

# Thinking Audience

By Deborah Blakeley and Israel Smith

## **Dear lucky public radio person:**

*You're lucky because you work in public radio today, at a time when audience growth is not just a mandate, it's a huge opportunity, a time when audiences are hungrier than ever for news, and the rapidly changing world gives you a plethora of ways to respond to their needs and wants.*

*You already do this, you say? You did it in the late 1980s when Tom Church and the Radio Research Consortium first challenged stations to "Think Audience." Yes, but there's more.*

*Until you do better with the nuts and bolts, it will be harder than ever to grow the audience. Put on your listeners' shoes, and ask: How does the audience experience our radio station? What do they experience and how do they feel about it? You've read the wealth of national audience research, but what's it like at home?*

*Right now, maybe you're thinking: you're a big, major market station and have all this covered. Or you're a small station with a small budget and there's no way you can do this. Think again. Chances are you don't and you would do better if you did.*

**Take some time to look at your station from the outside in – from the audience viewpoint. Listen to your station.** *Walk around and notice how staff work together. Talk with people outside the building.*

*We're confident you'll come up with many solutions to improving the ways people experience the station, and audience growth will follow.*

## ▷ **Setting the Stage for Growth**

### **Audience Experience Drives Growth**

The most successful businesses and non-profits – large and small – grow and keep their audiences because they pay attention to how people experience their organizations. They are able to articulate *how and why they are an essential service to the community, from the audience point of view.* And they know the audience experience is the driving force of their success or failure.

Higher education started thinking audience in the 1970s. Music organizations got smart about audiences in the 1980s; museums in the 1990s. By thinking audience, these non-profit sectors went from shrinking or flat audiences to growth, expanded facilities and programs, better reputations, deeper involvement in their communities, and greater ability to weather economic crisis. Today, even the smallest local theater companies are smarter than ever about audience and more likely to survive during the recession.

They pay attention to the tangible and intangible aspects of the audience's programming experience, the big picture as well as the details, such as the size of print on wall signs in the lobby, the location of garbage cans at events, and how staff answer the telephone. They continuously improve operations and ways to give audiences a more satisfying experience.

Working with these organizations over the years, we've seen them move from denial and resistance ("Our numbers are great!" and "We've always done it this way, why change?") to excitement, confidence, and greater success.

**It's time for public radio stations to step up.**

*Compelling audience experience is the driver of successful bottom line outcomes.* This article focuses on how station operations help shape the audience experience, and how individual stations can achieve growth by thinking audience at all times. The operational, marketing and programming tactics are applicable to all stations and all formats.

▷ **Audience Growth Truisms**

This article is a guide for driving everyday decision-making about audience growth at your station – over the next twelve months and beyond. A few assertions that underlie these recommendations:

**Audience growth in public radio requires change: changing the way we think audience and the way we do our work.**

**Audience growth is a coalition of the willing,** those willing to get out of the 30-year-old box (or territorial department) they've been functioning in, embrace new best practices, take some risks, and look forward with optimism and energy. You need only a small team of the willing to start audience growth.

**Audience growth requires leadership.** It's the manager's job to make this real and to instill these ideas across the organization. But somebody (or bodies) has to own 51% of the responsibility for it to be effective. A strong leadership combo consists of collaboration between Programming and Marketing. The station manager has to be engaged, supportive of the goal, and know when to get out of the way.

**Audience growth involves the entire organization.** *It's an integrated, team effort between marketing, programming (including news), and membership/development.* Each area has a role in compelling audiences to tune in, come back often, and stay for the long-term. No individual department owns audience turf: it's everyone's job.

**An integrated station effort pays off:** It's like a fulcrum or a pulley – several people pulling together on one rope can achieve more than several individuals pulling alone on separate ropes. *"The whole is greater than the sum of its parts."* The big payoffs are better outcomes, greater efficiency, financial savings, and less duplication of effort.

**Take a breath, lucky public radio person.  
You can do this, and here's where to start.** ▶

## ▷ Organizing the Growth Effort

Before you start acting on brilliant ideas for audience growth, take these essential steps for success, drawn from our experience with many non-profits, including public radio, corporations, and business strategists – like Santa Fe consultant Lyn Parker, and Aveus, a Minneapolis firm specializing in change management.

