. Strengths: New circulation numbers. Weaknesses: Increased rates as a result of increased circulation increases. Circulation growth is in areas less attractive to advertisers.

Local Television - Surplus inventory has driven down rates to a level competitive with radio. Strengths: High reach visual medium. Weaknesses: Wasted coverage. Local spot production is poor in quality. Production costs are not competitive with radio.

Radio

1) WAAA - A three year old, adult contemporary station. Strong with women 25 - 34. Has shown rapid growth in audience during the first two years, declined in third year. Strengths: Number one with women. Aggressive sales staff. Weaknesses: Low male numbers. Relies heavily on promotions for ratings and advertising revenue.

2) WBBB - A well established country format. Attracts women. Philosophy of new ownership is unknown. Strengths: Sales staff is stable, conservative. The only country station in the market. Weaknesses: Limited client base. Shift of audience from WBBB to WAAA indicates soft listener loyalty.

4. Technological Factors

In our fast-paced society the changes in technology can be swift. For a business without foresight or preparation for changes in technology, the results can be devastating. When looking at the technological factors it is also important to consider the interplay between technology and social/cultural factors.

What impact will advances in technology have on your business and on your market? Will improvements in receiver design dramatically affect your station's sound? Will adopting FMX™ significantly improve your stereo coverage area?

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To help station managers and planners look into the future, the NAB has published works on cellular radio, cable channel leasing, and even a general look at changing broadcast technology.

WK 6 Technological Factors

What technological factors will have the greatest effect on your station in the coming year?

Technology Factor	Effect
Compact Discs	We invested early in the technology. We may lose some of our uniqueness if competitors shift to compact disc.
Satellite delivered format	WBBB is considering a switch to satellite delivered format. This could improve quality of their programming.

6. Social and Cultural Factors

Tradition, values, morals and customs are woven into both business and society. A marketing plan must take into account the accepted business practices and the standards of the community. As changes occur broadcast operations must respond quickly. Being seen as "hip" is often a marketing aim of radio stations and being able to forecast social trends is crucial to conveying this image.

What changes are taking place in lifestyles and values? What changes are taking place in society? What are the effects of more working women? More older people?

WK 7 Social and Cultural Factors

What social and cultural factors will have the greatest effect on your station in the coming year?

Social and Cultural Factor	Effect
Despite the national shift in Baby Boomers from 18+ to 25+, our market continues to be dominated by 18+.	Agencies are shifting buys away from us on the basis of national trends that are not reflected in our market.

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Internal Analysis

1. Company Products and Services

A complete understanding of your station's products and services is necessary before plans can be created or changes made. Look at your station's programs from a different vantage point, from the perspectives of your listeners and advertisers. What are the key benefits your station offers them? Also consider the other products and services you provide. Perhaps your station does much of the commercial production in the market. Or perhaps you are leasing subcarrier services.

What is your market share today? What has your market share been over the last three to five years? What want or need does your programming fulfill? What is the price and quality of your programming, of your station's other products and services?

In broadcasting, a discussion of market share usually brings to mind ratings and ratings research companies. There are other kinds of research critical to ensuring station success. It is important to remember that research does not have to be expensive to be effective. There are many books and articles to help you conduct research and interpret the results.

WK 8 Internal Analysis - Marketing Strategy

Describe the product.	Light adult contemporary FM radio station. Traditionally # 1 with women 18 - 34.
Pricing Strategy.	Premium priced on women 18 -34. Competitively priced on women 18-54.
Coverage.	Full market coverage. Cumes 56% of 18 -34 women each week.
Advertising Strategy.	Positioned as the station for working women.
Sales Promotion Strategy.	Promote sales through bonuses to salespeople.

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WK 9 Internal Analysis - Strengths and Weaknesses

Strengths	Weaknesses
1. Excellent production facilities and excellent production talent.	1. Equipment is aging. We will need to replace the transmitter this year.
2. Loyal audience	2. Sales staff is aging. Several key accounts will be switched to new salespeople this year.
3. Solid base of core advertisers.	3. Our two new salespeople lack training in ways of "creating new value" for our advertisers.

2. Company Financial Information

Income statements and balance sheets for the last three to five years should be included in this section. It is helpful if this information is presented so that trends can be spotted quickly. Analysis of the company's financial information is priceless but this analysis alone will not tell us everything about the company. By definition it cannot describe the qualitative aspects of the business. Also, differences in accounting practices from company to company make competitive analysis difficult.

If you are not an expert in financial analysis one helpful reference might be Steven Finkler's *The Complete Guide to Finance and Accounting for Nonfinancial Managers.* Other information is available from the National Association of Broadcasters and the Broadcast Financial Management Association.

Market Analysis

In addition to an external and internal analysis, a good marketing plan includes a section on analyzing the market. While some related topics were included in the external analysis, it is important to cover them in this section in order to accurately portray your market. Analysis of the market involves spotting trends and identifying factors which are either favorable or unfavorable for your business. Market analysis should provide insight and answer questions such as: Is the total market growing or declining? Is the market segment in which you compete growing or declining? What forces will result in market shifts? How certain are your estimates?

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There are many sources of information on market trends, ranging from the local Chamber of Commerce to *The Wall Street Journal.* Also available are computer programs and spreadsheet templates capable of modeling and forecasting. Several sources are listed in the bibliography.

Market Potential

Of course any marketing plan must consider the market itself, its size or its potential. Market size directly influences your strategy.

The market size or market potential is the total demand for the product or service. It is the total dollar or unit amount of the product available from all firms within a specified period of time. While this number presumes a given level of demand of the product (it can always increase or decrease), it provides an estimate for the market in which the station finds itself. In most cases an accurate determination of market potential is impossible. Estimates of market potential are available from trade associations, federal, state and local governments, universities, and others who collect industrial data. Estimates of radio broadcast revenue potential are often figured as a percentage of retail sales, population or households. These estimates are useful in determining whether there is a niche for your company. Analysis of market potential trends over time also makes possible predictions of future market size and growth rates. This information is also important in making decisions about what market segments will serve as market targets. What market segment can you best serve?

Market Forecast

The market forecast is an estimate of the dollar or unit sales of the product or service. It is always smaller than the potential because some segments of the market may simply be too small to serve profitably.

First, let's examine the entire advertising market. For each geographic market in which you compete, estimate the various advertising revenues and their share of the total advertising pie.

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WK 10 Market Analysis - Media Estimates

Media	Outlets	$ Revenues	% Share
Radio	13 stations	$ 4.2 million	16%
Television	3 stations	$ 7.9 million	30%
Newspapers	1 morning	$12.6 million	48%
Magazines	2 weekly	$ .8 million	3%
Other	2 outdoor	$ .8 million	3%
Total		$26.3 million	100%

As mentioned earlier, some of this information may be difficult to determine. The National Association of Broadcasters has a number of publications that can help provide estimates for television and radio. *American Radio Market Guide*, published by Jim Duncan, provides estimates for newspaper and outdoor advertising revenues on a market-by-market basis.

Now, let's focus in on your direct competitors: other radio stations. Estimate their revenues and shares of the market and compare your station's performance with those values.

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WK 11 Market Analysis - Broadcast Market Share Estimates

Broadcast Competitor	$ Revenues	% Share
WAAA	$1.0 million	20%
WBBB	.9 million	15%
WCCC	$ .6 million	10%
All Other Stations	$1.7 million	29%
Total Competitors	$4.2 million	74%
Total Our Station	$1.7 million	26%

Your sales staff may be your best source for this information. While audience shares of individual stations can provide some guidance, certain formats are better in turning those ratings into revenues. Two analyses of this subject have been conducted, one by Jim Duncan's American Radio and the other by the accounting firm of Miller, Kaplan, Arase & Co.

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Sales Potential

This is the maximum unit or dollar sales possible for your station within a specified unit of time. Sales potential is a portion of the market potential. Often you do not have access to the entire market because of geographic or other limitations.

Sales Forecast

The sales forecast is the best estimate of actual performance over a specified period of time. Whereas sales potential represents total opportunity, the sales forecast is an estimate of expected actual performance. A sales forecast is always less than the sales potential because there are segments of the market in which the company cannot or does not participate. For example, to uphold its image and perceived value, a station may allow time to remain unsold instead of "cutting rate." The station has chosen not to participate in the low price market in order to protect its position of high quality. This was a key point in *MegaRate$: How to Get Top Dollars For Your Spots*, published by the National Association of Broadcasters.

Sales Projections

There are many techniques used to project sales. Regardless of the technique used, the marketing plan must include estimates for the total station and for individual programs. Many sales departments use these estimates as the sales goals for the corresponding period. However, sales goals and sales projections are not necessarily the same thing. Sales Managers may feel the projections are too high or too low.

WK 12 - Sales Analysis - The Station

Provide a five year review of the station's sales and profits.

Year	Sales	Profits
1. 1984	$1.0 million	$ 0
2. 1985	$1.2 million	$100,000
3. 1986	$1.2 million	$ 55,000
4. 1987	$1.5 million	$300,000
5. 1988	$1.8 million	$550,000

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From that recent history what is your best estimate for next year's sales and profits?

