

ADVANCED INTERNSHIP RESEARCH PAPER

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Organization

Description of Organization

Saga Communications is one of the leading organizations in the radio and television broadcasting industry. They self describe themselves as a “terrestrial broadcaster” (Saga Communications Annual Report, 2006), and focus their radio portion of the industry around localism. Saga Communications owns 103 radio stations Nationwide. As with any for profit organization, Saga Communications’ survival depends on their revenue, which is mainly achieved by the advertising dollars brought in by each station. They work to provide quality broadcasting to keep their listening rates high. High listening rates equal high advertising revenue in the broadcasting world.

Saga Communications was founded in 1986, and became a publicly traded company in 1992 (Saga Communications Inc., 2007). Saga is headquartered in Greenwood, Mississippi, and owns stations in 18 different states. Saga employs approximately 1,300 people.

The Portland Radio Group (PRG) located in Portland, Maine makes up seven of Saga Communications’ stations. The Portland Radio Group was founded in 1967, was privately owned originally and consisted of only three stations. PRG employs 56 people, and is currently in the process of buying another station which would slightly increase the number of employees. PRG is the only section of the Maine broadcasting market that Saga Communications has acquired.

Description of Product

Saga Communication’s strategy is to run radio and television stations in mid sized markets (markets ranked by market revenues from 20 to 200 million). Their radio

products include a variety of programming formats including Classic Hits, Adult Contemporary, Active Rock, Oldies, News/Talk, Country, Classical, and Sports (Saga Communications, Inc., 2007).

At The Portland Radio Group, they currently produce seven stations. Their products include the following programming formats: Country, Oldies, Sports, News/Talk, Classical, Classic Hits, and Adult Contemporary. The top three products that the Portland Radio Group offers are Country, Classic Hits, and Oldies.

WPOR 101.9 is The Portland Radio Group's Country station. They lead the market in overall adult listener-ship, and have for the past 30 years (WhyWPOR, 2007). The station is a live station, and does many onsite broadcasts.

Oldies100.9 is PRG's Oldies station. They use more of a syndicated format, with only a morning show that is run live. This station's goal is to change the way that people view Oldies. They play songs that were popular in the 60s and 70s, not the 40s and 50s as is the preconception with the term Oldies.

Coast93.1 is the last of the major three products that The Portland Radio Group offers, and is a Classic Hits station playing the 80s, 90s, and now type of music. This is a live station that does many onsite broadcasts. Of the three, this is the most well known by the community and has the widest variety of listeners.

Other products offered by PRG include WGAN News Talk Radio, a completely syndicated program; WZAN The Station for Men, a syndicated station that includes full coverage of NASCAR and the NFL; WBAE, another preprogrammed station that plays the preconception Oldies, music of the 40s and 50s; and finally, The Bay, a syndicated

station that plays a mixture of Classical and Oldies. The products offered at The Portland Radio Group range in variety to please a wide range of markets.

Organization Philosophy and Practices

Saga Communications' mission statement is a clear view into the organizational philosophy as a whole. Saga's mission states "If we are brilliant at the basics in broadcasting, excel at localism, then people will listen to our radio stations and watch our television stations. If they listen and watch, we can, with a clear conscience sell advertising knowing that it will work for the advertisers, and profits will follow" (Saga Communications Annual Report, 2006). This philosophy shines through to every station that is produced under the Saga name. Ed Christian, CEO of the company, states that he is not worried about the infiltration of satellite radio into the market because his company has an advantage that satellite radio cannot achieve, the ability to "locally serve [their] audience" (Saga Communications Annual Report, 2006).

The Portland Radio Group lives Saga's mission statement daily. The live stations actively promote local activities with on air mentions of local events, weekend events, contests, and fundraisers. Station vehicles can be seen at all of the major local events and station personnel can be found interacting with the public, listening to the compliments and complaints of the stations, and maintaining a personal relationship with the listeners. As Christian stated, this ability to remain local is an advantage that will keep listeners tuned in.

The Portland Radio Group has a very aggressive-defensive organizational culture. "Companies with an aggressive-defensive culture encourage employees to approach tasks in a forceful ways in order to protect their status and job security" (Kreitner, 2007).

Therefore, the workplace at PRG is very competitive in nature. Account Executives (also known as salespeople), are rewarded for outperforming one another. Perks of having the highest quarterly sales include a reserved parking spot, a monetary bonus, and of course, bragging power. Promotions and bonuses are direct results of success at PRG. While one person may put in sixty hour work weeks to gain mediocre success, another may find one client who brings their quarterly sales above everyone else's. It is the actual sales figures that put employees up for promotions, not the effort. There isn't room for error at PRG, and this type of culture makes for a cut throat environment. Even between air personalities, those with the best ratings and most listeners earn the ability for higher paid time slots and monetary bonuses.

Saga Communications believes that localism is the key to success and realizes that civic activity is another way to help promote the company. This is why each of the stations under Saga must participate in some form of fundraising for a local cause. In 2006, The Portland Radio Group station, Oldies 100.9, raised over 159,000 pounds of food for the local community food bank in their "Stuff a Bus Food Drive" (Saga Communications Annual Report, 2006). Fundraisers such as these not only help the community, but they promote the station's name in a positive manner.

Organizational Structure

The Portland Radio Group organizational chart (See Appendix C) shows a fairly horizontal organization. Most employees must report to only one person before the information is relayed to the President. For example, if an Account Executive has an issue, they must only go to the Sales Manager before the information would be relayed to the President. Also, the lines of communication between upper management flow freely.

All of the Program Directors and Managers show a connection with each other and can work freely between departments rather than having to go through the President to reach another department. This increases speed and effectiveness in the organization. As a description of a horizontal organization describes “information zips along an internal superhighway. The knowledge worker analyzes it, and technology moves it quickly across the corporation instead of up and down, speeding up and improving decision making” (Kreitner, 2007). This is a very successful structure that has worked well for The Portland Radio Group.

Human Resource Management and Development Practices

Since The Portland Radio Group is a small company, there is not a Human Resource Management division. These tasks are carried out by different personnel throughout the organization. Staffing needs are taken care of by upper management, when a job becomes available the secretaries are told to put out advertising searching for personnel, and the manager of the hiring department is responsible for doing initial interviews. The President, Cary Pahigian, makes all final decisions on the hiring process.

The training needs of employees are also decided upon by upper management. For example, if Chris Mac (the Operations Manager) feels that the Promotions Director needs training in radio advertising, he is responsible for setting up this training and communicating with the Promotions Director on the matter. In the Promotions department, there are routine training activities that take place monthly. Most of these activities are required of promotional personnel at all Saga stations, and is carried out via conference calls and automated website classes.

Pay and compensation at The Portland Radio Group is debated upon by upper management, but the final decision is made by Pahigian. He is given regulations on how much PRG is allowed to pay employees based upon Saga Communication company regulations.

Company policies are put in print at The Portland Radio Group, and any time a policy is changed or updated email memos are sent to each employee. At time of hire every employee is given the regulation handbook which includes information on dress code, the ethical beliefs of PRG, and job descriptions/responsibilities. This handbook was created by the upper management of PRG and approved by Saga Communications.

The final major task that a Human Resource Manager would be responsible for, sustaining high-performance employees is also taken on by the upper management. Each manager is responsible for finding ways to motivate their department to ensure high quality work and happy workers. The Program Directors use incentives such as bonuses and reserved parking spots to make the Account Executives work harder to achieve the highest sales revenue for the quarter. The Operations Manager provides dinners out and other rewards to the Promotional staff if they meet their goals each month. The Portland Radio Group has found success in encouraging employees with monetary rewards, and creating a competitive environment to maintain high-performance employees. These employees tend to stay at PRG because they are rewarded for their success, which keeps them happy.

Analysis of Target Market

Saga Communications station's have an overall target market of adults between 25 and 54 (Saga Communications Annual Report, 2006). Of course, each station has a

different target market depending on the type of music and the location of the station. Each of the seven stations at the Portland Radio Group have target markets that share some qualities, but differ greatly in other qualities.

WPOR 101.9, PRG's country station, has a target market that caters towards adult homeowners between the ages of 35 and 54. Listeners of this station are equally males and females. More than half of the listeners are full time workers and have obtained an education level higher than a high school degree. 58% of listeners have an average income of over \$50 thousand (Arbitron Meter, 2006).

Oldies100.9 has a target market that consists of slightly more males than females between the ages of 35 and 64. 60% of listeners have achieved higher than a high school diploma and 75% of listeners own their own homes. Over 80% of listeners are without children in the household, mainly because most of the listener's children have grown and left the house. Only 20% of listeners are less than 35 years of age (Arbitron Meter, 2006).

WGAN News Radio has a target market of homeowners over the age of 45. Listeners of this station are equally male and female, and 50% of listeners are employed full-time. Over 40% of listeners have a college degree, and 70% of listeners are currently making over \$50 thousand yearly. The highest percentage of listeners are 65+, and 92% own their own homes (Arbitron Meter, 2006).

WBAE and The Bay share target markets as both have over 50% of their listeners over the age of 65. Both share an average 70% of listeners who are not employed, assumingly because a majority of these listeners are retired. Nearly all of the station's listeners are without children in the household (Arbitron Meter, 2006).

WZAN Radio for Men's target market includes men between the ages of 25 and 44. Not surprisingly, over 80% of listeners of this station are men, approximately 70% of them being employed full-time. Over 85% of listeners own their own homes, 75% not having any children and 62% making over \$50 thousand yearly (Arbitron Meter, 2006).

The final station, Coast 93.1, has a target market of females between 25 and 54. Over half of all listeners are full-time employees, and 41% have a college degree. Over 75% of listeners make more than \$50 thousand yearly, and 90% own their own homes. A quarter of listeners have one child living at home (Arbitron Meter, 2006).

All stations at The Portland Radio Group share a common target market in that they are targeting the Portland Metro. The Portland Metro has nearly 250,000 people and almost 70% of this population is 35+ (Arbitron Meter, 2006). The Portland Metro contains the most people of any city in the state of Maine. All of the stations reach the entire Portland Metro area, and all but two stations meet Saga's target market for ages 25 to 54.

Analysis of Marketing Mix

The Portland Radio Group puts an emphasis on the promotional portion of the marketing mix. Since radio advertising offers more than other advertising medias, promotions are huge at The Portland Radio Group. On every station webpage there is a link with information on how to advertise with PRG, and on why someone should advertise via radio. They promote the idea that radio reaches 75% of consumers daily and 95% weekly. PRG's station websites also state "Radio's the last medium to reach a person before they make a purchase. Most consumers have listened to the radio within an hour of making their largest purchase of the day" (WPOR.com, 2007). By focusing on

promoting the benefits of advertising on the radio, PRG gains revenue and clients. They promote their products to potential advertisers online, through sales representatives, and by word of mouth.

PRG also deals with creating promotions for others. The creation of advertisements that go on the radio are mainly done at PRG. This brings in more revenue, as PRG can charge for airtime as well as for the creation of the commercial. Creating giveaways and letting users know about these giveaways on station website and by email clubs are also ways to promote new products and services in the area. PRG and Saga's survival relies on promotions, and that is why the promotional aspect of the marketing mix is the one most focused on at The Portland Radio Group.

The idea of the price of the product is also a big part of The Portland Radio Group's focus. Pricing advertisements correctly in comparison to competitors and ratings is a main part of getting and maintaining advertising clients. The ad campaign prices are clearly stated on station websites, and leave little room for interpretation. PRG representatives are constantly making sure that their prices are similar, if not lower than competitors, and advertising prices depend highly on the station itself. For example, WPOR 101.9 is the state's leading country music station. Advertising on this station will be priced higher than advertising on a different station because the amount of listeners for this station is so high. Advertisers want to make sure that their message is heard, and will most likely advertise on a station with top listening rates for a higher price than stations with fewer listeners.

Emphasizing the product is a key way to gain advertisers and listeners at the same time. The stations gain listeners by emphasizing the music that they play, and how it

meets the needs of the target market. The stations also stress this to potential advertisers, as PRG realizes that if they can prove that their stations are number one at meeting the needs of listeners, and have the highest ratings in terms of audience numbers, then advertisers will want to place their ads on these stations. PRG emphasizes the product of each station daily on air, on the websites, and through their sales representatives.