You can apply these steps to both short and long term activity.

### 1. Build a team

Bring together the willing players, those most capable of implementing audience growth. As noted above, the team should include the key areas of programming and marketing, as well as the sharpest people in news, membership, development and operations. (They might not be managers.)

### 2. Define the audience, current and prospective

For the purposes of this article, we put a lot of focus on short-term opportunities relating to on air. However, significant audience growth over time involves all audiences on all platforms – radio, web, events, in the community; current, lapsed and prospective; core and fringe.

Too often public radio stations pay a lot of attention to core listeners, and little if any attention to the thousands of prospects in the community. A growth initiative merits attention to both.

### 3. Find the opportunities, define goals

Begin by asking, what are the growth and marketing implications of the station's strategic plan? If there is no strategic plan, then start with an honest diagnosis of the station's situation. Then, explore the opportunities and define goals and priorities. The goals you embrace must be considered from the audience point of view. Also ask individual departments to consider the questions in the charts shown here.

### 4. Communicate

There's a PR adage: When people don't know what's going on, they make it up. The *lack of communication* with staff and audiences hurts many organizations during growth initiatives. Keep staff up to speed on plans and activities, and develop clear, consistent messages to the audience.

### 5. Focus

No station can do it all at once, so don't try. Determine two paths of action, short-term (now – 12 months) and long-term (12+ months) and focus on the things that will generate the most growth. (More on this later.)

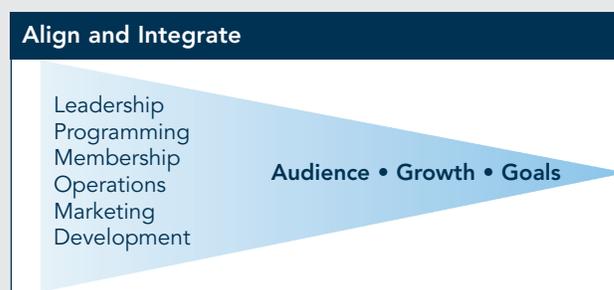
## 6. Integrate

Is everyone on the same page? Probably not. You'll need to get on the same page: Embrace the goals and find the connections between departments.

### Finding Growth Opportunities and Setting Goals

Station Diagnosis	
On-air	1. What is the audience's experience right now?
Online	2. What isn't working?
Off-air	3. What are the operational barriers?

Growth Opportunity			
What are the biggest opportunities (or gaps) where we can do better (on- and off-air)?	What can we do in the short-term and what will require more time?		
1. What, if changed – <i>if done differently</i> – will generate the most growth opportunity?	Now	6 – 12 months	12+ months
2. Save the most money?			
3. Provide clarity and focus for employees?			
4. Build on station strengths?			
5. What is the ideal audience experience of our radio station?			



# Stepping Up:

## ▷ Five Short Term Audience Building Actions

Audience building is about action – making deliberate programming, marketing and management choices right now to grow public service. Here are five steps to take in the next 90 days. You can start now.

### NOW

#### Step 1: Set Goals, Understand Metrics

Marketing for audience growth begins with growing Time Spent Listening (TSL), which together with Cume, creates Average Quarter Hour (AQH) listening. To drive AQH now, we want to maximize the number of times the audience tunes in and how long people keep listening. Focusing on AQH also builds loyalty and reliance – the bedrocks of individual financial support.

The first step for action is on air, where public radio has a huge opportunity to focus on some key best practices for building TSL and AQH. Building AQH can happen now, with current staffing and within anyone's current budget.

*Metrics:* We recommend stations measure near-term audience building success by tracking Metro AQH for listeners 25+.

Set a 12-month goal of 10%+ gains in AQH listening to a station's priority dayparts, using current data compared to a five-survey average. This is meaningful growth – you're planning to beat the five-survey average rather than book-to-book growth. A station making a focused effort this spring could measure results in the fall.

In the past two years, we've seen this kind of growth at *Marketplace* stations participating in audience building projects initiated by American Public Media (APM), and at client stations including WNYC, OPB and WFAE. This might not be exactly the right goal for every station, but experience suggests it's an effective starting place around which to rally staff.