WK 13 - Sales Forecast - The Station

Show the station's sales and profit forecast for next year.

Sales	Profits
$1.85 million	$725,000

Now, do the same analyses for your different dayparts. Review the past five years' histories (if data are available) of these dayparts and project what their sales and profits will be for next year.

WK 14 - Sales Analysis - The Dayparts

Provide a five year review of sales and profits. DAYPART: Morning Zoo

Year	Sales	Profits
1. 1984	$350,000	$ 25,000
2. 1985	$410,000	$ 80,000
3. 1986	$480,000	$ 40,000
4. 1987	$540,000	$200,000
5. 1988	$660,000	$440,000

WK 15 - Sales Forecast - The Dayparts

Show the dayparts' sales and profit forecast for next year.

Daypart	Sales	Profits
Morning Zoo	$700,000	$500,000
Mid Day	$300,000	$200,000
Afternoon	$450,000	($100,000)
Evening	$250,000	$ 50,000
Nights	$150,000	$ 75,000

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Programming or Product Analysis

This analysis should be done on different levels, the format level and daypart level, and perhaps, the program level. The success of a marketing plan is dependent upon knowledge of the product -- in this case the format/dayparts/programs. Much of the necessary information should already be available. You should have access to advertising revenues generated by each daypart as well as the costs. For example, what is the cost of producing the morning show? What is the break even point on overnights? How much did we make on the NCAA game of the week this past season? If you do not have this information it is essential to develop a system for obtaining the required data. Without accurate data the development of marketing strategies will be difficult.

An analysis of the station's format/dayparts/programs is basic to marketing success. It is impossible to establish realistic sales objectives without this analysis. Each format, daypart and program requires separate objectives. For example, not all programs need to generate high profit margins. Limited commercial minutes in a lunchtime oldies show might be needed to build listener loyalty to the station. The station objectives would be the sum of the individual daypart and program objectives.

The product analysis should look for trends and sudden changes. There should be an analysis of programming winners and losers, sales dollars, and sales volume. To start off this analysis you need to evaluate the objective and strategy of each daypart. What are you doing in each daypart? What are you trying to accomplish? Are you reaching your goal? If not, how do you plan to reach that goal?

WK 16 Programming Analysis - Objectives & Strategies

Daypart: Morning Zoo
Sales (# of Spots) 33,280 **Sales ($)** $660,000

Describe the current marketing strategies for this daypart:
Positioned as the most listened to morning drive program in the market. Sold on the basis of the association between the advertisers and the well known host. The program is premium priced. It is also used as leverage to encourage advertisers to buy spots in other dayparts.

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It is then helpful to list all your station's dayparts and their contribution to the bottom line. Note that in calculating each daypart's profit margin, only consider the direct costs of each daypart. Do not consider the fixed costs of the station (e.g., rent, insurance, etc.) in this analysis.

WK 17 Programming Analysis - All Dayparts

Dayparts	Sales Spots	Sales Volume	Probable Market Share	Profit Margin
Morning Zoo	33,280	$660,000	35%	71%
Mid Day	15,600	$300,000	23%	28%
Afternoon	12,480	$340,000	20%	-29%
Evening	15,600	$250,000	26%	20%
Nights	26,208	$150,000	25%	50%

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Now, rank these dayparts by the number of spots sold, the dollar volume of these sold spots, and the contributions to overall station profit.

WK 18 Programming Analysis - Ranking

Rank	Daypart Highest Spot Sales Volume	Daypart Highest Dollar Sales Volume	Daypart Highest Profit Contribution
1	Morning Zoo	Morning Zoo	Morning Zoo
2	Midday	Afternoon	Night
3	Afternoon	Midday	Midday
4	Evening	Evening	Evening
5	Night	Night	Afternoon
6			
7			
8			

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WK 19 Programming Analysis - Ranking - 50-75% Analysis

List Dayparts Which Sum to contribute:

Spot Volume of		Dollar Volume of		Profit Volume of	
50%	75%	50%	75%	50%	75%
Morning	Morning	Morning	Morning	Morning	Morning
Midday	Midday	Afternoon	Afternoon		
	Afternoon		Midday		

Now, make the final overall ranking of the various dayparts. Of course, the profit contribution is a key part of this ranking, but also consider each daypart's role in promoting the station's image.

WK 20 Programming Analysis - Ranking (Final)

Rank dayparts by Importance

1. Morning Zoo
2. Afternoon
3. Midday
4. Evening
5. Night

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The Audience and Client Analyses

Running parallel with the program analysis are the audience and the client analyses. The information asked for here on the worksheets is basic. If possible it should be supplemented with ratings analysis and research on station clients.

Client Analysis

The client information begins with a grouping of station clients by business. The purpose is to identify the percentage of sales to various business types. This information should be shown in tables or graphed so that sales trends can be observed.

A complete customer list should also be included. This list should include information such as names, addresses, phone numbers, contacts and decision makers.

Ranking of customers who provide 50% to 75% of total sales provides both a list of key customers and an indication to the marketing department of accounts that may require more service or more frequent sales calls.

First, which types of businesses are most important to your station? How much of those businesses' advertising goes to your station? The worksheet covers these important question as it relates to dollar volume.

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WK 21 - Client Analysis - Business Ranking by Revenue

Rank	Business Type	Total $ Sales	% of Stations Total Sales From These Customers	Estimated % Of Adv. Purchased From Us
1	Auto Dealers	$560,000	32%	5%
2	Lottery	$262,500	16%	1%
3	Furniture	$240,000	14%	6%
4	Health Care	$170,000	10%	7%
5	Restaurants	$ 70,000	4%	10%
6				
7				
8				
9				
10				

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The next step is to perform the same analysis by actual clients. Rank the top 10 clients by total revenues.

WK 22 - Client Analysis - Client Ranking By Revenues

Rank	Client	Total $ Sales	% of Stations Total Sales From These Customers	Estimated % Of Adv. Purchased From Us
1	Lottery	$262,500	16%	1%
2	Bob's Chevy	$126,400	7%	3%
3	Cadillac Olds Dealer	$115,000	6%	20%
4	Discount Furniture	$ 98,000	6%	12%
5	City Hospital	$ 40,000	2%	15%
6				
7				
8				
9				
10				

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With this basic information, you can now see how critical your *important customers* are. With this information you will be able to determine which types of customers are necessary to reach 50% of your station's sales? Seventy-five percent of your station's sales? This exercise will enable you to pinpoint your most important clients.

WK 23 - Client Analysis - 50% Analysis by Revenues

The number of customers who provide 50% of total sales: 49

The percent of customers who provide 50% of total sales: 12.4%

Ranking by types of businesses who provide 50% of total sales

Rank		Rank	
1	Auto Dealers	6	TV/Cable
2	Lottery	7	Grocery Stores
3	Furniture	8	Telephone Services
4	Health Care	9	Clothing Stores
5	Restaurants	10	Home Furnishing Stores

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WK 24 - Client Analysis - 75% Analysis by Revenues

The number of customers who provide 75% of total sales: 46

The percent of customers who provide 75% of total sales: 30%

Ranking by types of business who provide 75% of total sales

Rank		Rank	
1	Auto Dealers	6	TV/Cable
2	Furniture	7	Amusements/Concerts
3	Lottery	8	Clothing Stores
4	Health Care	9	Restaurants
5	Electronics	10	Apartments/Housing

Listener Analysis

After determining who are your important clients, it is necessary to evaluate your listener base. Unless you know your listeners you will soon lose your important advertising clients. Briefly list the important characteristics of your audience. Include age, sex, income, education, race, marital status, household size, geographical location, profession and any other characteristics that are important and that make your audience unique.

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WK 25 - Listener Analysis - Demographic Information

75% of our audience earns $20,000 a year or more.
38% earns $35,000 per year or more.
18% earns $50,000 per year or more.

41% are professionals.
33% work in the service, technical or administrative sectors of the economy.
41% completed four years or more of college.
56% completed high school and attended some college or trade school.

61% live in 1 or 2 person houesholds (singles and young marrieds).
33% live in 3 or 4 person households.

61% of the women who listen to our station are full time working women.

Pricing

Price can be the most effective marketing tool available to a station. Setting rates for the station and prices for individual programs (or dayparts) should be done with an eye toward both short and long-term goals.

Analysis of pricing provides good information on trends, practices within your local market as compared to the broadcast industry and pricing strategies of competitors. When conducting pricing analysis don't allow temporary competitive price offers to affect your long range strategic plans. Low prices may reflect serious problems within competing companies as well as changes in their long range goals. Be careful about recommending price decreases. Sales people have a reputation for wanting lower prices.

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Broadcasting pricing strategies have become increasingly complex. As stations increasingly "narrowcast" to specialized audiences and try to increase sales during slow periods the need for multiple pricing strategies increases. What is your station's objective in its pricing strategy? What are those strategies to reach that objective?

WK 26 - Pricing Analysis - Objectives & Strategies

Describe the station's pricing objectives and strategies this year.