The portion of the marketing mix that is least emphasized at The Portland Radio Group is the placement of the product. The location of PRG is a key part of the success of the company because it reaches the largest metro area in the state of Maine. Sales representatives will stress this fact to potential clients, but if a client is located outside of the listening area, there is not much that the stations can do to meet the needs of this client.

When a Portland Radio Group sales representative makes a pitch to a potential client, all four areas of the marketing mix are addressed. The location or placement of the stations in the largest metro area in Maine is used to persuade the client to buy ad space. The products themselves are emphasized, as the sales representative will be sure to point out the stations that have similar target markets to the client's product. The promotional aspects of advertising on radio are always addressed, as many of the features available by radio advertising are so unique in comparison to other advertising medias. Then, the sales representative will negotiate a price with the client that will satisfy the client, but that will also create revenue for the company.

Financial Statements and Analysis of Financial Data

The following chart is an analysis of the Saga Communication's annual income statements for the years of 2004, 2005, and 2006.

ANNUAL INCOME STATEMENT

All amounts in millions of except per share amounts.
View: Annual | [Quarterly](#)

	Dec 06	Dec 05	Dec 04
Revenue	142.9	140.8	134.6
Cost of Goods Sold	104.4	104.4	94.9
Gross Profit	38.5	36.4	39.7
Gross Profit Margin	27.0%	25.8%	29.5%
SG&A Expense	(0.5)	(0.2)	0.8
Depreciation & Amortization	9.0	9.5	7.5
Operating Income	30.0	27.0	31.4
Operating Margin	21.0%	19.2%	23.3%
Nonoperating Income	0.5	(2.7)	(0.0)
Nonoperating Expenses	9.4	7.6	4.5
Income Before Taxes	21.1	16.8	26.8
Income Taxes	8.7	6.2	11.0
Net Income After Taxes	12.5	10.6	15.8
Continuing Operations	12.4	10.6	15.8
Discontinued Operations	--	--	--
Total Operations	12.4	10.6	15.8
Total Net Income	12.4	10.6	15.8
Net Profit Margin	8.7%	7.5%	11.8%
Diluted EPS from Total Net Income (\$)	0.61	0.51	0.75

(Hoovers, 2007). As is apparent from the table, 2006 was a better year as far as income

for Saga than 2005, but in the past three year, 2004 was their best year. They had the

highest revenue ever in 2006, but the cost of goods sold was far more expensive than in 2004. This means that sales are up for Saga, since revenue is increasing. It also means that they are spending more money to get these sales than they have in the past. Saga Communications needs to find a balance between increasing sales and decreasing expenses to find maximum profits.

The following chart is Saga Communication's annual balance sheet for the years of 2004, 2005, and 2006.

ANNUAL BALANCE SHEET			
All amounts in millions of <input type="text" value="US Dollars"/> except per share amounts.			
View: Annual Quarterly			
Assets	Dec 06	Dec 05	Dec 04
Current Assets			
Cash	10.8	15.2	9.1
Net Receivables	24.4	23.6	24.8
Inventories	--	--	--
Other Current Assets	3.8	5.0	3.8
Total Current Assets	38.9	43.8	37.6
Net Fixed Assets	73.7	69.7	66.4
Other Noncurrent Assets	210.0	205.4	176.2
Total Assets	322.6	318.9	280.1
Liabilities and Shareholder's Equity	Dec 06	Dec 05	Dec 04
Current Liabilities			
Accounts Payable	15.6	12.4	14.2
Short-Term Debt	--	7.0	--
Other Current Liabilities	1.7	1.7	1.7

Total Current Liabilities	17.3	21.1	15.9
Long-Term Debt	133.9	141.9	121.2
Other Noncurrent Liabilities	35.2	30.0	25.9
Total Liabilities	186.4	193.0	162.9
Shareholder's Equity			
Preferred Stock Equity	--	--	--
Common Stock Equity	136.2	125.8	117.2
Total Equity	136.2	125.8	117.2
Shares Outstanding (mil.)	18.9	18.8	18.7

(Hoovers, 2007) The charts shows that assets for the year of 2006 were steadily higher than the previous two years, and liabilities were down from 2005. This is a positive statement for Saga, as that means that they are finding ways to increase their revenue and decrease liabilities. In order to find their full financial potential, Saga needs to find a way to decrease long-term debt and other liabilities. In their best financial year, 2004, Saga had the least long-term debt, and the least liabilities of the three years. Although assets are higher currently, liabilities and debt needs to remain low to find maximum profits.

Summary of Firm's Strengths and Weaknesses

Saga Communications has many strengths that will help to ensure success in the future. Saga thrives off buying small, local stations and gaining profits from them. This is a strategy that has worked well for the corporation. By investing in these small stations, they can insure that the stations are providing the local community with a station that "cares". This will keep local radio listeners tuned into these stations rather than the competition. This idea of localism is a key component to Saga's initial success.

Saga has also found success in allowing its stations to run themselves with little help from the headquarters. As long as the station follows Saga's mission, the station is free to make decisions without going through the headquarters. As long as the station continues to find profit, Saga does not interfere. This is a strength because it saves time with the decision making process, and time is money, so in turn this saves money for the company as a whole.

A weakness that Saga Communications has is that they are so spread out that it is impossible to have face to face contact with everyone. Face to face contact is the most successful method of running any business, and since the stations at Saga operate in states from Maine to Washington, it is not possible in this situation. Saga attempts to overcome this with conference calls, but the value of the face to face experience is still lost.

Another weakness that Saga Communications has is that the President and CEO of the company controls a majority of the company. Edward K. Christian holds over 50% of the voting power (Saga Communications Annual Report, 2006), which allows him to control the vote on most matters. While the CEO should have control over a majority of matters, this is a weakness because he is able to maintain control over decisions based on stockholders and management practices. If Christian's makes a negative decision, the whole company could spiral downwards.

A final weakness that Saga has includes the dependence of survival on their top six markets. "Historically our top six markets when combined represented 48%, 49%, and 52% of our net operating revenue for the years ended December 31, 2006, 2005, and 2004 respectively" (Saga Communications Annual Report, 2006). It is important that all

of the markets Saga enters into play an equally important role on the success of the company, because in the situation Saga is currently in, if one of the top six falters, then the business will feel a negative impact immediately.

Implications for Strategy Development

Based on the previously state strengths and weaknesses, Saga needs to continue to purchase only stations that adhere to their localism mission and have strong management teams that are very self-directed. To improve upon weaknesses, Saga should look into ways to increase face to face contact. One possibility could be that the CEO make yearly trips to each station, to meet each employee and to see first hand how each station operates.

The stockholders should also look into ways to decrease the power of Ed Christian, for although he should have a say in every matter that comes up in the company, he should not be the sole decision maker. Since Christian is CEO and also Chairman of the Board, one possibility would be to elect someone else as Chairman of the Board so as to equal out the power within the company.

Saga Communications should also look into ways to increase revenue in markets other than the top six. One strategy could be to take the procedures used by the top markets and use them to build stations in the lower markets. Overall, Saga Communications is a leader in the radio industry, so by turning their weaknesses into strengths, it would ensure their number one status.

Environment

Economic Conditions and Trends

There are positive aspects of the United States economy. The U.S. has a fairly high GDP growth rate and a relatively low unemployment rate. Since the GDP “provides the overall framework for analyzing and forecasting economic trends” (Frumkin, 2006), a high GDP growth rate means that consumers are having a higher demand for products and spending, which is of course positive for the economy. Over the past nine years real GDP has increased “at an average annual rate of 3.3 percent” (Frumkin, 2006). A low unemployment rate means that more Americans are making money, which means that more American’s have money to spend on things they want and need.

Currently, the most overwhelming problem with the American economy is the idea that the dollar may be slowly facing a collapse. Even though the stock market is reaching record highs daily, “the Federal Reserve and Treasury Department are quietly coordinating a devaluation of the dollar that the Bush administration hopes will be a slow decline rather than a dollar collapse” (Corsi, 2006). If the dollar does collapse, this has the potential to send the U.S. into another depression era.

Another economic trend which makes for concern is national debt. “The federal government has run a budget deficit in all but four of the last thirty-five years” (Hansen, 2006). Concerns of this debt are that prices must be raised in the United States to offset it. “As the dollar becomes more expensive for foreigners, it also becomes more expensive for them to purchase U.S. goods. In sum, an increasing federal deficit can also cause an increasing trade deficit” (Hansen, 2006).

Cultural Social Values and Trends

Current lifestyle trends that have an effect on the radio industry include “urbanization, car ownership, and increased access to technology” (M2 Presswire, 2006).

Since more and more people are moving to cities, radio stations located in these urban areas will find success. Since The Portland Radio Group is located in the metro of Portland, Maine, urbanization is a trend that will have a positive effect on their revenue.

With more people buying cars, this means that more people are driving. More people driving means that more people are listening to the radio in their cars. Since most people listen to the radio mainly while driving, this will also be a positive social trend for The Portland Radio Group.

Increased access to technology means that more people are able to afford technological devices than previously could in the past. Radios are more affordable now than they were ten years ago. If more people have access to the device, this will also increase the number of listeners to stations. Increased numbers for PRG's stations means the ability to sell ad time for more money, which relates into an increase in profits.

Technological Trends

The biggest technological trend relating to the radio industry is that of the iPod. With the huge success that Apple's iPods have found, the automobile industry is beginning to make cars with the ability to listen to the iPod while driving. "Some car companies are installing auxiliary audio jack ports that accommodate iPod connections, while others are offering fully integrated iPod adapters that allow customers to select music genres, individual songs, and podcasts directly from their steering wheel controls or audio system head unit itself" (Kelly, 2007). This trend is a huge threat on the radio industry, as the more that iPods become accessible in cars, the less that drivers will be tuning into stations.

Political and Legal Issues

A major issue currently in the radio industry lies in the Federal Communication Commission (FCC) and the idea of localism. There was currently a hearing about the issue of localism in broadcasting in Portland, Maine (I was able to attend). According to the FCC, “broadcast radio and television are distinctly local media. They are licensed to the local communities, and the FCC has long required broadcasters to serve the needs and interests of the communities to which they are licensed” (Broadcasting and Localism, 2007). The recent hearing was to determine if Maine’s broadcasting is fulfilling its localism requirements. Issues from both sides were discussed, and the FCC is using the information to determine if amendments to their bylaws should be made. The main reason that this concern is being brought up is that with the creation of satellite radio, the need for localism is stronger than ever with the local stations.

Summary of Environmental Opportunities and Threats

Based on the previously stated trends, there are some distinct opportunities for radio stations such as The Portland Radio Group as well as some major threats. As lifestyle trends change to be more technological, there are opportunities for more listeners. Prices are beginning to drop for technological devices, which allows for lower class citizens to purchase things such as radios. This will create opportunities for radio stations in different markets, as not just those in the upper and middle class will be able to hear the radio. With a bigger target market, the opportunity for more listeners increases, which will raise the desire for advertisers to use radio as a means of advertising.

With the FCC cracking down on localism, stations that are already promoting the idea (such as PRG), will have an advantage as they will not have to spend time and money coming up with ways to localism. This is an opportunity, because PRG does not

have to worry about figuring out ways to localize, and can concentrate on coming up with new ideas to gain more listeners and higher advertising revenue.

With the creation of the iPod came a huge threat to the radio industry. Now that automobile companies are beginning to create cars with iPod features already installed in them, it has the potential to take away listeners from the radio stations. If the stations lose listeners, then their ratings will go down and potential clients will not want to advertise with them.

Implications for Strategy Development

Based on the above opportunities and threats, Saga Communications and The Portland Radio Group should continue to promote localism. They should look into expanding their target market to meet a wider variety of people, as data has shown that more people are beginning to be able to afford the technological device that allow them to listen to the radio. They will need to expand to meet this lower class range of people to offset any losses they may receive from upper class listeners who are switching to iPod usage.

Industry

Classification

The radio station industry's North American Industry Classification System (NAICS) Code is 515112 (North American Industry Classification System, 2007). The SIC Code for radio broadcasting stations is 4832 (Hoovers, 2007).