Longer-range audience building has to include Cume growth – especially the number of college-educated people – who use our stations. Cume building largely happens off air (through advertising and PR) or by signal or service expansion. First steps for Cume building can be taken in 6-12 months, but growth takes time. While

we touch on it below, the subject deserves separate treatment, because it, too, is an opportunity.

**BOTTOM LINE: A 12-month goal of 10%+ gains in AQH listening to a station's priority dayparts using current data compared to a five-survey average.**

### NOW

#### Step 2: More Brilliant on the Basics – Air Checking + Promotion

Listening – by you – grounds any serious audience building effort, because **air checking is the bedrock of on-air audience building**. Great programming (with help from forward promotion) keeps people listening. It's a lot harder to build on programming that isn't all it can be.

*Starting now*, we strongly suggest PDs spend a half-day off site each month listening to their stations and making notes. Remember, you're wearing your listeners' shoes. *Have you ever listened to a station and had no idea what or where it is? Is the Saturday local host so boring you completely tune out when he's on the air?* This might be the experience your audience is having.

Are call letters and dial positions used in every break? What about forward promotion? Does a local host sound engaged, or are they "phoning in" their breaks? What makes a break sound uniquely like your station? A break during *Talk of the Nation* should have the sound of your station and no other. Yeah, yeah – basic stuff, but this kind of relentless attention to detail is the first step in audience building.

**BOTTOM LINE: Air checking requires leadership. At every station, PDs need to make time to listen regularly and critically. If they can't, hire outside help. Managers need to support a PD's ability to give direction to all air staff. If hosts report to news, and news reports to the GM, action and accountability is much more difficult. The Public Radio Program Directors Association (PRPD) has a distinct opportunity to help focus training resources and attention on air checking.**

**NOW**

**Step 3. Better Promotion = More Listening (It's a Math Thing)**

Become the exception to this finding: In 2006, Morning Edition Grad School (MEGS) reported, "Poor, ineffective promotion emerged as a consistent problem. Virtually no station the MEGS team analyzed did promotion well."

On-air promotion is one of the most effective tools for driving additional tune in. A listener needs to hear something three times before he or she remembers and hopefully acts on a message. For the math, read Eric Nuzum's excellent "On-air Programming Promotion Insight Study" (<http://snipurl.com/6t7lk>).

For most stations, a promo needs to air approximately 60 times a week to be heard three times by half the Cume. This is "Optimum Effective Scheduling" or OES. It works. Have a look:

Station	FA 07 AQH Compared to a 5-Survey Average
Money on KPCC @ 2p on Sunday	+32%
Marketplace on KPBS @ 5:30p	+13%
Marketplace WOSU-AM @ 6p	+27%
Marketplace on Iowa Public Radio @ 6:30p	+27%
Money on WFPL @ 3p on Sunday	+66%
Money on WYPR @ 3p Sunday	+13%

Metro persons 25+/Arbitron/RRC

The stations in the table above were part of an audience-building project we did for APM's *Marketplace*. Each station ran 60 promos a week (OES) for *Marketplace* and *Marketplace Money* during the fall 2007 ratings period, and followed suggested best practices for forward promotion. We've seen similar OES driven gains at WNYC, KCRW, WABE, and WBGO in other projects.

**Sixty spots a week sounds like a lot, but it really isn't.** WNYC and OPB have room for two different OES tracks plus another 60-90 spots a week for lower priority messages. If these stations can make/find inventory for priority programming messages – any major market

station can. **Access to inventory cannot be an issue.** This is a case where the GM can help lead a cross-departmental conversation about freeing up inventory.

Update your on-air promotion plans at least every 90 days. For example, promote drive times during the winter survey, and local talk or news in the spring. Schedule OES campaigns to coincide with ratings periods – it makes it easy to set goals and track results. Remember the suggested goal: 10%+ gains in AQH listening to a station's priority dayparts, using current data compared to a five-survey average. OES can help you get there.