Because of rapid market growth in previous years, this year's strategy was to increase price by 15%. This was accomplished by:

(1) Changing from a daypart rate card to a grid card with rates controlled by available inventory; and

(2) Reducing overall station inventory.

Now, think about your specific dayparts. Consider what your pricing objectives and strategies are for each of these dayparts.

WK 27 - Pricing Analysis - Objectives & Strategies (By Dayparts)

Describe the station's pricing objectives and strategies this year for individual dayparts.

The objective for the Morning Zoo was to increase price by 15%. This was accomplished by tying the rate increase to an increase in audience size. This was facilitated by the fact that the price for Morning Zoo time had not been increased for two years.

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It is also very helpful to carefully examine the past year's history of pricing by individual dayparts.

WK 28 - Pricing Analysis - Individual Daypart Information

Daypart	Current Spot Price	Average Annual Price Increase	Average Annual Percentage Increase
Morning Zoo	$200	$25	15%
Afternoon	$ 75	$ 5	7%
Midday	$ 50	-$ 5	-10%
Evening	$ 25	$ 2	8%
Night	$ 10	$ 0	0%

Personnel

It has long been said that "radio stations are people." This is true not only for your on-air talent but also your sales and marketing staff. When developing and reviewing your marketing plan, it is essential that you review your staff. This analysis begins by listing all the sales personnel, their experience, their salaries, commissions and bonuses, and expenses. Then closely examine your salespeople by noting their sales volume, their ability to bring in new business, and their contribution to the total sales of the stations.

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Position descriptions could also be included in this section. It is important that the major responsibilities associated with each position in the marketing department be outlined in writing.

First provide a summary table listing the entire expenses for the marketing department.

WK 29 - Personnel Analysis - Expenses (Summary Page)

Number of Employees in the Sales Force	6
Number of Sales Support Personnel	2
Total Number of Marketing Personnel	8
Direct Cost of the Sales Force	$ 300,000
Expense for Sales Support Personnel	$ 38,000
Total Expense of Marketing Personnel	$ 338,000
Sales Force Cost as Percent of Marketing Budget	89%
Sales Support Cost as Percent of Marketing Budget	11%
Sales Force Cost as Percent of Sales	17%
Sales Support Cost as Percent of Sales	2%

The *NAB/BFM Radio Financial Report* provides comparative results for sales costs as a percent of total time sales for different types of stations in different market sizes. Nationally, the percentages in 1987 were:

AM Fulltime	14.1%	AM Daytime	16.8%
AM/FM Combo	17.6%	FM	16.4%

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WK 30 - Personnel Analysis - Total Employees

Budget for Marketing Personnel This Year: $300,000
Total number of Marketing Personnel This Year: 5

Sales Personnel	Years in Business	Years with Station	Salary	Commissions & Bonus	Expense
Sales Mgr.	30	20	$45,000	$30,000	$12,000
Salesperson A	6	4	$12,000	$20,000	$ 6,000
Salesperson B	6	5	$12,000	$15,000	$ 5,000
Salesperson C	5	5	$ 8,000	$17,000	$ 3,000
Salesperson D	2	2	$ 6,000	$12,000	$2,000

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WK 31 - Personnel Analysis - Sales Force (% of Total Sales - Average Monthly Sales)

Salesperson	Sales Units	Sales $ Volume	Percent of Total Sales	Average Monthly Sales
Sales Mgr.	11,600	$700,000	40%	$58,000
Salesperson A	4,761	$300,000	17%	$25,000
Salesperson B	6,000	$270,000	15%	$22,500
Salesperson C	2,300	$200,000	11%	$17,000
Salesperson D	1,600	$176,000	8%	$14,667

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Marketing Research

To make the most of research it should be carefully planned. Objectives should be established and research designed to meet those objectives. Research projects should be planned to examine issues before they become problems.

Research can help answer questions surrounding program planning, program testing, market potential, station image, competition, advertising awareness and listener preference.

It is not always necessary to fund original research. Much information is available from trade publications, universities, Federal, state and local government. Often the information gained from secondary sources can answer your questions without the cost of customized research.

If your station does not subscribe to pertinent marketing, broadcasting and research publications it may be necessary to include the cost of subscriptions in your marketing budget. The cost of one magazine subscription could save you thousands of dollars lost in missed opportunity or paid in unnecessary research expense.

Review your research projects for the last year. What were you trying to accomplish? How did you try to reach that objective? Did you succeed?

Advertising, Sales Promotion and Public Relations

Advertising refers to any strategy employed to "pull" the listener or the time-buying client to the station. Sales promotion refers to strategy employed to "push" the station toward the client.

To be most effective, advertising and sales promotion plans should complement each other. By including sections on advertising and sales promotion in the marketing plan, top station and corporate management can monitor the programs to insure that they complement each other and lead to the station's stated objectives.

Public relations differs from advertising and sales promotion. Public relations can be thought of as "advertising that can't be bought." A good public relations effort should complement the areas of advertising and sales promotion. Newspaper stories, TV features and magazine articles on your station can improve the station's image and credibility in ways not possible through advertising or sales promotion.

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To start this review off, think about what your objective was for your advertising and sales promotion programs. What were your strategies in reaching that objective?

WK 32 - Advertising Analysis - Objectives & Strategies

Describe the advertising objectives and strategies for the station.

Objective: Position the stations as "the" station for working women.

Strategies:
(1) On air promotion.
(2) Newspaper advertising, including special sections for working women.
(3) Television advertising with emphasis on news programming.

Similarly, what was your objective in your public relations program? What steps did you take to reach that objective?

WK 33 - Public Relations Analysis - Objectives & Strategies

Describe the advertising objectives and strategies for the station.

Objective: Enhance the image of the station.

Strategies:
(1) Staff personnel are members of "working women" organizations.
(2) Emphasis is placed on public service announcements for topics of interest and value to women.
(3) Sponsor a booth at the annual business women's fair.

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Now let's investigate the amount spent for these programs. First, over the last year, how much have you spent in various media?

WK 34 - Advertising Analysis - Media Mix

Media	Annual $ Spent	Frequency	Size or length
Newspaper			
Morning Paper	$24,000	2x wk during	1/4 page
		ratings periods	
Magazine			
TV Week	Trade Out	Weekly	1/4 page
Television			
WATV	$48,000	24 weeks during	:30s
		ratings – 20x wk	
Direct Mail			
To Clients	$18,000	2x year after	Single Sheet
		ratings come out	4 Color
Other			

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In order to plan this effort more effectively, it is important to know the monthly totals for these expenses. This exercise will also allow you to better plan your cash flow needs.

WK 35 – Advertising Analysis – Expenses by Month

	Month 1	Month 2	Month 3	1st Qtr.	Month 4	Month 5	Month 6	2nd Qtr.
Newspaper			$2,000	$2,000	$4,000	$4,000	$2,000	$10,000
Magazine	$400 T*	$400 T*	$400 T*	$1,200 T*	$400 T*	$400 T*	$400 T*	$1,200 T*
Television			$4,000	$4,000	$8,000	$8,000	$4,000	$20,000
Direct Mail	$9,000			$9,000				
Total (CASH)	$9,000	$0	$6,000	$15,000	$12,000	$12,000	$6,000	$30,000

	Month 7	Month 8	Month 9	3rd Qtr.	Month 10	Month 11	Month 12	4th Qtr.	Total Year
Newspaper			$2,000	$2,000	$4,000	$4,000	$2,000	$10,000	$24,000
Magazine	$400 T*	$400 T*	$400 T*	$1,200 T*	$400 T*	$400 T*	$400 T*	$1,200 T*	$4,800 T*
Television				$0				$0	$24,000
Direct Mail	$9,000			$9,000					$18,000
Total (CASH)	$9,000	$0	$2,000	$11,000	$4,000	$4,000	$2,000	$10,000	$66,000

T* = Trade

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Was your advertising program successful in the past year? How much was spent? What percentage of your total expenses did this account for? Of the total time sales? What changes can you point to resulting from these efforts?

WK 36 - Advertising Analysis - Expenses

Advertising Expense as a Percent of Total Sales 6%
Advertising Expense as a Percent of Total Marketing Budget 18%

Describe the results of any efforts to show the effectiveness of the station's advertising.

Newspaper and Television advertising were used to promote the station's Morning Zoo program. The station gained 2 share points in the last ratings book. This increase in audience is attributed to advertising.

Now, ask the same questions for your public relations efforts.

WK 37 - Public Relations Analysis - Expenses

Public Relations Expense as a Percent of Total Sales 2%
Public Relations Expense as a Percent of Total Marketing Budget 7%

Describe the results of any efforts to show the effectiveness of the station's public relations campaign.

As a result of our public relation effort last year to encourage business-sponsored day care, our station was featured in a newspaper article about day care in our community. The station was credited as increasing awareness of the problem. It was said that the station's efforts helped improve day care in our community. The station won an award from the city because of its efforts in this area.

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Broadcasting is a peculiar industry, for in addition to promoting your station to your listeners, you also need to promote to your customers, advertisers. This normally involves special promotions which may or may not tie in to listener promotions. For a good listing of promotions involving advertisers and listeners, see *Successful Radio Promotions: From Ideas To Dollars*, published by the NAB.