Description of Industry

The broadcasting industry “consists of radio and television stations and networks that create content or acquire the right to broadcast taped television and radio programs” (Occupational Outlook Handbook, 2006). The radio broadcasting industry provides products such as News, Sports, Classical, Country, Oldies, Big Hits, Pop, etc. for local listeners to enjoy. A majority of the revenue in this industry is brought in by advertising dollars. In 2004, broadcasting provided 327,000 jobs in the United States (Occupational Outlook Handbook, 2006).

Analysis of Existing Competitors

The top three broadcasting competitors that Saga Communications faces are Citadel Broadcasting, Clear Channel, and Entercom. Citadel Broadcasting “is the largest pure play radio company in the United States, with a strong national footprint reaching more than 50 markets. The company is comprised of 177 FM stations and 66 AM stations in the nation’s leading markets” (Citadel, 2007). Citadel offers the opportunity to locally advertise on individual stations, and nationally advertise on all of their stations. Their mission is to “focus on, among other things, the operation and development of leading station clusters; building geographic, format and customer diversity; the application of improved sales and marketing to capture greater share of advertising revenues; and the optimization of technical capabilities” (Citadel, 2007).

Clear Channel is “The #1 radio station owner in the US, Clear Channel owns, operates, programs, or sells airtime for nearly 1,200 radio stations; it also has equity interests in 240 international stations” (Hoovers, 2007). Clear Channel also owns and operates an outdoor advertising company which brings in a majority of its revenue.

Entercom is the competitor most similar to Saga Communications as it owns stations throughout the United States that adhere to local communities. “Entercom is the exclusive radio broadcaster of the Boston Red Sox, Boston Celtics, Seattle Seahawks, Seattle Supersonics, New Orleans Saints, Buffalo Sabres and numerous major college sports teams” (Entercom, 2007).

Analysis of Substitute Products

The major substitute product is Apple’s iPod. As previously mentioned the iPod is increasingly becoming a main competitor to Saga Communications and the radio industry in general. With the invention of iPod features, such as car adaptors, it is becoming increasingly easy to listen to an iPod, which has no commercials, than to listen to radio stations which do include commercials.

Another product that is becoming popular and removes clients from the radio industry is satellite radio. Sirius Radio, the leading supplier in satellite radio, is selling a product that is free of commercials and allows listeners to choose from hundreds of radio genres. It is becoming common in America for commercials to be viewed as a nuisance, and any product that can eliminate them is going to be a huge competitor for the broadcast radio industry.

Analysis of Suppliers

The types of radio devices are expanding to include more than just car and home radios. There are now portable radios, solar powered radios, pocket radios, headphone radios, clock radios, and multi-function radios. Top radio suppliers include Sony, Pioneer, and Kenwood. With an increase in the different types of radio’s being sold,

there will be an increase in the ability of people to listen more often. This will in turn increase ratings and revenue for the radio broadcasting industry.

Analysis of Buyers

According to the Arbitron Meter findings for The Portland Radio Group, the buyers (listeners) of radio stations vary in demographics. With lifestyle trends changing so that technological devices are becoming less expensive, lower class citizens are now able to afford radios. This widens the buyers dramatically. This industry is a service for both men and women equally, as different stations cater to each of their needs. This industry has stations that cater to each age demographic. Overall, there is the potential for anyone who can hear to be a potential buyer in the radio industry.

Industry Opportunities and Threats

Opportunities in the radio broadcasting industry include the fact that technology is becoming increasingly popular, therefore opening the doors to new demographics and increasing the number of potential listeners. Other opportunities include the fact that suppliers are beginning to create numerous forms of radios, which will allow for more people to enjoy the stations. This is an opportunity that is expanding the potential market.

Threats include the introduction of satellite radio and the iPod. As previously mentioned, consumers are beginning to enjoy the perks of not having to listen to commercials when trying to enjoy music. The creation of satellite radio and the iPod which eliminates commercials for listeners is a huge threat because they are taking potential listeners from broadcast listener, which lowers listening rates, and lowers the ability to maintain advertising revenue.

Implications for Strategy Development

. If Saga cannot find a way to keep buyers (listeners) then they will not only lose listeners, but they will eventually lose clients. Therefore, in order to successfully keep listeners, Saga Communications is going to have to find a way to reduce the amount of advertising that is done on its stations, without losing advertising revenue. If that means increasing the price of advertising slots, than that is what Saga should do. Clients will be willing to pay more only if they know that their advertisement is being heard, and that the hearing of this advertisement is increasing their revenues. Saga Communications can also look into selling advertisement space on station's websites, as many listeners go to the websites to enter into contests or to learn about the artists.

Employer Supervisor

Length of Service/Experience

My internship supervisor, Lara Seaver, had true insight to the company, and was a valuable resource during my time interning for The Portland Radio Group. She has worked for PRG for seven and a half years and states that "I have truly enjoyed my experience here. I work well with my boss, and believe that my job allows me to work in a fun, fast-paced industry while always presenting new challenges. I appreciate the way Saga runs its business and I feel like I have learned quite a bit by working with leaders in the radio industry (Personal Communication, Lara Seaver, 2007).

History with Company

Lara took the position of traffic manager for two Portland Radio Group stations as her first full time job out of college. This is the job that has a high turnover rate as it is seemingly boring and not very stimulating. Lara states that "I knew quickly that that

wasn't the job for me, but I liked the people and the company, so I stayed with the job looking for something internal to open up" (Personal Communication, Lara Seaver, 2007).

Lara's ultimate goal was to end up in promotions, and luckily for her, within three months of her time at PRG, both of the promotions assistant jobs opened up. After working the promotions assistant job for about four months, the other assistant quit and they decided to restructure the department, making Lara the Promotions Coordinator. In two years time she was promoted to Promotions Director, her current role at the company. She has also taken on the tasks of voice tracking for on air shifts and hosting live events for different stations.

Education Level

Lara graduated from Bowdoin College in Brunswick, ME with a double major in English and Psychology along with a minor in Theater. She states that "the most important things I did in college, career-wise, were to run the campus radio station, organize campus concerts, and intern (a lot!)" (Personal Communication, Lara Seaver, 2007).

"If I had to do it all over"

When asked what Lara would do if she had to do it all over again, her reply was simple, "Honestly, I have no regrets!" (Personal Communication, Lara Seaver, 2007). She worked hard to get where she is today, graduating with degrees that were far from the promotions field, yet making her goal to Promotions Director in just three years time. She truly enjoys working for the Portland Radio Group, and has found success there. She

finds her life very fulfilling and her job stimulating, and would not change any part of her process of getting to where she currently is at today.

Description of Duties

Reiteration of Goals and Objectives

My goal for the internship with The Portland Radio Group was to come out of the internship with knowledge of the inner workings of radio promotions and advertising.

There were numerous responsibilities that I knew I would be given, and my objective was to find success in these responsibilities. Prior to beginning the internship I was told that my responsibilities would include preparing for station events, attendance at station events, preparing prizes and prize paperwork for various station contests, contacting winners, web site maintenance, working on promotional announcements and public service announcements, assisting with press releases, and running errands as needed. My ultimate goal was to develop an understanding of how to complete these responsibilities and learn as much about radio advertising in the process.

Quality of Instruction

The quality of instruction that I received during this internship is a priceless asset in my learning as a marketing student. The individuals that I worked with throughout my time at PRG were not only helpful, but an abundance of knowledge in the field that aided in increasing my interest in marketing and promotions, especially the radio aspect. I was never sent to start a task without the proper training to complete it, and always felt confident. There was never a time during my internship where I was afraid to ask questions about a specific task. Not only did my supervisor clearly explain every task

before hand, she also included me in numerous events and meetings that she felt would help to expand my learning experience in radio advertising and marketing in general.

Self-Start or Directed

For the first month or so of the internship, I felt that it was a very directed process. Daily I would arrive at the Portland Radio Group and my tasks for the day would be emailed to me along with a detailed explanation of how to complete them. As I became more comfortable and aware of what tasks needed to be completed by the intern at PRG, the internship became much more self-start.

At the beginning I would need to see Lara before beginning every task, but after a few weeks, I only needed to go to Lara after the daily tasks were completed to find out what extra tasks I could be given. By the end of the internship, I became so fluent at the daily tasks, that I would finish them in about two hours time, which was quite a difference from the six or so hours it took me on the first day on the job. As I began to work more independently on tasks, I began to see ways to improve the job and ways to make the responsibilities easier for future interns. I even changed the process of some of the tasks, so that interns would find the job easier in the future.

Problems Encountered

Most of the problems that I encountered during my internship revolved around the website maintenance portion of the requirements. I found that many of my tasks revolved around creating or updating web pages, and with only one class on the subject matter prior to the internship, I found this difficult at times. The webpage building program that PRG uses involves writing in website coding, something that I have never had to do before. Therefore, when I was asked to make a webpage that would be emailed to

listeners including a broadcast schedule or upcoming event with specifications of text color, size, underlined, etc. it was often a very difficult situation.

I would usually figure out the coding for a specific requirement based upon previous web pages created, but on one particular day, I was asked to make a table including three rows and five columns to send out to listeners. I found numerous problems with this single task, and it was something that could have become very frustrating had I not had the resources available to find a solution. Although the website maintenance program was very complicated, I am very thankful for being able to work with it because I have gotten most of the problems worked out, so in the future, creating tables and updating websites for companies should be a simple task for me.

Another huge problem that I encountered during my time at The Portland Radio Group was the fact that I was asked to go to various events and run numerous errands in the Portland area. Not being from around this area, I had a problem with finding the location of events. This was a problem that was fixable thanks to technology and the invention of Map Quest. It was important that there was proper planning on my part to leave well ahead of the scheduled event time to be sure that if I did get lost (which I did on numerous occasions) that I would have ample amount of time to get there.

Methods Used in Problem Solving

In order to solve many of the problems that I faced during my internship, I used a very valuable resource, the abundance of employees with the common knowledge of each task that I was asked to perform. Not being afraid to ask for help was a key component to my success at the Portland Radio Group.

I was also fortunate enough to be able to look into my undergraduate class work to find some solutions to my problems. For example, one day I was asked to create backstage passes for an upcoming event. I was told to make the passes simple, yet to include key components (such as the station logo, colors, and event name). I was able to look back on my graphic design courses to make the passes look professional.

Technology also played a huge role in my methods towards problem solving. When I was asked to complete a task that I simply had no idea what I was doing, usually the solution was just one Google search away. For example, one specific task was to find the cost of having a flag flown over the state building to honor an individual. Having no common knowledge on this subject, I had no idea of how to go about finding this information. I googled the Maine State Building, and found an abundance of facts about everything I could ever want to know about their policies and procedures. I was able to find the answer to the question in a mere five minutes, something that would have taken much longer had the technology not been at my finger tips.

Realities of the Internship as Compared to Preconceptions

At the start of this internship, I believed that I would be writing radio advertisements, and aiding in on air promotions. I thought that this would be a very exciting internship, and while it was very interesting, it was not exactly what I thought it would be.

Rather than writing radio advertisements, I was doing a lot of website maintenance and paper work. The paperwork dealt with the advertising portion of the business, as I had to make sure that the companies who bought ad time were worked into the broadcast schedule, so the paperwork was fairly important. The website maintenance

was intended to keep listeners updated on new promotions at the station, and at times became a very redundant process.

While the promotional aspect of radio is a very interesting field, I was hoping to learn more about the marketing of ad space by the company. I was fortunate enough to have a desk in the midst of the sales people, so I was able to hear about their experiences with clients. The sales people were the ones who were bringing in revenue for the company, so it was very interesting to hear their first hand experiences with clients, and their tactics for landing business.

I was expecting to learn how the company went about enticing companies to buy ad space, and I did learn about this, just not as in depth as I had expected. I was not expecting to be doing quite so much paperwork, but I soon found out that it was a very necessary task. I was expecting to write advertisements, and was allowed to write a few public service announcements and the scripts for the upcoming events the DJs used on air.

Overall, I was happy with the realities of the internship compared to my preconceptions because although it was not exactly as I had thought it would turn out; every experience that I had at PRG was one that will help me in the future.