**BOTTOM LINE: Pick two of your priority programs and/or dayparts and begin OES promotion in the next 30 days. Stop promoting everything else. Focus and frequency are the keys. Let forward promotion in every break support tune-in for non-priority programs. The listener experience will improve and so will the numbers.**

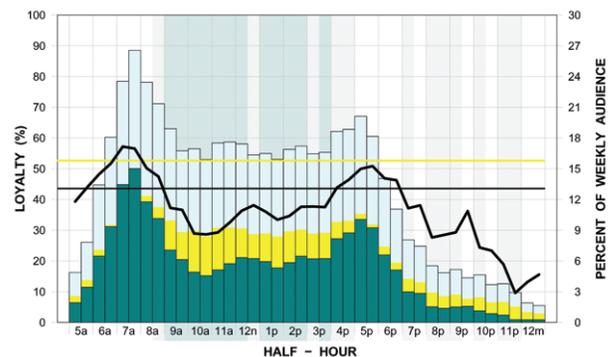
**NOW**

**Step 4. A Fresh Look at Schedule & Programming**

Changes big and small drive growth. If we are serious about audience building, there can't be sacred cows, protected programs, or wasted dayparts. When George Boosey was PD at WBUR, he made changes to the schedule every few months when he saw an opportunity. It wasn't change for the sake of change – it was opportunity driven change. WBUR's rise to dominance in the Boston radio market in the 1990's speaks for itself.

Every station has opportunity. Here's where to look:

**Monday - Friday**



Source: Spring 2008 National Audiographics, from Audience Research Analysis.

This “Opportunity” graph from AudiGraphics depicts a top-30 market public radio news station that is regularly the number one or two station in the market. The yellow bars show where the station has opportunity to increase Loyalty and listening. There are immediate, short, and long-term audience building opportunities in this chart.

Immediately, this station should:

- ▶ Ensure forward promotion to and through the mid-day is all it can be.
- ▶ Air check to identify ways to enhance the local presence of announcers and check how the station is identifying itself.
- ▶ Conduct a joint content review (with News and Programming) of the station’s morning programming and news reporting, and begin crafting a plan to improve them.
- ▶ Review audience data to see if the weakness in the afternoon is short term or chronic.
- ▶ Make a 6-12 month plan for addressing chronic weakness, including very pointed conversation with network programming suppliers.

If you subscribe to AudiGraphics, review your station’s Opportunity graph by choosing “Opportunity” under the station digest tab on the AudiGraphics site. Local opportunities will differ, but the first steps towards making these opportunities real are universal.

Managers will need to watch the backs of their PDs as they do this work. Vermont Public Radio GM Mark Vogelzang and former PD Jody Evans made the hard decision to migrate Classical music off their main channel last year, even though a large portion of the state would lose access to the music. It was difficult, but Mark, Jody and their team had a plan, talked with listeners and moved forward. One week after the change, VPR’s Cume hit a 5-survey peak, as did Share in their primary market. 2,000+ listener comments later, nobody has threatened Mark’s life.

VPR made a big change that took a lot longer than 90 days. Start with your own small change(s) in the next 90 days.

**BOTTOM LINE: Work purposefully on a plan to improve or get rid of programs that are limiting success. The audience depends on you to make these choices, and a daypart is a terrible thing to waste.**

NOW

### Step 5. The Web from the User’s View

There’s a major role for the web in audience building, but in the short term, focus on the station website’s ease of use. Find out which parts of the website get the most traffic. Make sure each one of these “high value” elements is easy to find. When you promote an event, giving opportunities, or program on the air, don’t make the user dig for the information on the web. Easy access for audiences is part of being *public* and a building block for growth. In a recent quick survey of station web sites, we had great difficulty finding things, including programs currently being promoted on the air, station staff information, and most of all, station phone numbers.

**BOTTOM LINE: What’s the state of your public radio station’s public website? Take down the walls, and welcome your web visitors with clear, easy to find information they need and want. Look to other station sites for great examples: WNYC, MPR, KUOW and WBEZ, to name a few.**

**You still there, lucky radio person?**

Go have a cup of coffee and then read on.   
The best is yet to come.