What was the objective of these sales promotion efforts? What strategies did you have to reach that objective?

WK 38 - Sales Promotion Analysis - Objectives & Strategies

Describe the sales promotion objectives and strategies for the station.

Sales Force Promotion	Objective: (1) Encourage sales of Morning Zoo. (2) Encourage sales force to reach the target of 10% sales increase over this past year. Strategy; (1) Use sales contest to increase sales on Morning Zoo. (2) Bonus salespeople who show 10% increase per month.
Client Promotion:	Objective: (1) Encourage year contracts. (2) Give clients who increase purchases 10% premium prizes. (3) Trip sweepstakes for clients who sign contracts and increase purchases 10%.

Here again, it is important to list the amount spent on sales promotion for each month and for the year in total. This will allow you to better evaluate these programs and plan for next year. When evaluating all of last year's efforts, it is helpful to begin listing the results from these efforts.

WK 39 - Sales Promotion Analysis - Expenses

Sales Promotion Expense as a Percent of Total Sales	2%
Sales Promotion Expense as a Percent of Total Marketing Budget	8%

Describe the results of any efforts to show the effectiveness of the station's sales promotion campaign.

The station's sales promotion for the past year was considered a success because the station met its goals of increased sales and more year-long contracts.

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WK 40 – Sales Promotion Analysis – Expenses by Month

	Month 1	Month 2	Month 3	1st Qtr.	Month 4	Month 5	Month 6	2nd Qtr.
Sales Force Promotion	$2,000	$2,000	$2,000	$6,000	$2,000	$2,000	$2,000	$6,000
Client Promotion	$1,000	$1,000	$1,000	$3,000	$1,000	$1,000	$1,000	$3,000
	$5,000			$5,000				$0
Other Sales Promotion								
Total	$8,000	$3,000	$3,000	$14,000	$3,000	$3,000	$3,000	$9,000

	Month 7	Month 8	Month 9	3rd Qtr.	Month 10	Month 11	Month 12	4th Qtr.	Total Year
Sales Force Promotion	$2,000	$2,000	$2,000	$6,000	$2,000	$2,000	$2,000	$6,000	$24,000
Client Promotion	$1,000	$1,000	$1,000	$3,000	$1,000	$1,000	$1,000	$3,000	$12,000
									$5,000
Other Sales Promotion									
Total	$3,000	$3,000	$3,000	$9,000	$3,000	$3,000	$3,000	$9,000	$41,000

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SECTION II
Marketing Plan

This section contains instructions and forms to be used as a guide in developing a marketing plan for the next twelve months. If you have completed the worksheets for the previous section, then you have already organized much of the information needed here. To complete this section, refer to the appropriate part of the historical analysis, update last year's figures showing next year's goals and fill in the worksheets for this section. When completed, this becomes the marketing plan for next year.

The Mission Statement

Are there any reasons to change that statement? Based on the information developed in the previous section, write a statement of your station's mission. In the example below, the mission statement was not changed. While the new marketing plan will help improve this station's performance, the overall general position of the station remained the same.

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WK 41 - The Mission Statement

Creating New Value is the theme for our station. We will be a growth oriented marketing driven station that creates new value for our advertisers, our listeners and our staff.

Creating new value means creating advertising and programming that maximizes return on our clients' advertising dollars.

Creating new value means creating programming that adds value to the time our listeners spend with the station.

Creating new value means providing educational, learning, and training opportunities for our staff members that will enhance their ability to in turn create new value for our advertisers and listeners.

We will strive for greatness through a dedication to superior people, planning, performance and customer service. The challenge of greatness will make the radio station a place where talented people find fulfillment. Our people will be known as expert in their fields. Together we will win the reputation as the radio station that "does things right."

We will create a culture that emphasizes teamwork, aggressiveness, tenacity, honesty, fairness, openness, professionalism, leadership and goal achievement.

Marketing and Sales Objectives

Station goals are met by reaching the established marketing objectives. To insure that the marketing objectives are met, each component of marketing (sales, advertising, promotion, etc.) must set objectives that relate directly to the overall marketing objective. Additionally, goals must be set for each program and each salesperson. Thus, meeting the individual program and person objectives guarantees that the station objectives are met.

Objectives must be time- and quantity-specific to work. Do not let objectives and slogans be confused. "To be the best" is not an objective. "To sell $100,000 of advertising time by December 31st of this year" is an objective.

Marketing objectives are often stated as percent figures. Sales objectives are usually stated in dollar or unit amounts. An example of a marketing objective might be, "To achieve

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a 15% increase in sales and still keep the cost of station operation at its 1987 level. This should result in an after tax profit of 35%."

Setting marketing and sales objectives requires careful thought and effort. These figures are the nucleus of the marketing plan. The wrong numbers here mean that all phases of the plan will be incorrect. The marketing objectives are used to set quotas, establish bonuses, and determine the personnel requirements for the next year.

Before you begin work on this section completely review the historical analysis section and your worksheets. Look at last year's objectives as detailed in each worksheet. Review the situation analysis on pages 8-14, the market analysis on pages 14-19, past pricing objectives on page 33 and last year's advertising, public relations and sales promotion objectives on pages 38-49.

WK 42 - Marketing Objectives and Strategies

Describe the marketing objectives for the station over the next twelve months.

Increase sales by 15% and keep operating costs at the current level.

Sales Objectives

Remember that the marketing objectives set in the previous section become the goals of the sales department in this section. When completing these tables included here it may be helpful to refer to sections of the historical analysis on last year's sales objectives. This information is on pages 17-18.

First, what will be the sales objective of each daypart for the next year? For each daypart estimate the number of spots to be sold, total advertising revenues, and the program's market share of revenues for that daypart.

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WK 43 - Sales Objectives - By Daypart
Rank Dayparts by Importance and Give Sales Objectives

Rank	Dayparts	# of Spots	Revenue Objective	Market Share
1	Morning Zoo	33,280	$726,000	35%
2	Midday	15,600	$340,500	23%
3	Afternoon Drive	12,480	$490,000	27%
4	Evening	15,600	$282,500	26%
5	Night	26,200	$173,500	25%
6				
7				
8				

Finally, for each of your current salespeople and any you expect to hire, determine their sales objective both annually and monthly. Refer back to the worksheets on pages 36-37 in the historical section for each salesperson's performance for last year.

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WK 44 – Sales Obectives – The Sales Force

Salesperson	Month 1	Month 2	Month 3	1st Qtr.	Month 4	Month 5	Month 6	2nd Qtr.
Sales Mgr	$66,800	$61,000	$70,000	$197,800	$67,000	$98,000	$79,000	$244,000
A	$35,000	$21,000	$40,000	$96,000	$35,000	$60,000	$21,000	$116,000
B	$21,000	$17,000	$19,500	$57,500	$15,000	$25,000	$10,000	$50,000
C	$20,000	$15,000	$17,000	$52,000	$15,000	$24,000	$18,000	$57,000
D	$18,200	$15,000	$14,500	$47,700	$10,000	$23,000	$17,000	$50,000
Total	$161,000	$129,000	$161,000	$451,000	$142,000	$230,000	$145,000	$517,000

Salesperson	Month 7	Month 8	Month 9	3rd Qtr.	Month 10	Month 11	Month 12	4th Qtr.	Total Year
Sales Mgr	$88,000	$71,000	$81,000	$240,000	$68,000	$86,000	$39,000	$193,000	$874,800
A	$35,000	$38,800	$37,800	$111,600	$40,000	$55,800	$30,500	$126,300	$449,900
B	$25,000	$19,700	$35,500	$80,200	$30,000	$34,000	$14,000	$74,000	$261,700
C	$9,000	$20,000	$27,000	$56,000	$22,000	$28,000	$12,000	$62,000	$227,000
D	$8,000	$15,500	$20,200	$43,700	$20,000	$26,200	$7,500	$53,700	$195,100
Total	$165,000	$165,000	$201,500	$531,500	$180,000	$230,000	$103,000	$509,000	$2,008,500

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Marketing Strategies

The strategy statement is a statement of direction. It describes the route to be taken to reach the marketing objectives. The marketing strategy is influenced by the environment and must be changed to meet ever changing threats and opportunities. A strategy that worked last time may not work this time.

Marketing strategies should be written to guide the station in its marketing activities for the next twelve months. Without well defined strategies efforts to reach the marketing objectives will become diluted as individuals and departments each pick their own path to the goal.

What is your marketing strategy? What strategy will you use in the next twelve months to reach the sales objectives on the previous page?

When developing the marketing strategy for next year refer to the external analysis section on pages 9-14 and the internal analysis on pages 14-15. Also again review the daypart rankings section on pages 21-22.

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WK 45 - Marketing Strategy - The Station

Describe the marketing strategy for the station during the next twelve months to reach the previously stated sales objective.