Conclusion

Goals and Objectives Achieved

I believe that each of my goals and objectives set prior to my internship were achieved by the end of the experience. My ultimate goal of leaving the internship with knowledge of the inner workings of radio promotions and advertising was achieved in depth. If I ever wanted to work in the promotional field for a radio station I feel that I am

qualified to do so, and that I have learned these qualifications through my internship experience.

I found success in every task that I was assigned, which was another objective that I had set for myself prior to the internship. There were numerous responsibilities given to me, including preparing for station events, attendance at station events, preparing prizes and prize paperwork for various station contests, contacting winners, web site maintenance, working on promotional announcements and public service announcements, assisting with press releases, and running errands as needed. I not only completed each task with success, but during the process I learned the reasoning behind each job and the importance of it relating to the field of radio promotions.

Learning Experience

I feel that this was a great learning experience, but a limited one. Graduating with a marketing degree, I will have the opportunity to explore many job options. A job in radio promotions is only a fraction of what the marketing industry will be like. I was able to learn a lot about the creation of radio advertisements, which is something that I hope to use in my future, as I would like to work for an advertising firm creating advertising campaigns.

Another portion of this experience that helped open my eyes to the reality of the field was working with the salespeople. Their jobs can be very stressful and not very glamorous at times. I am beginning to realize that an entry level position into the marketing field is often a sales position. By being around these people and listening to their strategies of successfully promoting the stations to potential clients, I feel that I have

learned a few tricks that will help me to be a successful saleswoman in the future if that is necessary.

I also learned a tremendous amount about web page building and maintenance. In today's increasingly technological world, this is going to be a priceless value in my future. Whether I am employed by a small or large company, having the ability to understand web page coding and to create web pages will be seen as an asset when applying to jobs. As the population is growing older, a majority of workers will be of the Baby Boomer Generation, with a lot of experience and knowledge, but without much technological know-how. Being able to sell myself as knowledgeable with software programs and website maintenance is going to be a distinctive competency in the competing work force.

This learning experience showed me the workings of a corporation. Watching the day to day operations of a radio station and how each department interacted with each other was something I had never experienced before. It is a very fast paced industry, and I learned that I can thrive in that type of environment. This internship taught me not only lessons about marketing and radio promotions, but it increased my excitement for my entry into the "real world".

Most Valuable Experience

The most valuable experience that I had during my internship was my attendance at the FCC Localism Hearing. The FCC only held six hearings this past year, and being able to say that I attended one of them is a great advantage. It was not only interesting, but I learned a lot about localism in the process. The FCC regulates a majority of the

broadcasting business, and watching the process in which they held their meeting was fascinating to me.

I was also asked to read a letter during this hearing to the FCC from one of PRG's clients. This was a great experience for me, as it allowed me to work on my public speaking skills in front of hundreds of people. If I am serious about my career in marketing, I need to be able to speak before groups of this size. Although I was more nervous than I have ever been, I read the letter clearly and successfully. I owe my public speaking skills of that day to my undergraduate public speaking class.

Person(s) Most Helpful

The two people that were most helpful to me during my internship were Lara Seaver, the Promotions Director, and Megan Littlefield, the Promotions Assistant. Lara was a great teacher, always trying to think of ways to make my experience more meaningful. She allowed me to sit in on conference calls and attend online classes where I learned about different ways to segment different types of people in radio advertising. Lara pushed me to read at the FCC hearing, explaining that working on my public speaking skills would be a benefit in my projected field. She was very supportive in ensuring that I felt I was learning a lot from the experience, and was very open to suggestions of how to increase my experience.

Megan was the person who helped me with my day to day tasks. She taught me how to do barter and affidavits (the paperwork portion of advertising); she would email me instructions on how to complete tasks that Lara had assigned for me to do that day. Megan gave me driving tips, as I had a habit of getting lost while running errands, so that

I would find my way back. At station events, Megan would make sure that I was busy and doing helpful tasks, rather than just sitting around watching.

Without Lara or Megan, not only would my internship experience not have been possible, but it would have been a waste. Both tried to make the experience an educational one, and wanted to make sure that it was an above average internship. They would ask my advice in areas that I had taken classes in. For example, when making tickets for shows or staff passes, I was either asked to do the task or asked if they looked visually appealing because they knew of my undergraduate experience with graphic design. They were both very helpful and both very knowledgeable on the promotional aspects of the business, and I was fortunate to work with them.

Application of Skills and Knowledge from Undergraduate Education

I had to use my skills and knowledge from quite a few of my undergraduate classes to successfully complete this internship. As previously mentioned, I was asked to use my graphic design classes with the visibility aspect of the logos on station tickets and staff passes. I had to look back on my skills from my public speaking class in order to successfully read a letter in front of hundreds of people. I used my e-commerce skills immensely as I had to work with website maintenance daily, and the only prior experience I had with this was during the building of my e-commerce website.

Other skills that I had to pull from my undergraduate experience included research and writing skills. I wrote numerous public service announcements, a task which I looked back to my advertising class for help with. I researched numerous topics on the internet, something that college has helped me do more efficiently. I had to write letters to clients and companies, so my affluent writing skills were a huge help in these

aspects. If my internship showed me anything, it proved that I have not been wasting my time or money in college, as my undergraduate work has taught me numerous skills that helped me during my internship and that will help me in my career.

Impact of Internship

The internship did help to crystallize my career goals. My eventual goal is to work in the marketing research field at a marketing research company. I hope to find an entry level marketing position for a company who will help pay for my graduate school while I am working so that I can obtain that goal. By doing promotional work, I realized that I will enjoy working in the marketing field, but by working around the salespeople, I will make sure to focus my job search away from sales. This internship taught me that I do not want to work for a radio station, and that I want to apply to a larger company than PRG offered. The internship helped to narrow my job search, as previously I would have settled for any entry level position and now I have a few criteria that I have set for myself. My internship with The Portland Radio Group was a great experience that helped to focus my career goals and increase my learning in the field of marketing.

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Appendixes

Appendix A

May 28, 2007

(2 Hours)

I began my internship working at one of the many “events” that will be taking place this summer. Today’s event was located at the Portland Sea Dogs game, right outside of the park where people entered the gates. The radio station’s at the radio group help to promote many of the companies who sponsor them, and today we were running a promotion for B&M baked beans, which is based out of Portland. We had many free prizes (CD’s, whoopee cushions, cans of beans, magnets, & notepads), and we were asking people to sing the B&M jingle into a microphone to be taped. If they completed this they were then allowed to choose a prize. We got about 12 different people to sing the jingle over the course of two hours. We took photographs of people singing the jingle, and were sure to include the WPOR radio station logo in each of the pictures. (WPOR is the country station at the radio group).

My primary tasks included: setting up for the event (making sure that everything was placed on the table in an organized & professional manner), approaching people (mainly children) to sing the jingle for free prizes, and mentioning the radio groups name as well as the B&M companies name when trying to promote the free prizes. The most difficult part was actually getting people to sing the jingle. The jingle went as follows: B&M beans, the musical fruit, the more you eat the more you toot, the more you toot the better you feel, so eat B&M beans at every meal. Our goal was to get at least 10 kids or groups of kids to sing the jingle, but found the kids were very shy as compared to the adults who were willing to sing it. I learned that when promoting a product with face to face contact with potential consumers that it is very important to not only be friendly and approachable, but to have something free that will keep the brand name fresh in their mind, and by doing something like what we did and having them sing the jingle, they will most likely remember that experience when choosing beans next time at the store.

May 29, 2007

(8 Hours)

I began my day by sitting in on a promotion’s staff meeting. While most of what they were talking about was foreign to me, it was interesting to see how the company interacts between different departments, and how they come up with their new and different promotional ideas.

The first task of my day was updating COAST 93.1’s website. (COAST 93.1 is the station at the radio group that plays 80s, 90s, and now). I had to go to the local listing of upcoming events in the area and then update the local events link on the site. It was surprisingly simple, which I believe has a lot to do with my prior experience in website maintenance in the e-commerce class at school. The reason that the station updates the local events on the website is to gain a competitive advantage over satellite radio. By showing that they are a local station, it helps gain listeners.

The second task that I had to complete was to find information from the governor’s office about a possible rising of a flag in honor of one of our listeners. For

WPOR (the country station), the morning show is doing a salute to hero's theme and wants to raise a flag in honor of a Portland Police Officer during this time. My job was to find out how much this would cost and if it was possible to keep the flag after. We wanted to figure out if it was a reasonable price for a promotion. After much talk back and forth we decided that it probably wasn't a reasonable idea and decided to veto it.

The third task that I was assigned was to call the winners of contests from the different stations. I had to be sure to be friendly as this is a very important part of keeping the listeners happy. By giving prizes and having friendly contact with the listeners, it ensures word of mouth marketing, which as we learned in Principles of Marketing is by far one of the most effective types.

I was also asked to go out with the WPOR van and see if the microphone would work for tomorrow's broadcast at the police department. This was a simple, yet important task, as the station wants to keep a professional image, and being sure that all of the elements for the broadcast are working before hand is essential to keeping that appearance.

My final task was to write an email to three local papers with what the DJ's would be talking about via sports in the upcoming week. These papers include which stations to listen to local games on in their daily papers. This is just another form of advertising for the station's and the radio group itself.

I found today to be very interesting and informative. I learned a lot about radio advertising, and about all of the work behind the scenes to make a promotion successful.

May 31, 2007

(8 Hours)

I started my day off today researching flights for a band that we will be flying in for the end of summer "Concert in the Park". The band is coming in from Missouri, and I had to find the cheapest flight from the closest airport. This was a very time consuming task, but was good because once I was done, it was obvious which airline and flight would save us the most money so that it would fit into the company budget. Staying in the budget is a huge part of any company.

Then, I was in charge of getting the three station vehicles washed. (WPOR, COAST 93.1, and Oldies100.9 are the three stations with vans. This was also time consuming, as I had to bring the vehicles on different trips to the car wash. While it does not seem to relate much to marketing, I found that keeping a professional and neat appearance (whether it is the way one dresses, or the company vehicle) is an important part of gaining customer loyalty. Since we have a huge event coming up this weekend, it is important that the vehicles represent the station in the way that they look, clean and professional.

When I returned from this task, I was asked to find barterers and make work orders for them. After completing this task I realized that the company uses a trade type program. Companies give them a product (for example, one of the links on the WPOR webpage goes to current events in the country music world; this is one of the products that a company "gives us"). In return for this product, the radio group makes an advertisement for them and plays it at different slots during the month. By doing the barterers, I was basically making sure that they had completed their part of the bargain and I was writing up a work order for the DJs to create the ads.

My final task of the day was creating Oldies 100.9 “E-Mail Club” email. What Portland Radio Group does is to create a webpage (that cannot be viewed by the public) and then sends that out as the email. I had to make two, the first for a promotion that we will be running for Key Bank in two weeks; the second for a promotion we will be running for free concert tickets next week. The emails were basically to give the “E-Mail Club” notice of the contests for these prizes ahead of time. This gives our already known customers a feeling of loyalty, that they get information first and that we value them enough to do this. This was a very challenging task. I had to write up both of the emails from a work plan given to me, and then had to format the pages using webpage coding. This was by far one of the biggest learning experiences I have yet had. While I am a bit familiar with creating web pages from E-Commerce class, I have never worked with codes. Creating these two “email” web pages was very helpful in giving me awareness on how to use codes to create and format a page.

Today was another great learning experience. I am glad that my undergraduate work thus far has taught me about how to build a webpage and how to “barter” with goods. It was very helpful today for me to feel knowledgeable and successful with the tasks I was asked to complete.

June 3rd
(10 Hours)

Today was the Old Port Festival in Portland Maine. This event was a very busy one. We had three radio stations at the event (WPOR, COAST 93.1, and Oldies 100.9), with the DJs present to meet and greet listeners. I was in charge of setting up for WPOR who actually had a country music concert all day. I helped set up the stage and prize booth. At the booth we displayed two drawings, one for a home mortgage company and one for a bank. These two companies are affiliates, and paid for the advertising they got at our booth. I spent most of my day at this station, greeting listeners and trying to promote our station. It was a fun day. The other two stations were simply handing out balloons to younger kids with the radio station name, logo, and colors on it. This was a very effective way to market, as these little kids carried their balloons all over town until the end of the festival, and the bright colors really drew people’s attention to them. At the end of the day, I helped clean up the stage and pack up the vans.