# Looking Ahead:

## ▷ Seven Strides for Audience Growth in the Next Year

1. Making More of *Morning Edition*
2. Reconsidering The Sound and Content of Local News
3. A Plan for Schedule and Programming Changes
4. Talent Matters
5. Programming and Schedule Change
6. The Virtuous Content/Promotion Circle
7. Growing Cume: External Position and Marketing

After six months of focus on the five steps outlined above, there should be some early results for your efforts. Compare the Metro 25+ AQH of your priority dayparts to the five-survey average. If you see the gains you expect (and even if you don't) share the results with staff. Breaks should sound cleaner, with more forward promotion and local presence. Your baseline efforts are paying off, but there is still work to be done in this first year.

With a solid foundation in place, including a shared sense of purpose, goals and priorities, stations can move into more intensive strategies for longer-term growth.

### 6-12 MONTHS

#### 1. Making More of *Morning Edition*

Researcher Craig Oliver says, "As goes morning drive, so goes the radio station." For most stations, that means making *Morning Edition* sound as good as possible. Some suggestions for the next six months:

- ▶ Visit <http://snipurl.com/6q5sf> and download the tool kits from the Morning Edition Grad School team. The guides are clear, and the steps apply to every station.
- ▶ Reacquaint yourself with the "Sense of Place" study – <http://snipurl.com/6q63e>. Listeners say they want in-depth, information-rich news, providing context and connection. That's a standard against which to judge local reporting.

- ▶ Take a careful look at the MEGS report on underwriting – how credits are placed in a break matters.
- ▶ Schedule a listening day with your News Director and Underwriting chief. Pick a day, listen, and then compare notes on what could be improved. Do your notes jibe with the MEGS recommendations?
- ▶ Deliver on a commitment to air check your *Morning Edition* host. Make time to give thoughtful, considered feedback, and praise lavishly when something sounds great.

Air checking is one of the "Ten Commitments of Programming," put forth by PRPD and the Local News Initiative: "To air checking – to make it something we do, not just something we talk about. Listening to our own work on a consistent basis is the best tool we have to assure consistent quality." We can only add, "Start now," and "Start with morning drive."

As you do this work, tap the knowledge of the people you pay: PRPD, DEI, NPR and their Morning Edition Grad School and Local News Initiative teams, *Audience Research Analysis* (ARA), the Radio Research Consortium (RRC), consultants and others. Use them as sounding boards to test ideas and review tape. As neutral third parties, they can help craft a case for change.

Public radio's national organizations have an opportunity to fuel and focus local station efforts by sharing what they know. Lessons from MEGS and the Local News Initiative are among the best kept secrets in public radio. Aggressive communication about what we know about audience behavior and expectations will help stations make decisions grounded in the needs of the audience.

### 6-12 MONTHS

#### 2. Reconsidering the Sound and Content of Local News

Some first rate journalists work at major market news stations. Yet, some of the radio they make is so boring it's hard to fully appreciate the journalism. As listeners, we appreciate how some stations package and present the news in more compelling and useful ways than others. When WNYC introduced *The Takeaway* in Spring 2008, it seized the opportunity to re-imagine the sound

of local news in morning drive. Whatever you think of *The Takeaway*, early PPM and fundraising data confirm the potential of WNYC's broader *programming effort*.

News Directors, Programmers and Managers should all take a fresh look at the "Sense of Place" study from the Local News Initiative: [localnewsinitiative.org/](http://localnewsinitiative.org/). Some 375 listeners from nine markets were very clear about what they expect (and don't need) from local public radio news.

Also read the newly released *Public Radio News Directors Guide* from Public Radio News Directors (PRNDI) and NPR at <http://www.prndg.org/>.

**BOTTOM LINE: A news team might win awards, but not meet the needs of the audience. Review existing research and consider how your local news product can evolve in the next 6-12 months. As with all major audience building strategies, buy-in and support from the GM are essential during this evolution.**

#### 6-12 MONTHS

### 3. A Plan for Schedule and Programming Changes

Following 90 days of air checking and consideration of local and national audience research, some clear opportunities for scheduling and programming changes should emerge. Now is the time to create a concrete plan for implementation of those changes

**BOTTOM LINE: Programming and News should collaborate on a 6-12 month programming plan that addresses needed changes, resources, staffing and operational changes, as well as the needs and concerns of affected stakeholders. The plan should identify projected measurable benefits over the next 12, 18 and 24 months. This is an audience-building plan: the needs of the listener come first.**

#### 6-12 MONTHS

### 4. Talent Matters

Audience building is a creative exercise. Talent and creative development, new programming ideas and models (especially in the mid-day), and the creation of new channels for new audiences are all essential parts of this process, even though their impact on audience building is realized over a much longer time horizon.