Sources of Revenues:	(1) Core Advertisers (2) New Business (3) Recapture accounts from WAAA. While we have a 15% increase in sales target and recognize that the increase will come from new or recaptured business, we also recognize the importance of our core advertisers. We will continue to emphasize our "creating new value" approach to assure continued satisfaction and loyalty among our core advertisers.
Product:	(1) Maintain the quality of current programming. (2) Introduce a new PM drive program, including the purchase of talent. This comes from the programming Budget. This program can used to combat WBBB's switch to satellite programming. (3) Replace Transmitter.
Price:	Maintain premium price strategy.
Sales Force:	Provide "Creating New Value" training for two salespeople.
Promotion & Advertising:	(1) Reinforce positioning. (2) Introduce new PM drive program.
Public Relations:	(1) Reinforce image. (2) Combat city ordinance banning advertising of alcoholic beverages.
Sales Promotion/ Sales Force:	(1) Encourage the sale of new PM Drive program. (2) Encourage the attainment of the sales goals. (3) Encourage the recapture of WAAA accounts.
Client:	(1) Encourage purchase of the new PM Drive program. (2) Encourage purchases by new clients. (3) Encourage WAAA accounts to switch back to our station.
Sales Support Material:	Produce literature to: (1) Introduce the new PM Drive program. (2) Combat cable TV. (3) Combat newspaper circulation and rate increase. (4) Combat local television (5) Combat advertising agencies misunderstanding of the demographics of our market.

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Strategically Important Dayparts

All stations have programs or dayparts that account for a major portion of the sales or profits. But progress for certain programs or dayparts, like other products, have a "product life." It must be recognized that the programs that accounted for a major portion of the profits last year may be headed for trouble this year. They may not produce the same sales and profits as in the past. At the same time, there should be "up-and-coming" programs that will eventually replace existing programs or be added to the schedule. These programs may not be top revenue producers now, but because of their potential they are considered important for future revenue growth.

Now rank the dayparts that are strategically critical to the station reading its objective. Describe the marketing strategy during the next twelve months as it applies to each daypart.

WK 46 - Marketing Strategy - Strategically Critical Programming

Rank the programming that is strategically critical to the station reaching its objectives. Describe the strategy that will be used during the next year to insure the station reaches its objective.

Daypart	Strategy
1. Morning Zoo	Maintain #1 position through increased promotion
2. Afternoon Drive	Introduce new program and talent.

Pricing

Logically, pricing objectives must follow the marketing objectives for the station and the programs. If they do not match the marketing plan will be in conflict from the start. For example, if the marketing objective is to reduce the amount of unsold station air time it is unlikely that a pricing objective of sharply increasing price would be logical.

Pricing objectives and strategy should be written for both the station and the individual dayparts. Remember that the objectives are descriptions of where the station wants to be and the strategy is the direction the station will take to reach its objectives. The analysis of past pricing objectives is contained on pages 31 - 32.

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First, describe the pricing objectives and strategies for the station that will be used to reach the previously stated goal.

WK 47 - Pricing Objectives and Strategies - The Station

Describe the pricing objectives and strategies for the station to reach the previously stated goal.

Given the softness of the market, no changes are planned for pricing. We will strive to maintain premium price by adding value to our product.

Now, develop the pricing objectives and strategies for each program or daypart.

WK 48 - Pricing Objectives and Strategies - By Daypart

Describe the pricing objectives and strategies for each daypart over the next year to reach the previously stated goal.

Daypart	Objective	Strategy
AM	Maintain current pricing.	Add value to buys: (1) merchandising (2) Use announcements in midday and evening as incentives.
Midday	Maintain current pricing .	Tie to AM and PM drive buys.
PM	Introduce at premium price.	Add value by: (1) merchandising (2) Use announcements in midday and evening as incentives.
Evening	Same as Midday.	

Note: Reduced inventory because of PM drive program should help maintain midday and evening price.

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Turning to specific plans, what are your price changes for each daypart over the next twelve months. List these proposed changes along with the previous year's changes.

WK 49 - Pricing Strategy - Price Changes

List prices and give price changes for all dayparts over the next year.

Daypart	Next Year's Price	Price Change Over Last Year	Reason for change
1. Morning Zoo	$200	No change	
2. Midday	$ 50	No change	
3. Afternoon Drive	$100	+ $25	Increase price by 33% in conjunction with new program.
4. Evening	$ 25	No change	
5. Night	$ 10	No change	

Marketing Personnel

Ultimately the success of the marketing plan depends on the individual employee. If each individual meets his goal the plan is successful. The cumulative sales for all salespeople equal the monthly and yearly station sales objectives. For the sales force, sales goals are quotas. But quotas are better viewed as *minimum earnings.* No manager wants to lose salespeople. As stated above, the success of the individual guarantees the success of the station. One way to insure success is to monitor members of the sales force to see that they are "making enough" money.

Each member of the sales force must have daily, weekly, monthly and yearly goals. It is important that these goals are set realistically and that they represent minimum levels of achievement not maximums. These minimum earnings levels may vary among individual salespeople. These levels should reflect the potential of the salesperson's account list.

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Performance and goals should be reviewed weekly. The salesperson has a right to know whether his or her performance is meeting expectations. Weekly meetings also allow managers and salespeople to correct small differences before they become big problems.

When completing this section refer to the personnel analysis on pages 35-37.

What is the budget for your marketing and sales staff for the next year? How many employees will you have in this effort?

WK 50 - Personnel Analysis - Total Employees

Number of Employees in the Sales Force	6
Number of Sales Support Personnel	2
Sales and sales support people needed next year	8
Direct Cost of the Sales Force	$ 346,875
Expense for Sales Support Personnel	$ 38,000
Total Expense of Marketing Personnel	$ 384,875
Sales Force Cost as Percent of Marketing Budget	52.6%
Sales Support cost as Percent of Marketing Budget	5.6%
Sales Force Cost as Percent of Sales	20.0%
Sales Support Cost as Percent of Sales	2.0%

In order to manage your cash flow while planning your marketing efforts, it is necessary to budget your monthly marketing and sales expenses.

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WK 51 – Personnel Analysis – Monthly Expense

Expense Budget projections for the next year

	Month 1	Month 2	Month 3	1st Qtr.	Month 4	Month 5	Month 6	2nd Qtr.
Salaried Managers	$3,750	$3,750	$3,750	$11,250	$3,750	$3,750	$3,750	$11,250
Salaried Sales								
Commission Sales	$24,150	$19,350	$24,150	$67,650	$21,300	$34,500	$21,750	$77,550
Office & Clerical	$3,166	$3,166	$3,166	$9,498	$3,166	$3,166	$3,166	$9,498
Total	$31,066	$26,266	$31,066	$88,398	$28,216	$41,416	$28,666	$98,298

	Month 7	Month 8	Month 9	3rd Qtr.	Month 10	Month 11	Month 12	4th Qtr.	Total Year
Salaried Managers	$3,750	$3,750	$3,750	$11,250	$3,750	$3,750	$3,750	$11,250	$45,000
Salaried Sales									
Commission Sales	$24,750	$24,750	$30,225	$79,725	$27,000	$34,500	$15,450	$76,950	$301,875
Office & Clerical	$3,166	$3,166	$3,166	$9,498	$3,166	$3,166	$3,166	$9,498	$37,992
Total	$31,666	$31,666	$37,141	$100,473	$33,916	$41,416	$22,366	$97,698	$384,867

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Finally, how will each salesperson do over the next twelve months? Set their objectives and see how much each one contributes to the station's total revenues.

WK - 52 Personnel Analysis - Sales Force

Sales Projections by salespeson for the next year

Salesperson	Sales $ Volume	Percent of Total Sales	Average Monthly Sales
Sales Mgr.	$874,800	43.6%	$72,900
Salesperson A	$449,900	22.4%	$37,491
Salesperson B	$261,700	13.0%	$21,808
Salesperson C	$227,000	11.3%	$18,917
Salesperson D	$195,100	9.7%	$16,258

Marketing Research

It is important for the broadcaster to understand that marketing research extends far beyond ratings analysis. Marketing research has undergone much change over the past few years. New technology and research techniques appear continuously. Keeping up with the latest information is not that difficult. Many seminars are offered by universities, private companies and marketing associations. The best known is the American Marketing Association. Their journal on marketing research is probably available at the library in your local university. The NAB also offers publications on music & program research and audience research.

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The planning for your marketing research is straightforward. What are your objectives for this research? What are the strategies for reaching that objective? And, what are the costs involved in that effort?

WK 53 - Research Analysis - Objectives & Strategies

Describe the station's research objectives and strategies for the next year.

Objective:	(1) maintain current ratings service. (2) Evaluate audiences' reactions to the new PM drive program. (3) collect information on effectiveness of newspaper, local TV, cable TV and other media vs. radio.
Strategy:	Commission research for PM drive show. Budget: $40,000.

WK 54 - Research Analysis - Research Costs Next Twelve Months

Marketing research costs for the next year	$ 40,000
Marketing research cost as a percent of total marketing budget	6%
Marketing research cost as a percent of total time sales	2%

Advertising and Sales Promotion

Advertising

Before the advertising budget is set for next year, several questions should be asked: What results do you want from advertising -- what are the objectives? How will you evaluate the effectiveness of your advertising?