While not much of what I did today was aided from what I learned previously in class, it was a good experience to learn how to interact with people while trying to sell a product (in this case the radio station). I also really liked the idea of the balloons, and if I were to open up a business in the future, I would think about handing out balloons at an event like this to promote my business as it puts the name out there quickly in a very un-costly fashion.

June 5th
(8 Hours)

Today I began by doing some more barter. As I mentioned in a previous log, by doing the barter, I was making sure that affiliate companies had completed their part of the bargain (provided us with the service on our websites we were asking for) and I was writing up a work order for the DJs to create the ads. Barter needs to be done on

Tuesdays and Thursdays so that the production orders are filled at the correct times, so this is a task that I will become very efficient at.

After the barter was complete, I did some research with local towns and cities to find out about the plans for the 4th of July fireworks. At the station, they like to let their listeners know where fireworks will be held, at what time, etc. So I did the preliminary research for that.

Once I had made contact with the town officials and got the 4th plans situated, I worked on Weekend events. This is a section of one of the WGAN News Talk website that let's people know what is going on in the upcoming weekend. This simply involved going online and finding what was happening around town this weekend and updating the website. Again, it was helpful to have the e-commerce class under my belt to complete this task.

Once I finished that, I was asked to write PSA's for the station. This was very exciting to me as it really went along with my undergraduate learning. I was given two local non-profit organizations, and what it was that they were trying to advertise. They gave me about a page about each organization and told me that the PSA's had to be only three to four lines long in order to be said in a 15-second radio spot. The two PSA's that I wrote are:

1. To celebrate June as Adopt-A-Shelter-Cat month, Coastal Humane Society will reduce its feline adoption donation. All black or black and white cats may be adopted at a reduced donation of \$45 rather than the customary \$75 until Saturday, June 30th.
2. Enjoy a day of entertainment to benefit Safe Passage Children of Guatemala on June 23rd. With more than 21 local musicians in attendance at the Grounds of Spring Hill Lodge in South Berwick, this is sure to be a fun filled day! Visit the big o music festival dot com for details.

I think it's very exciting that the PSA's I wrote will actually be aired on the radio. It really connected to my advertising class where we wrote radio spot ads, although these were for non-profit organizations, it was exciting to relate this activity.

I thought today was again, very educational. I feel like up to this point I have been learning something new everyday which is very exciting to me. Especially since I could really see myself working in an environment such as this one in my future, it's great to get this experience.

June 7th
(8 Hours)

Today I was asked to complete four tasks. The first was to write and fax three letters of recommendation for review books. The WGAN News Talk station tries to get publishers of up and coming sports and political books to send books so the station can read and then broadcast a review of the books for their listeners. I was told that usually publishers will readily send these books as it is a great form of free advertisement. Although the reviews could be negative, it is still publicity, and will still get the name of the book out there and into the minds of potential buyers. So I wrote letters and faxed them to the publishers of the three books being requested.

My next task was to complete that day's barter. I am getting to be very good at this, and it did not take me much time!

The next task was by far the most entertaining one I've had thus far. I was asked to listen to stand-up comedian tapes and find 20 skits, each about a minute and a half long, that would appeal 30-55 year old males. Not only did this relate to my undergraduate studies in that we discussed the target market of the WGAN News Talk station for a solid period of time, but it was fun! I learned that the target market of the station was: 30-55 years old, male, worker (most likely one who is driving around all day or in an environment where the radio is played), someone who likes to go out with the guys for a drink after work. I thought it was interesting that they even narrowed it down to the last thing, but it actually did help me when I was listening to the comedians to find skits that I thought this target market would not only find funny but would be able to relate to.

My final task of the day was to go to three different locations and test the "Marti". This was more of a production type of job, but it definitely related to my media productions class that I took last year. In that class we learned how to hook up different devices and what they do, and most of the devices used to test the "Marti" were those that I learned about in class. What I had to do was to go to the locations where the WPOR morning show would be the next morning, and plug in a microphone to the "Marti" in the van and then call back to the station and see if they could hear my signal. It was a very simple task only because I had taken the media productions course which really helped me today to set everything up correctly and quickly.

I thought today was another great day at the internship. I am very happy with how things are going thus far.

June 12, 2007
(8 Hours)

Today I began my day with the daily barter. Once I completed this task, I was asked to listen to another radio station for an hour and take notes on how many times they say their station name and what gimmicks or contests they are currently running. I had to do this in order for our WPOR station (both are country stations, and this is a huge competitor) to gain competitive advantage. Not only does this give the station an idea of what the competition is doing, but it also gives them some ideas of new contests that perhaps they too could run that would be new for our listeners. It was a fun task to listen to what the station did that was different from ours.

The next task I was asked to complete was to call prize winners to let them know that they had won. This is always a fun job because it's fun to hear how excited the listeners get when they win. This is by far the best way to keep a customer by giving prizes. The excitement I heard in these peoples voice proves that they will be loyal to the station from here on out.

The next task I completed was weekend events. I had previously done this for the WGAN website, but this time they also asked me to write out a radio script for two DJ's to announce these events in a minute and a half or less. This was fun because I had to think of events for the WGAN News Talk demographic which greatly relates to marketing, and I got to write script for the radio, which is always helpful in advertising!

Once I finished that I had to update the events on the website as I did last time. I am becoming very familiar with website coding, and this is something that will greatly

help me in my future after college. I have been doing a lot of website maintenance here and it is going to be very beneficial in the future.

The last thing I was asked to do was to look over the six station's websites and look for anything that was out of date or needed correcting. I found a few things, and it is great to have someone do this as this will ensure that the company is giving a professional look to their clients (in this case the listeners) to show that they know what is going on and are educated with the site. A sloppy site would give a bad impression to a customer on the edge of whether they were really into the product (in the case the station)

Today was another great learning experience. I really enjoyed doing the research involving listening to another station's promotions and such to see how we can stay a step ahead of the competition. It's a very competitive field, and it's exciting to see how people stay ahead in an ethical way.

June 14, 2007

(8 Hours)

Today is the first day that I have been disappointed with the internship. With Father's Day coming up, the stations are planning different Father's Day events. WPOR is going to be doing a Father's Day grill-off tomorrow, where the contestants all grill their specialty and then are judged, whoever's dish is the best according to the judges will win many prizes. So, once I completed my daily barter, I spent the remainder of the day cutting pieces of paper to make flags which could number the different contestant's food. When I finished this they had me go bring the vans to get washed, and then I finished my day looking for a new plaque store for them to purchase their hometown hero plaques from. I didn't learn anything today, and felt quite useless.

June 19, 2007

(8 Hours)

I started my day doing the barter as usual. The next task they asked me to do was to write up the weekend features which are then updated on the website. I was very excited because I taught myself how to indent in the website code while doing this project!

I was then asked to write the script for the weekend events, as I did last week. That was fun because I had to think how people could get the needed information about the events in the short script. I enjoy doing these kinds of projects because my work actually gets aired! After I wrote the scripted, I updated the website with these events so listeners could see the events online if they wanted more information.

The next task I was asked to complete was to call winners of the Season I Entourage DVDs. This was fun, because it's always fun to interact with the listeners and make them feel like they are very important to the station, since it's their listening that keeps the stations going. After I finished this, I was asked to go pick up a plaque from the plaque shop I found last Thursday.

The next task I was asked to complete was to look over all six of the station's web pages to make sure that all of the links were working and that all information was current and up to date. While I was doing this I ran across some links that show a lot about the advertising of the Portland Radio Group. I found their coverage map, testimonials of others who have advertised with the stations, which demographics listen to which

stations, what times people listen, and a sample advertising campaign. This was very interesting and coincided with what I learned in my Advertising class about radio advertising.

The last thing that I did for the day was to submit affidavits. Basically this means that I had to go into each sponsors webpage and confirm that we had run the commercials that they were promised. I had to say if the ads were run and at what times on which days. This coincides with the barter I did this morning, as I made production orders for these ads to be made, and then by submitting affidavits its showing when the ads were indeed run.

All in all, I thought that today was another efficient day, the most interesting part was learning from the websites about the specifics of advertising with each station.

June 21, 2007

(8 Hours)

I started my day as usual with the daily barter. Once I finished this, I was asked to go through the prize drawer and find the prizes that are past the date promised of pick up. This is simply to return the prizes that winners did not pick up back to the prize closet for re-use.

Once I finished this I was asked to write promo's for the local library. They do a brown bag lecture series all summer, so I had to write a promo for each event (Appendix B). There are two events a month, and for each event I had to write a live promo for the DJs to read in the morning and a recorded promo that will be played throughout the day. I really like doing this promotional writing, as it makes me think of the demographics of the audience and what to write to get the audience to want to go to the brown bag lectures. I wrote these for the WGAN News Talk station, so I had to appeal to a more serious, political listener. I really enjoyed this project. I ended up writing promos ten different events, which is great experience.

The next thing that I was asked to do was to go pick up tickets for an upcoming concert that the stations will be giving out as prizes. Once I got back, I was asked to complete the 4th of July research I started earlier this month. I got in contact with all of the towns and then created web pages with the Fourth of July information for four of the stations. (Appendix B) I have included them in my work. This was fun because each time I work on a website I learn more and more about coding and how to make things happen on the page. For example, with this project I learned how to insert hyperlinks onto page to other websites and how to make fonts different colors. I felt like today was a very successful day!

June 26, 2007

(10 Hours)

I started my day with the daily barter. Once I finished this, I was asked to make cards for the local theater relating to wheel chair accessible options. This was fun because I got to use what I learned in graphic design to design the cards so that they looked professional and so that they would be appealing to the client. (Appendix B)

The next thing that I completed was updating the Oldies 100.9 website. I had to update the weekly features, and I'm getting quite good at working with a website to make it look the way that I want it to, so this didn't end up taking me very long.

The next task I did was the weekend events. I always like doing this because I have to try to appeal to the station's audience (which is older men in their 40s and 50s who are into politics and history). I want to make sure they are events that this demographic will want to attend! Once I wrote the script I had to update the WGAN website with these events so listeners could log on for more information.

After I finished this, I called prize winners and prepared their prizes for them to pick up. I always like doing this, because it makes the winners feel like the stations really care and want to continue listening (plus, everyone loves something free!) It's a great way to advertise the stations via word of mouth.

When I finished this I began to get ready for the event at the Sea Dogs game. I brought the vans for gas, got them all packed up, and then left for the game. We did the same promotion as the first day of my internship that we did today, promotion for B&M baked beans, which is based out of Portland. We had many free prizes (CD's, whoopee cushions, cans of beans, magnets, & notepads), and we were asking people to sing the B&M jingle into a microphone to be taped. If they completed this they were then allowed to choose a prize. We got about 21 people to sing the jingle this time, which was more than the first day of the internship. We took photographs of people singing the jingle, and were sure to include the COAST 93.1 radio station logo in each of the pictures. I like doing these things. It's really fun to interact with the people, plus, it's a great way to learn how to promote different products. Singing the baked beans songs will leave the B&M Company in someone's mind for a long time! Today was another fun and exciting day at the internship.

June 28, 2007
(8 Hours)

Today was a very interesting day. We went to a FCC (Federal Communication's Commission) hearing. It was one of six that the FCC is doing throughout the country to find out what should be done to help the media to stay within the FCC guidelines. The topic of debate at this trial was localism in the media. It was very interesting to hear both sides' opinions. Since the Portland Radio Group's stations are all syndicated out of a West Coast state, the people that I work for were trying to show that even though they are owned by an out of state corporation, that they still do meet not only the laws of localism in the media, but far exceed that. The hearing began with speeches from the governor, senator, and local congressmen. Then the head of the FCC began to speak about what the FCC feels is happening in the media.

He stated that he thought with "big media", also known as, syndicated programming, taking over that the laws of localism in the media are beginning to not be taken seriously. He thinks that the media is becoming a form of entertainment, not a place where people can get the information that is important to them. After he said this he asked for ten panel members to speak on the issue.

Listening to people from both sides was extremely interesting to me, as I was unaware of the issue until attending the trial. I can see points for both, but feel that "big media", like the Portland Radio Group, isn't given enough credit. When listening to

those against the big media, they claimed that radio and television stations no longer give out local news, and that their affiliate stations in other states are exact replicas of those done here. I know for a fact that with the stations I do work for that is a false statement. We write PSA's, give huge contributions, and free airtime to all of the local charities and organizations.

