



BRIAN MALONEY

**General Manager
Capitol Broadcasting
Raleigh**

Keeping ahead of the curve is the number one challenge facing managers today, according to Brian Maloney. "Every single day," he says. "It's become challenging to constantly generate new ideas, watch some of them miss and some hit. Sometimes I feel like we don't give enough time to see some ideas and concepts come to fruition because we have already moved on to the next idea. How have I overcome it? Simple. I've realized there is simply no other choice. Think. Explore. Create. Fail. Try. Succeed."

Maloney says radio must realize that we don't sell spots or schedules anymore if revenue is ever to grow again. "We sell ideas," he says. "We sell concepts, promotions, and events. The spots are just a way to promote our ideas and concepts. Transactional business will become automated (and it should), and true sellers will become more important to work one-on-one with clients in the community. Ratings will become less important (and they should), and radio's connection to the community and locality will be the number one selling point."



ERIC MASTEL

**VP/Market Manager
Cumulus Savannah, GA**

"Each month, under Eric's leadership, we set new records. Everyone understands that Eric cares about his team – not simply the sales performance, but the individual's growth and development. That is extremely rare in a manager. Yet Eric's belief in his people, in their potential to do more and be more, has made him and his team solid winners."

Mastel tells *Radio Ink* that maintaining a live and local presence with limited resources is a big challenge for managers these days. "The entire staff is dedicated to radio," he says. "They know how important radio is for the local community. Providing information and entertainment is the backbone of our industry."

"A recent example of the staff's dedication to our industry occurred during Hurricane Hermine. The roads were closed in many places, and people were advised not to go out unless necessary. Prior to 6 a.m. the morning of the storm, staff from various departments – sales, promotion, business, engineering, and of course programming – assembled at the station. The engineers made certain we stayed on the air, the programmers went live even during syndicated or tracked shows, and the others became news hounds and provided information to be broadcast. The resulting feeling of camaraderie and accomplishment was extraordinary."

Industry cooperation on local will get radio's revenue moving again, according to Mastel. "When we can adequately position our industry in a uniform and consistent way, put our clients' success ahead of earnings per share, and stop living in a month-to-month or quarter-to-quarter existence, growth will take care of itself."



Cumulus Team Bridgeport celebrates number on Nielsen ratings with Regional Vice President and Market Manager Ann McManus

ANN McMANUS

**Regional Vice President
Cumulus Media Northeast**

With 35 years in radio, Ann McManus has been a manager for 20, and she believes radio's number one challenge is its year-over-year revenue attrition. She says, "For example, consolidation continues in the telecommunications industry, and we have to replace those previous big spenders, one new account at a time."

So to get revenue growing again, she advises, "Radio stations across the country need to embrace new technology for content delivery and sales opportunities, including partnerships with social media and digital companies, to become a media company with more one-stop shopping. This can only happen through continued education and training for everyone in this industry that we love, radio."



CHARLIE MORGAN

**Senior Vice President
Emmis Communications
Market Manager
Emmis New York**

Charlie Morgan has more than 35 years of experience in the radio industry. Back in 2007, he joined the team at the Indianapolis Motor Speedway, serving as president and COO of Indianapolis Motor Speedway Productions, but in 2009, he was lured back to radio and joined the Emmis team as SVP and market manager of Emmis Indianapolis. He remained there until he was named interim market manager in New York earlier this year. At Emmis Indianapolis, Morgan was responsible for leading a turnaround effort that resulted in Emmis's becoming the market leader.

Morgan says that in radio today, finding enough time to give quality thought and presence to everything and everyone demanding attention is one of management's biggest challenges. "I am not sure I am successfully overcoming it yet," he says, "but I make it a priority every day to give the person in front of me or the challenge at hand my full attention and presence, and then deal with the e-mails and distractions after hours."

As far as getting radio's revenue growing again, Morgan says it's all about growing your local direct business. "What they need and what we offer can vary," he notes. "Digital strategies, event sponsorship, in-store activations, radio advertising – we have them all in our tool belt. But having a team of local experts that really know our markets and get to know our local clients, their challenges and needs, and then building strategies that produce measurable results and ROI – that's the path to sustained growth."