Sales promotion should do what the term implies. It must *promote* sales. Because there are often similarities between advertising and sales promotion it is easy for sales promotion to be swallowed up by advertising. Remember to state your objectives and determine in advance how your sales promotion results will be measured. Like all the other components of the marketing plan, the first step is to spell out your advertising and public relations objectives and strategies in realizing those objectives.

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Any Public Relations efforts planned for the next twelve months should be included in this section also. What will be the focus of the station's public relations efforts?

Information on last year's advertising and public relations efforts is detailed on pages 38-43.

WK 55 - Advertising Analysis - Objectives & Strategy

Describe the advertising objectives and strategies for the next year.

Objective:	(1) Reinforce the position as "the station for working women." (2) Introduce new PM drive program. (3) Develop sales piece which demonstrates newspaper's increased circulation is in areas that are not valuable to advertisers. (4) Develop sales piece on our station vs. local TV and our station vs. cable TV.
Strategy:	(1) Reduce dollars spent on promoting "image and spend those dollars on introducing the new PM drive show. (2) Budget additional $40,000 to introduce the new program. (3) Hire an advertising agency.

WK 56 - Public Relations Analysis - Objectives & Strategy

Describe the public relations objectives and strategies for the next year.

Objective:	(1) Reinforce image. Address the potential city ordinance banning advertising of alcoholic beverages.
Strategy:	(1) Maintain current public relations efforts. (2) Increase publicity. Added emphasis will be given to public relations, particularly publicity to reinforce station image given the reduction of the image advertising budget. (3) Alcoholic beverage advertising ban -- the station is opposed to this ban on the basis of "advertising free speech." PSA's and other programs will be used to establish the station's belief in the proper use of alcohol ("Know when to say when;" "Don't Drink and Drive").

In realizing those advertising objectives, you will need to spend mooney in various media. The next two worksheets allow you to estimate those costs both annually and monthly (necessary to manage your cash flow).

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WK 57 - Advertising Analysis - Media Mix

Outline the advertising media to be used and budget for next year

Media	Annual $ Spent	Frequency	Size or Length
Newspaper			
Morning	$30,000	2x wk.	1/4 page
Magazine			
TV Week	$1,200 Trade	1x wk.	1/4 page
Television			
WATV	$60,000	20 wks. / yr.	:30 spots
Direct Mail			
Client	$18,000	2x year	1 page – 4 Color
Other			

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WK 58 – Advertising Analysis – Expenses by Month

Outline the projected advertising expenses for next year

	Month 1	Month 2	Month 3	1st Qtr.	Month 4	Month 5	Month 6	2nd Qtr.
Newspaper	$4,000	$2,000	$2,000	$8,000	$4,000	$4,000	$2,000	$10,000
Magazine	$4,000 T*	$4,000 T*	$4,000 T*	$12,000 T*	$4,000 T*	$4,000 T*	$4,000 T*	$12,000 T*
Television	$8,000	$4,000	$4,000	$16,000	$8,000	$8,000	$4,000	$20,000
Direct Mail	$9,000			$9,000				$0
Total (CASH)	$21,000	$6,000	$6,000	$33,000	$12,000	$12,000	$6,000	$30,000

	Month 7	Month 8	Month 9	3rd Qtr.	Month 10	Month 11	Month 12	4th Qtr.	Total Year
Newspaper			$2,000	$2,000	$4,000	$4,000	$2,000	$10,000	$30,000
Magazine	$4,000 T*	$4,000 T*	$4,000 T*	$12,000 T*	$4,000 T*	$4,000 T*	$4,000 T*	$12,000 T*	$48,000 T*
Television			$4,000	$4,000	$8,000	$8,000	$4,000	$20,000	$60,000
Direct Mail	$9,000			$9,000				$0	$18,000
Total (CASH)	$9,000	$0	$6,000	$15,000	$12,000	$12,000	$6,000	$30,000	$108,000

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Sales Promotion

Now, let's turn to your sales promotion efforts. What are your objectives and strategies for that part of your marketing campaign.

WK 59 - Sales Promotion Analysis - Objectives & Strategies

Describe the objectives and strategies for your sales promotion efforts in the next year.

Sales Force Promotion	Objective:	(1) Encourage sales force to sell new PM drive program. (2) Encourage sales force to reach targeted 15% increase in sales. (3) Encourage sales force to recapture WAAA accounts.
	Strategy:	(1) Bonus sales of announcements on the new PM drive show. (2) Bonus sales to new accounts. (3) Bonus contracts for recaptured accounts.
Client Promotion:	Objective:	(1) Encourage advertisers to buy new PM drive program. (2) Encourage purchases by new clients. (3) Encourage WAAA accounts to switch back to us.
	Strategy:	(1) New PM drive incentives: a) remotes; b) live read commercial; c) package prices to include midday and evening announcements. (2) New clients: a) free trips for new clients who sign long term contracts; b) package rates for first time advertisers. (3) WAAA advertisers: "Welcome Back" party with auction and give aways, package rates on morning show with live read commercials.

What are these efforts going to cost? On a month-by-month basis what are the sales force, client, and other sales promotion campaigns going to be?

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WK 60 – Sales Promotion Analysis - Expenses by Month

	Month 1	Month 2	Month 3	1st Qtr.	Month 4	Month 5	Month 6	2nd Qtr.
Sales Force Promotion	$3,250	$3,250	$3,250	$9,750	$3,250	$3,250	$3,250	$9,750
Client Promotion	$1,000	$1,000	$1,000	$3,000	$1,000	$1,000	$1,000	$3,000
	$5,000			$5,000				
Other Sales Promotion								
Total	$9,250	$4,250	$4,250	$17,750	$4,250	$4,250	$4,250	$12,750

	Month 7	Month 8	Month 9	3rd Qtr.	Month 10	Month 11	Month 12	4th Qtr.	Total Year
Sales Force Promotion	$3,250	$3,250	$3,250	$9,750	$3,250	$3,250	$3,250	$9,750	$39,000
Client Promotion	$1,000	$1,000	$1,000	$3,000	$1,000	$1,000	$1,000	$3,000	$5,000
	$5,000			$5,000					$10,000
Other Sales Promotion							$20,000	$20,000	$20,000
Total	$9,250	$4,250	$4,250	$17,750	$4,250	$4,250	$24,250	$32,750	$81,000

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Marketing Budget

A well thought-out marketing budget is a necessity if top station and corporate management is expected to fund the projects described in the marketing plan. Be sure to include all proposed expenditures noted in the previous pages.

Last year's expense figures are contained in the historical analysis and should be used when completing this section.

Pages: Advertising Expense 40
Sales Promotion Expense 43
General & Administrative Expense 34
Sales Force Expense 34

When examining the entire marketing budget, it is best to first evaluate it by the four quarters of next year. If there appears to be excessive spending in one quarter, perhaps you can adjust some of the monthly expenses from the previous exercise.

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WK 61 – Marketing Budget

	1st Qtr.		2nd Qtr.		3rd Qtr.		4th Qtr.		Total Year	
	$	%of Bdgt.	$	%of Bdgt.	$	%of Bdgt.	$	%of Bdgt.	$	%of Bdgt.
Advertising	$33,000	5.0%	$30,000	4.6%	$15,000	2.3%	$30,000	4.6%	$108,000	16.4%
Sales Promotion	$17,750	2.7%	$12,750	1.9%	$17,750	2.7%	$32,750	5.0%	$81,000	12.3%
General & Administrative	$9,500	1.4%	$9,500	1.4%	$9,500	1.4%	$9,500	1.4%	$38,000	5.8%
Sales Force Expense	$78,900	12.0%	$88,800	13.5%	$90,975	13.8%	$88,200	13.4%	$346,875	52.6%
Marketing Research	$10,000	1.5%	$30,000	4.6%	$10,000	1.5%	$30,000	4.6%	$80,000	12.1%
Other – Sales Personnel Training	$5,000	0.8%							$5,000	0.8%
Total	$154,150	23.4%	$171,050	26.0%	$143,225	21.7%	$190,450	28.9%	$658,875	100.0%

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Project Timetables

With the increasing use of personal computers, there are now many computer programs available to help in project planning. These programs range from the simple to the complex, from public domain to high priced. Monitoring the marketing plan and keeping the projects on course may also be done simply using a desk calendar.

One responsibility after developing a marketing plan is overseeing its execution to assure that projects are completed in the proper order and on time. This is the tactical support of the marketing plan.

Again, it is essential that the progress of the many separate strategic programs in the marketing plan be reviewed regularly. Timely review keeps small problems from becoming big problems.

Control

Is what we said we would do what we really did? In spite of the best planning, situations can change which force marketing objectives and strategies to be altered or discarded entirely. Normally rapid or dramatic change is not needed. It is easy to be lured into complacency and not check progress toward station objectives regularly.