Once the panel was done the floor was opened up to the audience for comments. Again, this was very interesting. Most of the people against big media stated that stations maybe did do a lot for promoting food drives and homeless shelters, but didn't go far enough into WHY there were homeless shelters and the needs for food drives in the local community. This statement blew my mind, as from a business stand point, the free advertising for these charities should suffice for the public! Why they are needed is not for the radio and television stations to discuss, it is for these organizations themselves to inform the public.

The most nerve racking part of the day for me was actually getting up and reading a letter from the director at the Portland Public Library. He could not attend the hearing but wanted to show his support for the Portland Radio Group since they do so much to help promote the Library. This is where my public speaking class really kicked in. I was very nervous, there were three hundred people in the audience, but I read the letter clearly and concisely.

I was very glad for the opportunity to listen to this extremely heated debate, as both sides had very interesting stand points. I will be interested to see what the Commission decides to do in the matter. I really enjoyed today, and thought it was a great experience that I would not have gotten had it not been for the internship.

July 3, 2007
(8 Hours)

I started the day with the barter as usual. Once I finished this, I did the local events. This is simply a list of all the events going on throughout the state that the DJs can use to find things that their listeners might want to listen to. I haven't done this since the beginning of the internship so it took me awhile to get the events done for the whole week!

Once I finished with this list, I updated the weekly events link on the Coast 93.1 website. This didn't take long since I'm very efficient with website maintenance now!

The next task I completed was to call prize winners, I love doing this because as I've previously mentioned, it helps to gain clients with a feeling of loyalty from the stations.

The next thing I did was get the Coast van ready for the remote tomorrow at the fireworks in Portland. I had to make sure it had gas, get it washed, and make sure the helium tanks were full. Then I had to make sure that there were prizes in the vans (CDs and Coast mints with the logo on them) to give away to children at the fireworks.

The last task I completed was the weekend events. I've done this before, but really enjoy how I get to update the WGAN website with these events. If anything thus far in the internship, I've become very efficient with website maintenance and building. Today went very smoothly!

July 10, 2007

(8 Hours)

Today I began my day picking up tickets for an upcoming show that our listeners can win. After I got the tickets, I did the daily barter. Once that was finished I did the weekend events for WGAN News Talk Radio. This was difficult today as there are not many events in the area that are going on this weekend that would interest this demographic! It took me awhile, but after a lot of research, I finally found three events and wrote the scripts for the DJs for the events. Once I wrote the script, I updated the WGAN website with these events.

While I was away for the 4th, one of the stations underwent a name and logo change. I found this very interesting. The Oldies 100.9 is now Y100.9. The reason behind this is to attract a wider range of listeners. The station still plays oldies, but now it is not limited to just oldies. With the name and logo change, the station now has the ability to appeal to those interested in the 80s and 90s, not just oldies music.

Once I updated the website, I wrote PSA's. I wrote two, and then was given a third that was pre-written. (Appendix). Then I made the production orders and they were given to DJs to air them. I love this part of the internship, because my work actually gets aired. It's exciting, and very similar to when we did mock radio ads in Advertising.

Once I was done writing the PSAs, I went to get the new logo designed t-shirts from the designer. It's a unique logo, and it has to be put on t-shirts for listeners to promote the new logo and name! After I picked this up, I did some hotel research for the company, to see which hotels in the Washington DC area would fit into our budget. This is important, and is one of the major things I've learned thus far, staying within a budget (or even having a budget) is a very important part of being a successful company.

After I finished this I worked on affidavits. I explained in a previous log that this is the back side of the barter, where we prove that we did play the commercials they were promised and let them know what days and times they were played on.

I thought that everything I did today was useful and informative. I really am learning a lot about working in a corporation and the everyday things that go into working in promotions.

July 12, 2007

(8 Hours)

Today I began the day with the Thursday barter. When I finished this, I took care of the vans and got them prepared for the weekend remotes. This included getting the vans washed, gassed, getting the CD and prizes in the vans, and making sure that the helium tanks were full. This needed to be done to ensure that the DJs have everything they need so that they can focus on making the listeners happy at these events rather than worrying about if they have everything they need.

When I got back from taking care of the vans, I listened in on a conference call with the different promotions departments at SAGA. This was really interesting and a great learning experience. I got a couple of emails along with this call. It focused on how to market to men and women, which colors to use, etc. Also, it talked about fundraising ideas and how to do promotions for little to no cost to the company. I learned a lot from this call, and I'm very glad that I was able to listen in.

I finished my day doing prize sheets and calling winners. As always, it is a fun thing to do and seems to make the listeners feel appreciated, which is very important.

Today was fun and interesting. I'm especially glad I got to sit in on the conference call, as I learned a lot!

July 17, 2007

(8 Hours)

I began the day finishing up the weekly events. The intern yesterday didn't get the task completed, so I finished this up. I had to update the website with all of the events in the upcoming week. I also had to update the sheet for the DJs with the events so that when they are talking on air, they can find the events quickly and easily.

Then I did the daily barter. When I finished this, I ran to the post office to mail some tickets to one of our sister stations in Tennessee. When I got back, I wrote two PSAs. One for a Therapeutic Horse company and one for an elderly driving service (Appendix). I like writing PSAs; it makes me think creatively and get everything important into just 15 seconds of airtime.

The next task I completed was the weekend events. I wrote a script for the DJs to read off about what the most important events in the Portland area are for the upcoming weekend. Then I updated the weekend events to the WGAN website.

Once I completed this, I looked over all of the station's websites. I found errors (links that didn't work, typos, etc.) and fixed them or reported them to IT if they were more difficult things to fix. This is a very important job, as when listeners and clients view the websites, they do not look as professional with mistakes as when they are error free.

I then called prize winners. I love doing this; people get so excited when they win prizes. This experience has shown that if I were to do a marketing campaign for any business, no matter what form of advertising, I would try to incorporate free giveaways. It defiantly builds a clientele and keeps current customers happy!

The last thing I did today was check the marti in the Coast van. This was to make sure that the signal would work at the remote being done later this week. It is important to make sure that everything will work ahead of time so that the event goes smoothly. The fact that I took the Media Productions course really helped me to do this, as I was very comfortable with all the of the media equipment and would not have been able to do this efficiently otherwise.

Today was packed full of things that made it interesting. I like promotions, because while many of the tasks are similar from day to day, exactly what and who you are dealing with is constantly changing making it very interesting!

July 19, 2007

(8 Hours)

I began with the daily barter. Once I finished this, I did the van checklist, making sure that the vans were stocked with prizes for the weekend events they are attending, making sure that they are cleaned and had plenty of gas. When I finished this, I went and picked up tickets for an upcoming show that our listeners can win on the air.

When I got back, I created a table on a website. This was challenging, but I was able to make the previous table into one with 3 rows and 6 columns rather than the previous 2 rows and 5 columns. If anything, I am learning a lot about how to use codes to make a webpage appear as I want it to. (Appendix B).

I then researched some promotional ideas for a car dealership that we do advertising for. This was a fun task. I comprised a list of the ideas that would work for the company to be sent to the head of marketing at the dealership. The deal is that which ever campaign they choose we will then advertise our station at the event and will give them coverage of the event as well. I got to be creative and think of some promotional ideas, which was a good way to use my undergraduate knowledge (thinking about the demographics and target market that the promotions will be targeting).

After I completed the research, I updated one of the pages on the website. WPOR has a country music concert in the park each summer, and this page is dedicated to the concert. My job was to add to the bottom of the page each sponsors logo and a link that went to the sponsors website. This is again, very helpful, as I have now learned how to put a graphic on a page and make it a hyperlink to another page. (Appendix B)

Overall it was a very successful day. I learned a lot about website maintenance and building, and had fun searching for new and different promotions.

July 24, 2007
(8 Hours)

I began the day with the barter. Once I completed this, I made stickers with the WPOR logo on them for the tickets for the upcoming concert in the Park. I had to incorporate the name of the skybox that the ticket holder could access and make the sticker look professional. My undergraduate work in my graphic design classes definitely helped me to know what would be appealing to the eye in this project. When I finished this I had to make up and print staff parking passes for the same event. I had to choose bright paper to use that would not be easily duplicated (I chose florescent yellow) and had to incorporate the WPOR logo as well. Again, the graphic design class helped me with making the pass look very professional. I then added some more sponsors to the webpage that I had begun last week. I was very quick doing this today which is exciting because it means that I'm remembering how to encode the website and doing it without looking back at previous pages for help.

When I finished these tasks, I was asked to go pick up a plaque for the store. I then had to run numerous other errands. Not a great learning experience, but considering how few of these "busy errands" I've actually had to do this summer, I'm not overly upset that this is what my afternoon consisted of.

I then made an email to send out to the Coast Email Club, giving them a heads up on a promotion so that they can win tickets to the upcoming Police concert. In order to make these emails, we have to make a webpage, and then a program called Email Director converts it into an email form and sends it to everyone in the Email Club. It was fun to add the pictures and think of creative wording for the email that will be sent out tomorrow.

The last task I did was to come up for rules for the "waffle ball promotion". One of the stations will be doing a promotion where 5 contestants try to hit a waffle ball into a box (or close to the box) to win a prize. I was asked to come up with the rules for the contest and to think like someone who had no idea what the object of the game was. Basically, I had to make sure the directions were idiot proof. This was a fun job, as I got

to think about what I would want to do if I were participating in the competition, and I had to think of any possible question that one of the contestants could have.

July 26, 2007

(8 Hours)

I began the day with barter. Once I finished this, I began to create and print passes for the upcoming concert in the park. My undergraduate classes in graphic design certainly helped with this! I had to make four different types of passes, and all access pass for staff who had the freedom to go anywhere in the concert, a staff pass, for staff who could get into the concert free, but did not have the freedom to roam around, a best seat pass for a lucky listener who wins the chance to sit on a couch in the front row, and vendor passes that gives the vendor freedom to come and go as they need to. This was very time consuming as after I created the 4 passes, I had to cut them out, laminate them, and tie them with string so they would go around peoples necks.

When I finished this, I finished updating the sponsors on the webpage for the event, as we finally received the last logo from one of the sponsors.

When this was complete, I printed out prize sheets for upcoming contests that the different stations would be running. I had to include the rules of the contest and when the prize would be ready to be picked up on. This is to make it easier for the DJs when they are filling in the caller/contestant on what they won.

I then went to a promotional meeting with Lara and Megan (my supervisors) with Disney on Ice. This was to figure out what we could do for them to advertise via radio. They do not pay for advertising on radio, but I found out that just getting them to give us 200 tickets could be valuable and a great way to get promotions for the station. I listened as they debated what we could do with promotions (keeping in mind that all they were paying with was tickets) and how many tickets would compensate for what they wanted. It was very interesting to listen to this bargaining portion.

I ended my day running a few errands, picking up tickets, dropping off tickets, and picking up the waffle balls for the contest I wrote on Tuesday. I learned a lot through being able to attend the meeting of how we go about negotiating with non-clients in the advertising section. It was a very good experience also to see how Lara, the head of promotions handled the questions thrown at her and the situation she was in, as that may be me one day in the future.

July 31, 2007

(8 Hours)

I began my day today with the daily barter. Once I had completed this I had to finish the local events. The intern yesterday did most of them, but I had to do Sunday and then upload the file to the webpage. This took awhile, since we get our local events from the calendar at the website MaineToday.com, and you have to look through each event and see if it matches the demographics of the station (in this case COAST93.1).

Once I finished this task, I spent the rest of my day preparing for this weekend's concert in the park for WPOR. I had to finish cutting passes out for the staff and performers, and then I had to make sure that everyone had their tickets for the event. I made sure that each staff had his/her name tag and parking passes. Just cutting out the passes and laminating was a huge task that took up most of the afternoon.

All in all, today was a very uneventful day. I didn't do very much, but I did have to put in a lot of time to help with the concert in the park. This will be a very important event and is a huge marketing strategy for the station (having a free concert for their listeners, great marketing idea), so I didn't mind doing most of the "arts and crafts" type of projects to get ready for the event.