Regular evaluation (monthly, quarterly) provides the opportunity to make the little course corrections necessary to insure that goals will be met. After differences between performance and projections have been observed it is important that the differences be analyzed to determine why they occurred. Corrective action should then be taken. This review, analysis, and correction procedure should occur regularly during the life of the plan.

Conclusion

At long last, the end. By completing the many exercises and worksheets in this book, you have now developed a marketing plan for your radio station. Though, at times, these procedures may have seemed tedious, they have resulted in something concrete, something your station can work with and use. The time spent developing this plan will result in dividends many times over.

This marketing plan should not collect dust on your bookcase. Refer back to it often to see whether your efforts are proceeding as planned. Adjust the plan as necessary. It must be an integral part of the company's operation. *It is a working document.*

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When evaluating your marketing plan, think about the benefits of planning and determine whether you realize those benefits. Does your plan:

1. Provide clear direction?
2. Establish priorities?
3. Alert departments to the need for action?
4. Sets goals so that performance can be measured?
5. Provide a historical record and a basis for follow-up plans?
6. Provide a basis for financial projections?
7. Help maintain stability
8. Force discussion of contingencies and unknowns?
9. Provide consistency within the corporation?

While all of these goals might not be achieved with one year's plan, it is hoped that the plan helps you along in all these areas. With careful planning and better marketing, you will make your station a better and more successful operation.

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APPENDIX

BLANK WORKSHEETS

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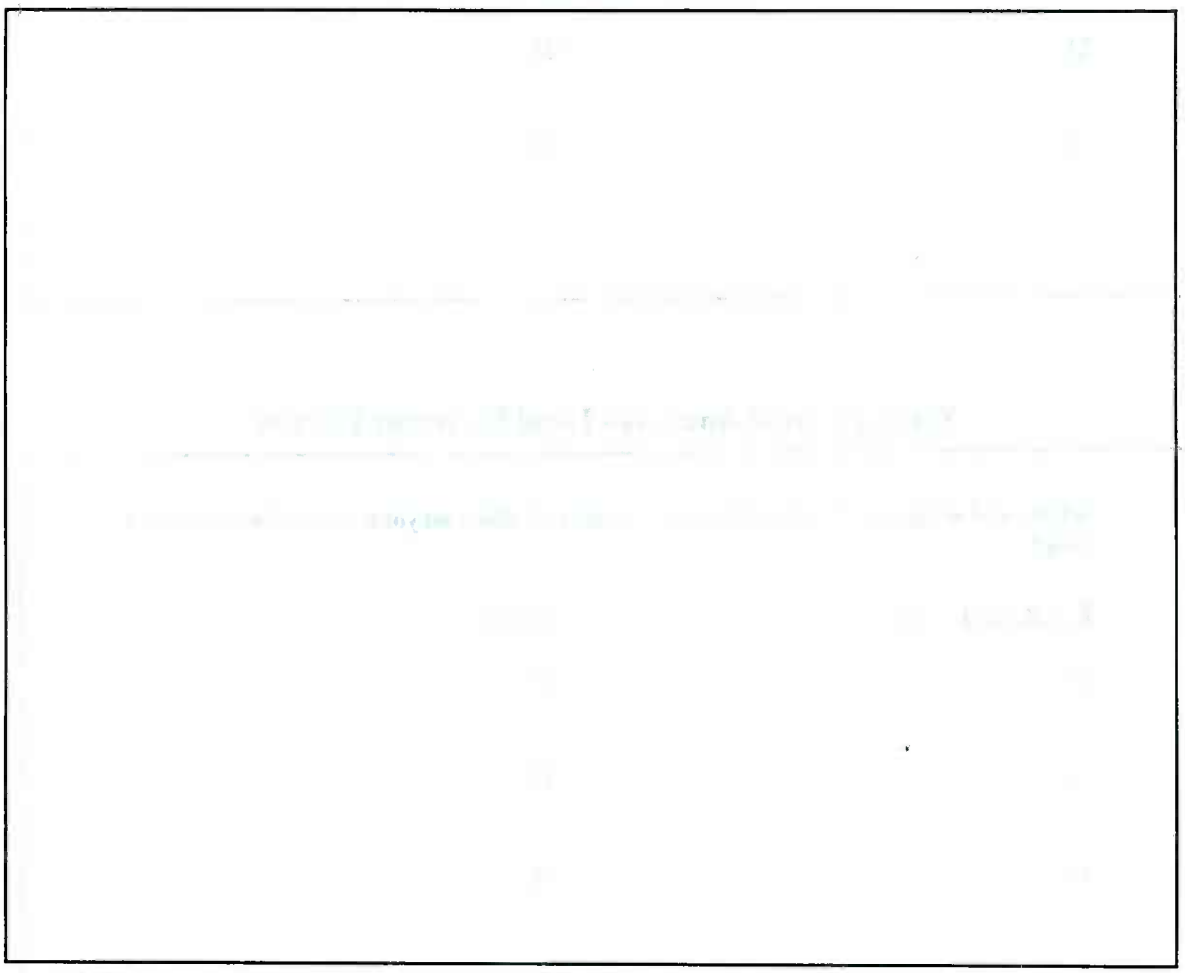
About These Worksheets

The worksheets included in this appendix are referenced throughout the text. They can be expanded or shortened by you to fully accommodate all of the items you need to include on the worksheet.

WK 1 - Mission Statement



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WK 2 External Analysis - National Economic Factors

What national economic factors will have the greatest effect on your station in the coming year?

Economic Factor	Effect
1)	1)
2)	2)
3)	3)

WK 3 External Analysis - Local Economic Factors

What local economic factors will have the greatest effect on your station in the coming year?

Economic Factor	Effect
1)	1)
2)	2)
3)	3)

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WK 4 External Analysis - Legal and Political Factors

What laws, regulations or political events will have affect your station in the coming year?

Legal or Political Factor	Effect
1)	1)
2)	2)
3)	3)

WK 5 External Analysis - Competition

Describe your major competitors and give information about their operation.

Cable Television -

Newspaper -

Local Television -

Radio -

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WK 6 Technological Factors

What technological factors will have the greatest effect on your station in the coming year?

Technology Factor	Effect
1)	1)
2)	2)
3)	3)

WK 7. Social and Cultural Factors

What social and cultural factors will have the greatest effect on your station in the coming year?

Social and Cultural Factor	Effect
1)	1)
2)	2)
3)	3)

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WK 8 Internal Analysis - Marketing Strategy

Describe the product.

Pricing Strategy.

Coverage.

Advertising Strategy.

Sales Promotion Strategy.

WK 9 Internal Analysis - Strengths and Weaknesses

Strengths	Weaknesses

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WK 10 Market Analysis - Media Estimates

Media	Outlets	$ Revenues	% Share
Radio			
Television			
Newspapers			
Magazines			
Other			
Total			

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WK 11 Market Analysis - Broadcast Market Share Estimates

Broadcast Competitor	$ Revenues	% Share

Total Competitors		
Total Our Station		

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WK 12 - Sales Analysis - The Station

Provide a five year review of the station's sales and profits.

Year	Sales	Profits
1.		
2.		
3.		
4.		
5.		

WK 13 - Sales Forecast - The Station

Show the station's sales and profit forecast for next year.

Sales	Profits

WK 14 - Sales Analysis - The Dayparts

Provide a five year review of sales and profits. DAYPART:

Year	Sales	Profits
1.		
2.		
3.		
4.		
5.		

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WK 15 - Sales Forecast - The Dayparts

Show the dayparts' sales and profit forecast for next year.

Daypart	Sales	Profits

WK 16 Programming Analysis - Objectives & Strategies

Daypart:
Sales (# of Spots) ____ **Sales ($)** ____

Describe the current marketing strategies for this daypart:

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WK 17 Programming Analysis - All Dayparts

Dayparts	Sales Spots	Sales Volume	Probable Market Share	Profit Margin

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WK 18 Programming Analysis - Ranking

Rank	Daypart Highest Spot Sales Volume	Daypart Highest Dollar Sales Volume	Daypart Highest Profit Contribution
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

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WK 19 Programming Analysis - Ranking - 50% -75% Analysis

List Dayparts Which Sum to contribute:

Spot Volume of		Dollar Volume of		Profit Volume of	
50%	75%	50%	75%	50%	75%

WK 20 Programming Analysis - Ranking (Final)

Rank Dayparts By Importance
1.
2.
3.
4.
5.

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WK 21 - Client Analysis - Business Ranking by Revenue

Rank	Business Type	Total $ Sales	% of Stations Total Sales From These Customers	Estimated % Of Adv. Purchased From Us
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

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WK 22 - Client Analysis - Client Ranking By Revenues

Rank	Client	Total $ Sales	% of Stations Total Sales From These Customers	Estimated % Of Adv. Purchased From Us
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

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WK 23 - Client Analysis - 50% Analysis by Revenues

The number of customers who provide 50% of total sales:

The percent of customers who provide 50% of total sales:

Ranking by types of businesses who provide 50% of total sales

Rank		Rank	
1		6	
2		7	
3		8	
4		9	
5		10	

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WK 24 - Client Analysis - 75% Analysis by Revenues

The number of customers who provide 75% of total sales:

The percent of customers who provide 75% of total sales:

Ranking by types of business who provide 75% of total sales

Rank		Rank	
1		6	
2		7	
3		8	
4		9	
5		10	

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WK 25 - Listener Analysis - Demographic Information

WK 26 - Pricing Analysis - Objectives & Strategies

Describe the station's pricing objectives and strategies this year.

WK 27 - Pricing Analysis - Objectives & Strategies (By Dayparts)

Describe the station's pricing objectives and strategies this year for individual dayparts.

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WK 28 - Pricing Analysis - Individual Daypart Information

Daypart	Current Spot Price	Average Annual Price Increase	Average Annual Percentage Increase

WK 29 - Personnel Analysis - Expenses (Summary Page)

Number of Employees in the Sales Force
Number of Sales Support Personnel

Total Number of Marketing Personnel

Direct Cost of the Sales Force $
Expense for Sales Support Personnel $ _____

Total Expense of Marketing Personnel $ _____

Sales Force Cost as Percent of Marketing Budget __%
Sales Support Cost as Percent of Marketing Budget __%

Sales Force Cost as Percent of Sales __%
Sales Support Cost as Percent of Sales __%

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WK 30 - Personnel Analysis - Total Employees

Budget for Marketing Personnel This Year:
Total number of Marketing Personnel This Year:

Sales Personnel	Years in Business	Years with Station	Salary	Commissions & Bonus	Expense

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WK 31 - Personnel Analysis - Sales Force (% of Total Sales - Average Monthly Sales)

Salesperson	Sales Units	Sales $ Volume	Percent of Total Sales	Average Monthly Sales

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WK 32 - Advertising Analysis - Objectives & Strategies

Describe the advertising objectives and strategies for the station.

Objective:

Strategies:

WK 33 - Public Relations Analysis - Objectives & Strategies

Describe the advertising objectives and strategies for the station.

Objective:

Strategies:

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WK 34 - Advertising Analysis - Media Mix

Media	Annual $ Spent	Frequency	Size or length
Newspaper			
Magazine			
Television			
Direct Mail			
Other			

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WK 35 – Advertising Analysis – Expenses by Month

	Month 1	Month 2	Month 3	1st Qtr.	Month 4	Month 5	Month 6	2nd Qtr.
Newspaper								
Magazine								
Television								
Direct Mail								
Total (CASH)								

	Month 7	Month 8	Month 9	3rd Qtr.	Month 10	Month 11	Month 12	4th Qtr.	Total Year
Newspaper									
Magazine									
Television									
Direct Mail									
Total (CASH)									

T* = Trade

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WK 36 - Advertising Analysis - Expenses

Advertising Expense as a Percent of Total Sales _%
Advertising Expense as a Percent of Total Marketing Budget _%

Describe the results of any efforts to show the effectiveness of the station's advertising.

WK 37 - Public Relations Analysis - Expenses

Public Relations Expense as a Percent of Total Sales __%
Public Relations Expense as a Percent of Total Marketing Budget __%

Describe the results of any efforts to show the effectiveness of the station's public relations campaign.

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WK 38 - Sales Promotion Analysis - Objectives & Strategy

Describe the sales promotion objectives and strategies for the station.

Sales Force Promotion

Objective:

Strategy:

Client Promotion:

Objective:

Strategy:

WK 39 - Sales Promotion Analysis - Expenses

Sales Promotion Expense as a Percent of Total Sales __%

Sales Promotion Expense as a Percent of Total Marketing Budget __%

Describe the results of any efforts to show the effectiveness of the station's sales promotion campaign.

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WK 40 – Sales Promotion Analysis – Expenses by Month

	Month 1	Month 2	Month 3	1st Qtr.	Month 4	Month 5	Month 6	2nd Qtr.
Sales Force Promotion								
Client Promotion								
Other Sales Promotion								
Total								

	Month 7	Month 8	Month 9	3rd Qtr.	Month 10	Month 11	Month 12	4th Qtr.	Total Year
Sales Force Promotion									
Client Promotion									
Other Sales Promotion									
Total									

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WK 41 - The Mission Statement

WK 42 - Marketing Objectives and Strategies

Describe the marketing objectives for the station over the next twelve months.

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WK 43 - Sales Objectives - By Daypart

Rank Dayparts by Importance and Give Sales Objectives

Rank	Dayparts	# of Spots	Revenue Objective	Market Share
1				
2				
3				
4				
5				
6				
7				
8				

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WK 44 – Sales Obectives – The Sales Force

Salesperson	Month 1	Month 2	Month 3	1st Qtr.	Month 4	Month 5	Month 6	2nd Qtr.
Total								

Salesperson	Month 7	Month 8	Month 9	3rd Qtr.	Month 10	Month 11	Month 12	4th Qtr.	Total Year
Total									

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WK 45 - Marketing Strategy - The Station

Describe the marketing strategy for the station during the next twelve months to reach the previously stated sales objective.

Sources of Revenues:

Product:

Price:

Sales Force:

Promotion & Advertising:

Public Relations:

Sales Promotion/
Sales Force:

Client:

Sales Support Material:

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WK 46 - Marketing Strategy - Strategically Critical Programming

Rank the programming that is strategically critical to the station reaching its objectives. Describe the strategy that will be used during the next year to insure the station reaches its objective.

Daypart	Strategy

WK 47 - Pricing Objective and Strategies - The Station

Describe the pricing objectives and strategies for the station to reach the previously stated goal.

WK 48 - Pricing Objectives and Strategies - By Daypart

Describe the pricing objectives and strategies for each daypart over the next year to reach the previously stated goal.

Daypart	Objective	Strategy

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WK 49 - Pricing Strategy - Price Changes

List prices and give price changes for all dayparts over the next year.

Daypart	Next Year's Price	Price Change Over Last Year	Reason For Change

WK 50 - Personnel Analysis - Total Employees

Number of Employees in the Sales Force	
Number of Sales Support Personnel	
Sales and sales support people needed next year	
Direct Cost of the Sales Force	$
Expense for Sales Support Personnel	$
Total Expense of Marketing Personnel	$
Sales Force Cost as Percent of Marketing Budget	
Sales Support cost as Percent of Marketing Budget	
Sales Force Cost as Percent of Sales	
Sales Support Cost as Percent of Sales	

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WK 51 – Personnel Analysis – Monthly Expense

Expense Budget projections for the next year

	Month 1	Month 2	Month 3	1st Qtr.	Month 4	Month 5	Month 6	2nd Qtr.
Salaried Managers								
Salaried Sales								
Commission Sales								
Office & Clerical								
Total								

	Month 7	Month 8	Month 9	3rd Qtr.	Month 10	Month 11	Month 12	4th Qtr.	Total Year
Salaried Managers									
Salaried Sales									
Commission Sales									
Office & Clerical									
Total									

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WK 52 - Personnel Analysis - Sales Force

Sales Projections by salespeson for the next year

Salesperson	Sales $ Volume	Percent of Total Sales	Average Monthly Sales

WK 53 - Research Analysis - Objectives & Strategies

Describe the station's research objectives and strategies for the next year.

Objective:

Strategy:

WK 54 - Research Analysis - Research Cost Next Twelve Months

Marketing research costs for the next year	**$**
Marketing research cost as a percent of total marketing budget	**%**
Marketing research cost as a percent of total time sales	**%**

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WK 55 - Advertising Analysis - Objectives & Strategies

Describe the advertising objectives and strategies for the station for the next year.

Objective:

Strategy:

WK 56 - Public Relations Analysis - Objectives & Strategies

Describe the public relations objectives and strategies for the next year.

Objective:

Strategy:

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WK 57 - Advertising Analysis - Media Mix

Outline the advertising media to be used and budget for next year

Media	Annual $ Spent	Frequency	Size or Length
Newspaper			
Magazine			
Television			
Direct Mail			
Other			

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WK 58 – Advertising Analysis – Expenses by Month

Outline the projected advertising expenses for next year

	Month 1	Month 2	Month 3	1st Qtr.	Month 4	Month 5	Month 6	2nd Qtr.
Newspaper								
Magazine								
Television								
Direct Mail								
Total (CASH)								

	Month 7	Month 8	Month 9	3rd Qtr.	Month 10	Month 11	Month 12	4th Qtr.	Total Year
Newspaper									
Magazine									
Television									
Direct Mail									
Total (CASH)									

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WK 59 - Sales Promotion Analysis - Objectives & Strategies

Describe the objectives and strategies for your sales promotion efforts in the next year.

Sales Force Promotion Objective:

Strategy:

Client Promotion: Objective:

Strategy:

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WK 60 – Sales Promotion Analysis – Expenses by Month

	Month 1	Month 2	Month 3	1st Qtr.	Month 4	Month 5	Month 6	2nd Qtr.
Sales Force Promotion								
Client Promotion								
Other Sales Promotion								
Total								

	Month 7	Month 8	Month 9	3rd Qtr.	Month 10	Month 11	Month 12	4th Qtr.	Total Year
Sales Force Promotion									
Client Promotion									
Other Sales Promotion									
Total									

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