August 2, 2007
(8 Hours)

I began my day with the barter, the last time I will be doing the barter, which is kind of exciting! Once I finished that I got the vans ready for this weekends events. I had to get the vans gassed, washed, and cleaned on the inside and make sure that there were plenty of balloons and prizes for the DJs to give out at the event. This is important so that the DJs are sure that everything is taken care of ahead of time so that all they have to worry about is interacting with the listeners.

When I finished this I went through the prize drawer and took out prizes that hadn't been picked up. We give listeners a month to pick up prizes they win over the radio, if the prizes haven't been picked up we put them back in the prize closet to be used again. I had to make a list of the prizes that weren't picked up (for records) and of the prizes that would be put back in the closet (again for records).

I then did a lot of affidavits, which is the flip side of the barter, to make sure that we covered our end and played the ads that we said we were going to play. I had to submit the day and time that the ads were played so that our affiliates could check to make sure we'd held up our end of the bargain for the service they are providing for us.

When this was done, we went to get some hospitality type things for the concert on Sunday. We got snacks, drinks, etc. for the performers and staff to enjoy throughout the day.

After we got back, I created an email that would go out to the BigHitsY listeners. We use the old Oldies website to create the email, and then my supervisor copies and pastes it into the new format for the new website. This is always fun, because I like how I have figured out how to make text different colors, create tables, change fonts, etc. on a webpage using the coding.

The last thing that I did today was to fill out an intern exit interview which the company uses to figure out what they are doing right with interns and what they need to change. I was very impressed that they had this questionnaire made out, and while I was filling it out I realized that I did learn a lot this summer, which is a very good thing!

August 5, 2007
(10 Hours)

Today was the last day of my internship! It was the day of the WPOR's Concert in the Park (that is the country radio station at PRG). When I first got there, I was asked to put logo banner everywhere imaginable in the park. There were three interns assigned to this task, and we were told that wherever someone was sitting, they should be able to see at least one WPOR logo at all times. We completely covered the park, and it took us nearly three hours to do so! This is a great idea when it comes to making sure that the listeners at the park remember at all times which station put this incredible event on for them.

The next task that I was asked to do was to go pick up food for the hospitality table. This is a table that we set up for the crew, performers, and us to enjoy during the show. There were food and cold beverages supplied, as well as snacks and candy. When I got back from this, one of the performers had already arrived.

The rest of the show was exciting, as I got to interact with famous musicians. Granted, I'm not one for country music, but it was still interesting to interact with the four groups. It was obvious which groups were the more famous, as it seems the more famous the group, the more difficult they were to work with! The last group that went on arrived a half an hour late, and made it onto the stage fifteen minutes after their scheduled time! I was told that they have had to work with much more difficult artists in the past, and I found that so interesting. Watching how the PRG staff interacted and kept their cool with those performing the concert was a good experience, because it showed that when working with someone I always need to remain professional and respectful, no matter how they are treating me!

After the concert was complete, the interns had the job of cleaning up. This was not a very fun task, but one that needed to be done to insure that next year the park will still allow the radio station to host their concert their. Leaving the park the way we found it is a huge part of gaining that type of respect that they need to ensure the stability of the concert.

It was a very long day, one that was spent helping people get to the restrooms, showing people to the autograph area, and hanging out with the artists, but it was a huge success. Every single one of the listeners at the concert left with at least one autograph and great memories of the concert, and that is what will keep them listening to the station. The station is currently the number one country radio station in Southern Maine, which is a huge way to bargain with potential buyers of advertisement space. Having such a huge listening group is what keeps companies advertisement campaigns with PRG, and it is events like the ones we did today that keep the listening numbers high!

This being the last day of the internship, I have to say I have defiantly learned a lot. I know a lot more about radio advertising than I did before I took this internship. I also have learned a lot about a corporate setting, about how people interact with each other and about PRG's way of doing business from day to day. I am very happy with the experience I had at PRG, and would recommend this internship to anyone going into the field of marketing, advertising, or promotions.

Appendix B

The following projects are websites that I created. First is the HTML coding and then what the actual website looked like:

4th of July Website Coding:

```
 <p align=center><font color=FF0000><h4>4TH OF JULY
FIREWORKS</h3></font>
<p align=center><font color=FF0000><h4>2007</h4></font>
<br><br>

<p align=center><font color=FF0000><h4>JUNE 29TH</h3></font>

<p align=left><b>Independence Pops in Cape Elizabeth- 7:30 p.m.</b><br>
<b>Located at Fort Williams Park</b><br><a href="http://www.portix.com/shop/item.asp?itemid=1033">Click Here for More
Information</a><br><br>

<p align=center><font color=FF0000><h4>JUNE 30TH</h3></font><br>

<p align=left><b>Independence Pops in Bridgton- 7:30 p.m.</b><br>
<b>Located at Shawnee Peak</b><br><a href="http://www.portix.com/shop/item.asp?itemid=1034">Click Here for More
Information</a><br><br>

<p align=center><font color=FF0000><h4>JULY 3RD</h3></font><br>

<p align=left><b>Independence Pops in Brunswick- 7:30 p.m.</b><br>
<b>Located at Thomas Point Beach</b><br><a href="http://www.portix.com/shop/item.asp?itemid=1035">Click Here for More
Information</a><br><br>

<p align=left><b>Bailey Island- 10:00 p.m. </b><br>
<b>Located at Cooks Lobster House</b><br>Rain Date sceduled for July 5th. Call 833-2818 for rainout information. <br>

<p align=center><font color=FFOOOO><h4>JULY 4TH</h3></font><br>

<p align=left><b>Portland- 9:00 p.m. </b><br>
<b>Located over Eastern Prom</b><br>Rain Date scheduled for July 5th. Call 756-8130 or 874-8517 for rainout information. <br>

<p align=left><b>Freeport- 9:00 p.m. </b><br>
<b>Located at Freeport High School</b><br>Call 865-3421 for rainout information. <br>

<p align=left><b>Kennebunk- Dusk </b><br>
<b>Located at Kennebunk Beach</b><br>Rain Date scheduled for July 5th. Call 985-2102 for rainout information. <br>

<p align=left><b>Lewiston- 9:30 p.m. </b><br>
<b>Located over the Great Falls</b><br>Call 783-2249 for rainout information. <br><p>

<b>The Liberty Festival</b> will be taking place all day at Veterans Park in Lewiston and Festival Plaza in Auburn. The festival,
filled with entertainment, food, and fun will begin at 5:00 p.m. and conclude with the fireworks over the Great Falls. <br><a
href="http://www.libertyfestival.org/">Click Here for More Information</a><br><br>

<p align=left><b>Naples- 9:30 p.m. </b><br>
<b>Located at Long Lake (Causeway)</b><br>The parade starts at 2:00 p.m. Call 693-6850 for rainout information. <br>

<p align=left><b>Old Orchard Beach- 9:45 p.m. </b><br>
<b>Located at The Pier/Beach</b><br>Call 934-4911 for rainout information. <br><br><br>
<br>
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4th of July Website:

WPOR.com - Microsoft Internet Explorer provided by Portland Radio Group

File Edit View Favorites Tools Help

Address http://www.wpor.com/extra_page05.shtml Go

WPOR
101.9
TODAY'S COUNTRY

Music
E-Mail Club
Morning Crew
Local Events
Photo Album
On The Air
The Big Deal
Advertising
Contact Us

 **4TH OF JULY FIREWORKS**
2007

JUNE 29TH
Independence Pops in Cape Elizabeth- 7:30 p.m.
Located at Fort Williams Park
[Click Here for More Information](#)

JUNE 30TH
Independence Pops in Bridgton- 7:30 p.m.
Located at Shawnee Peak
[Click Here for More Information](#)

JULY 3RD
Independence Pops in Brunswick- 7:30 p.m.
Located at Thomas Point Beach

This document was sent to the printer X
Document name: 'Microsoft Word - Document1'
Printer name: '\\server1c\Sales Color'
Time sent: 4:27:31 PM 6/21/2007
Total pages: 1

Start Sent Items - Micro... The Coast 93.1 - ... WPOR.com - Mic... WGAN - Microsoft... WYNZ - Oldies 10... Document1 - Mic... 4:27 PM

Table Coding:

Hi %%firstname%%,

<h4>Front Row for James Taylor

</h4>

Oldies 100.9 is proud to welcome James Taylor back to the Cumberland County Civic Center for his solo "One Man Band" tour on Monday, August 20th. Tickets go on sale next Friday 6/8 at noon through Ticketmaster, but you can win tickets before you can buy them from Oldies 100.9

 ONLY members of the Oldies 100.9 Email Club are eligible for this opportunity! When you hear the songs played on Oldies 100.9 at the times below be caller 10 at 879-1009, and you'll instantly win 5th, 4th, 3rd, 2nd, or front row seats!

<table width="100%" border="1" cellspacing="1" cellpadding="0">

<tr bgcolor="red">

<td><div align="center"> Monday 7/23 </div></td>

<td><div align="center"> Tuesday 7/24 </div></td>

<td><div align="center"> Wednesday 7/25 </div></td>

<td><div align="center"> Thursday 7/26 </div></td>

<td><div align="center"> Friday 7/27 </div></td>

<td><div align="center"> Monday 7/30 </div></td>

</tr>

<tr valign="top">

<td><div align="center"><i> I'm Just a Singer in a Rock & Roll Band</i>
8 to 9 a.m.</div></td>

<td><div align="center"><i> Go Now</i>
9 to 10 a.m.</div></td>

<td><div align="center"><i> Nights in White Satin</i>
10 to 11 a.m.</div></td>

<td><div align="center"><i> Isn't Life Strange</i>
9 to 10 a.m.</div></td>

<td><div align="center"><i> Question</i>
8 to 9 a.m.</div></td>

<td><div align="center"><i> The Story in Your Eyes</i>
9 to 10 a.m.</div></td>

</tr>

<tr valign="center">

<td><div align="center"><i> Gemini Dream</i>
3 to 4 p.m.</div></td>

<td><div align="center"><i> Tuesday Afternoon</i>
2 to 3 p.m.</div></td>

<td><div align="center"><i> Lovely to See You</i>
4 to 5 p.m.</div></td>

<td><div align="center"><i> Ride my See-Saw</i>
3 to 4 p.m.</div></td>

<td><div align="center"><i> Your Wildest Dreams </i>
2 to 3 p.m.</div></td>

<td><div align="center"><i> The Voice</i>
3 to 4 p.m.</div></td>

</tr>

</table>

Good luck!!

Chuck Igo

Oldies 100.9 Morning Host

To unsubscribe anytime, click here or go to http://www.oldies1009.com/hp_outletunsub.shtml.
 Or notify us in writing at 420 Western Ave., South Portland, ME 04106.

To update your profile, go here: %%update%%

Table Website:

ONLY members of the Oldies 100.9 Email Club are eligible for this opportunity! When you hear the songs played on Oldies 100.9 at the times below be caller 10 at 879-1009, and you'll instantly win 5th, 4th, 3rd, 2nd, or front row seats!

Monday 7/23	Tuesday 7/24	Wednesday 7/25	Thursday 7/26	Friday 7/27	Monday 7/30
<i>I'm Just a Singer in a Rock & Roll Band</i> 8 to 9 a.m.	<i>Go Now</i> 9 to 10 a.m.	<i>Nights in White Satin</i> 10 to 11 a.m.	<i>Isn't Life Strange</i> 9 to 10 a.m.	<i>Question</i> 8 to 9 a.m.	<i>The Story in Your Eyes</i> 9 to 10 a.m.
<i>Gemini Dream</i> 3 to 4 p.m.	<i>Tuesday Afternoon</i> 2 to 3 p.m.	<i>Lovely to See You</i> 4 to 5 p.m.	<i>Ride my See-Saw</i> 3 to 4 p.m.	<i>Your Wildest Dreams</i> 2 to 3 p.m.	<i>The Voice</i> 3 to 4 p.m.

Good luck!!



Chuck Igo
Oldies 100.9 Morning Host

To unsubscribe anytime, [click here](#) or go to http://www.oldies1009.com/hp_outletunsub.shtml.
Or notify us in writing at 420 Western Ave., South Portland, ME 04106.

To update your profile, go here: %%update%%

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Sponsor Website Coding:

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<a href="http://www.wescotts.com/"></a> <a href="http://arundelfd.dealerconnection.com/"></a> <a href="http://www.fivecounty.com/"></a> <a href="http://www.skillins.com/"></a> <a href="http://www.ashleyfurniture.com/"></a> <a href="http://www.caseyfamilyservices.org/index.php"></a> <a href="http://www.mardenssurplus.com/"></a> <a href="http://www.me.ngb.army.mil/"></a> <a href="http://www.navy.mil/"></a> <a href="http://www.palmerspring.com/"></a> <a href="http://www.smmc.org/"></a> <a href="http://www.tfcu.com/ASP/home.asp"></a> <a href="http://www.timewarnercable.com/"></a> </h3><a href="http://www.goodyeardealers.com/haleys/default.asp?ID=5345390572892304&PageData=28045&P=2">Haley's Tire & Service</a></h3>
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The following projects are Public Service Announcements that I wrote each could only be 15-30 seconds long and had to include all important information about the event or charity:

- To celebrate June as Adopt-A-Shelter-Cat month, Coastal Humane Society will reduce its feline adoption donation. All black or black and white cats may be adopted at a reduced donation of \$45 rather than the customary \$75 until Saturday, June 30th.
- Keep yourself on the universe's good side. Volunteer. Vote. Stay informed. It doesn't take much to get involved. Find out how to earn your karma points today at Get Good Karma dot org. Brought to you by the Ad Council.
- Help support the Independent Transportation Network, a community-based, quality transportation service for seniors and people with visual impairments. Become a member of ITN and make a difference today! Visit [www dot itninc dot org](http://www.itninc.org) to find out how.
- LaDawn Quarter Horses Therapeutic Riding Center needs your help! This 100% volunteer based program is raising money to buy a new therapeutic horse to aid in providing therapy to their clients. To find out how you can help visit [www dot ladawn therapeutic riding center dot org](http://www.ladawntherapeuticridingcenter.org).
- Enjoy a day of entertainment to benefit Safe Passage Children of Guatemala on June 23rd. With more than 21 local musicians in attendance at the Grounds of Spring Hill Lodge in South Berwick, this is sure to be a fun filled day! Visit the [big o music festival dot com](http://bigomusicfestival.com) for details.
- Wayside Soup Kitchen believes no one in our community should go hungry. Wayside serves over 125,000 meals each year and meals are served by volunteers from the greater Portland community. Interested in helping out? Call 775-4939 to find out how. That's 775-4939.
- If you dream of providing a positive experience in the U.S. for a high school exchange student, the World Heritage Student Exchange wants to hear from you. Students are coming for the 2007-2008 school year. Visit [www dot world-heritage dot org](http://www.world-heritage.org) for details.

The following project was done for the local library Brown Bag Book Series. I had to do 12 different scripts for on air and recorded promotion of the event. The following are a sample of a recorded and an on air:

Recorded Script:

WGAN

Portland Public Library Brown Bag Lunch Series

:30

To run 6/24-6/26

Lonnie 2/18/04:

The Portland Public Library's Brown Bag Lecture Series lets you meet great authors and talk with them about their works.

Local voice: 16 seconds

The next guest is **Neil Rolde**, a former Maine politician and author of *Continental Liar from the State of Maine: James G. Blaine*, a fascinating biography of a man who dominated the American political stage. Bring your lunch ... the lecture's from noon to 1 this Wednesday at the Rines Auditorium at the library.

Lonnie 2/18/04:

The Brown Bag Series is free, brought to you by the Portland Public Library and News radio 560 WGAN.

On Air Script:

BULLET POINTS

Portland Public Library Brown Bag Lunch Series

:30

To run 6/25-6/27

KEN: Join WGAN for the Portland Public Library's Brown Bag Lecture Series. It's a chance to meet great authors and talk with them about their works.

MIKE: The next event is (Wednesday/tomorrow/today) with **Neil Rolde**, a former Maine politician and author of *Continental Liar from*

the State of Maine: James G. Blaine, a fascinating biography of a man who dominated the American political stage.

KEN: Bring your lunch ... the lecture is from noon to 1 (this Wednesday/tomorrow/today) at the Rines Auditorium at the library.

MIKE: The Brown Bag Series is free, brought to you by the Portland Public Library and News radio 560 WGAN.

The following projects are scripts for the weekend features and weekend events. These were projects that I had to do every week, creating scripts for the DJs to read off the important events and features of the weekends. The following are samples of each:

Weekend Features:

Weekend Features for 6/7 – 6/10

Theme Weekend

It's the June Wedding season and this weekend Oldies 100.9 salutes the Bridesmaids, those songs that got to number two on the Billboard charts but never made it all the way down the aisle to number one. **It's a Here Come The Bridesmaids Weekend!** Featuring number twos from The Beatles, CCR, Aretha Franklin, and Gladys Knight & The Pips, always Bridesmaids never a Bride! (Starting Friday/tomorrow/this afternoon at 3 with Gary the "K" on Portland's Oldies 100.9!)

Brought to you by ERA Agent Diane Morency of the Masiello Group, and by Kings Farm Market in Gorham.

Rock & Roll's Greatest Hits: The Dick Bartley Show

It's America's number one live all request Oldies show: "Rock & Roll's Greatest Hits: The Dick Bartley Show", Saturday Night from 7 to midnight. This week Dick salutes **the Class of 1968!!** Brought to you by O'Donal's Nursery.

Machine Gun Kelly's American Hit List

Travel back to the 60's, and 70's with Machine Gun Kelly's "American Hit List" Sunday Morning from 6-9am.

Beatles Brunch

“The Beatles Brunch”, Sunday morning from 9-10am. It’s an hour long “Magical Mystery Tour” featuring interviews, hit songs, rare studio cuts, and live concert performances hosted by Joe Johnson. **This week Joe spotlights an in-depth look and listen to The Beatles Butcher Cover album!!**

American Gold with Dick Bartley

“American Gold with Dick Bartley” Sunday night from 8pm to midnight. This week Dick will be spotlighting 1973 Yearbook Special!!! **Brought to you by Odwalla Water from Coca-Cola.**

Weekend Events:

Weekend of 6/7– 6/10

Ken:

Hi, it’s Ken and Mike, from the WGAN Morning News with a look at what’s going on in Southern Maine this weekend

Mike:

Bob Marley will be performing at the Comedy Connection this weekend. Call 774-5554 for reservations.

Ken:

The St. Lawrence Arts and Community Center presents “The Odyssey” this weekend, tickets available at Books, Etc in Portland.

Mike:

And this Sunday there will be a jazz brunch at the Topsham Sea Dog Brewing Company on Main Street in Topsham from 11 a.m. – 1 p.m.

For a complete listing of events go to 560WGAN.com.

I was asked for one project to create wheelchair accessibility tickets to be given out to winners. These are what I created:

ATTENTION: Merrill Auditorium Ticket Winner

If you require wheelchair accessible seating, please call PortTix at (207)842-0800 in advance of the show



Box office hours are: Monday through Friday from Noon to 6PM, Saturday from Noon to 4PM. On the night of a performance PortTix is always open until curtain.

Another task I was asked to complete was to make staff parking passes:



**WPOR STAFF
PARKING PASS - HADLOCK
LOT
AUGUST 5, 2007
WPOR'S CONCERT IN THE PARK**

The following is the letter I had to read at the FCC Localism Hearing:

Hi. My name is Elizabeth Ellis. I am an intern at the Portland Radio Group and have lived in Maine my entire life. Today, I am speaking on behalf of Stephen J. Podgajny, the executive director for the Portland Public Library.

I am sorry I could not be there in person today to express my sincere appreciation and acknowledgement of all that the local media outlets do to support engaged, productive, civic life in Maine. I believe that our local TV and radio affiliates perform extraordinarily in this regard- consistently providing news coverage, PSA time, discussion, local news magazine shows, and financial and volunteer support for individuals and organizations, including the Library, in our community.

The Library works particularly with News Radio WGAN, who has served our media sponsor for several years now. WGAN hosts interview authors who are engaged to speak at the Library, promotes our programming efforts, and regularly ensure that issues relating to the Library get airtime, which provides desperately needed publicity for our work that we simply would not be able to afford otherwise. We could not ask for a more supportive sponsor of the important work we do in the community.

Thank-you.

Another project that I was asked to complete was to make up the rules for a waffle ball contest that one of the stations was running, this is what I came up with:

Wiffle Ball Contest Rules

- Each contestant will be pitched to by the Joe Lerman from the Morning Crew.
- There will be two rounds. The top two contestants from round one will move on to the final round.
- Each contestant will be allowed 10 swings per round. (Even if the contestant does not make contact, the swing will be deducted from the total 10 swings).
- The contestant does not have to swing at a ball that he/she feels they can not hit. There will be no “strikes” for not swinging at a ball.

- If a contestant hits a ball into one of the WPOR boxes, the contestant is awarded 100 points.
- If a contestant's ball hits a WPOR box, but does not go in, the contestant is awarded 50 points.
- If a contestant hits their ball within 5 feet of a WPOR box, the contestant is awarded 20 points.
- If a contestant hits their ball within 10 feet of a WPOR box, the contestant is awarded 10 points.
- The two contestants with the most points at the end of round one will face off in round two.
- Round two will consist of 10 swings per contestant.
- Round two will be a fresh start; no points will be carried over from round one.
- The contestant with the most points in round two wins!

For this final project, I was asked to think of ways to promote car dealerships. I did research and this is what I found:

Conditional Rebates

This conditional rebate will drive sales by offering a rebate or reward if a specific event (a winning game, level of snowfall, election result, really, anything tied to popular current events) occurs.

Safe Cracker

Invite participants to crack the safe by entering the right combination. Cash prize or reward is given to whoever cracks the safe.

Lucky Envelope

Irresistible and unforgettable, this endlessly-customizable promotion will set you apart from your competition! Contestants choose among an array of containers (bags, boxes, ornaments, envelopes - you name it), hoping to find the Grand Prize. The other containers are filled with sponsor-donated prizes of varying levels. Provide 100 money bags or envelopes, and fill one with a staggering amount of cash (or the grand prize). Your contestant then gets a chance to choose the bag containing the money. This is a fun and high-energy promotion guaranteed to provide great exposure.

Customer Loyalty Promotion

One week prior to the four-day "Owner Loyalty Promotion," 10,000 mail pieces were sent to Philpott's Toyota customer database. Each piece contained a five-digit number. Contestants were invited to bring

their direct mail piece to the dealership during the sale to see if their number matched the grand prize number — worth \$20,000 cash.

Free Gas

Free gas promotions are not new but a Modesto car dealer's approach is gaining some attention as gas prices continue their daily rise.

Kia dealer Curt Hughes is offering car buyers a year's worth of gas at his expense if they'll have their new or used Kia covered in "Ask me how to earn free gas" advertising wrap.

Previous Done at a Dealership:

Celebrity performers

hot air balloon rides

car give-away

Successes have been a live Elvis Impersonator, hot air balloon rides, and car give aways. So the campaigns I am looking for can be..."come on down today... this is happening right now." I am looking for campaigns to get people off the coach and run down to the dealership.... A strong sense of urgency.

The following ideas are from OddsOn Promotions:

http://www.odds promotions.com/index_params.swf?MainVar=10

Dice Roll

Set up a small casino in your showroom. Advertise the chance to stop by and win fabulous prizes and huge discounts on a lease or a purchase for rolling the word T-O-Y-O-T-A, H-U-M-M-E-R, etc.

Frisbee/Paper Airplane Toss

Tag an ad campaign with the chance to "fly away with a brand new car". Bring back all customers who have purchased vehicles at the end of the promotion period. Draw or qualify your lucky finalist for a shot at tossing a Frisbee/paper airplane through a template and they can walk away with a 100% rebate check.

Lucky Car or Truck

Secretly tag a car or truck as "lucky". If someone is lucky enough to buy the lucky one they will win a year's worth of payments or the car itself.

Lucky Guess Contest

Lure customers into the lot with the chance to guess the number of ping-pong balls in a car, pennies in the bed of a truck, or jelly beans in a jar. A correct guess wins the grand prize.

Appendix C

Where I attached the company's organizational chart.