**BOTTOM LINE: In the next 6-12 months, endlessly and ruthlessly coach your on-air staff. Aggressively give opportunities to the "sparks" on staff and in the community – get them blogging, pitching during fundraising, reviewing movies for the website, or as WBEZ in Chicago does so brilliantly – ask them what they're doing this weekend and post it to the website. Give new blood opportunities to make "smart mistakes."**

#### 6-12 MONTHS

### 5. Implementing Programming and Schedule Changes

**Scheduling** is about what goes where, such as when to repeat *A Prairie Home Companion*, and whether to take both hours of *Talk of the Nation*. **Programming** is about the *sound of the station*, and programming changes are far more complex than scheduling changes: These changes are about deciding how much the station should "own" *Morning Edition*, the style and substance of local news, and how announcers own breaks, rather than simply fill them. All of these things and more should be part of the Programming Plan.

**BOTTOM LINE: Set a specific date for some or all of the changes you want to make. Work backwards from that date to create a plan to manage change. Include all appropriate stakeholders in planning and communications about the changes – a good plan should minimize surprises. Don't forget to allow time for off-air dry runs. Never premier an un-rehearsed programming idea on the air.**

#### 6-12 MONTHS

### 6. The Virtuous Content/Promotion Circle

Nobody can afford to produce good work that airs once or serves audience on only one platform. All content and promotion need to reinforce other content and promotion in a virtual – and virtuous – circle. Promotion supports air, which supports web, which supports air, which supports engagement which supports web, and so on. Staff can make this easy or difficult, depending on their openness to collaboration. Positive leadership from the GM helps.

Here are two tactical examples:

Earlier this year, WFAE in Charlotte started small and is building a virtuous circle around local outreach events called "Public Conversations." On-air promotion drives people to the web to learn about the featured topic and to RSVP. The events are recorded and will become podcasts. Each event will form the basis for a new conversation on the station's social networking site. In addition, the station gathers email addresses at each event for use in new member solicitations.

Another example is the webpage for KNOW/St. Paul's program *Midmorning*: <http://snipurl.com/6t57u>.

Notice all the extra resources on the right hand side (routinely gathered by show producers as part of show prep). Most local News/Talk stations can use approaches like this to drive people deeper into local web sites, and if your site supports it, into a conversation with each other.

**BOTTOM LINE: On a strategic level, stations should address what issues they want to "own" in their communities and leverage them on all platforms and across departments. Using the power of the virtuous content and promotion circle, stations can lead and advance significant local conversations on housing, race, or any issue that's vital locally. There's no better example of this effort than *Chicago Matters* at Chicago Public Radio, <http://snipurl.com/6t59v>.**

6-12 MONTHS

## 7. Growing Cume: External Position and Marketing

As you consider off-air audience growth tactics, be sure to leverage the most basic audience builders and *be sure they are aligned with mission, programming, web and station goals*:

- ▶ The power of your position in the community as a *must-join organization*.
- ▶ Audience engagement around your distinctive, invaluable content.
- ▶ Active participation in the community's leadership circles.
- ▶ Grounding in Marketing and Communications 101.

It sounds hard and expensive, but it doesn't have to be. It does, however, require planning, focus and ownership by someone in charge of off-air audience growth, who has the support of management and departments.

We're not talking only about billboards and expensive campaigns, or costly agencies that deliver ideas but little action. We're talking about visibility through a smart, strategic marketing plan in alignment with station goals, and a mix of communications vehicles. Pick the things that will deliver the best results, and act on a few. (See a list of off-air ideas below).

Do not underestimate the tremendous value of face-to-face audience experiences – directly connected to programming. An example is Minnesota Public Radio's hugely popular *Talking Volumes* series (<http://snipurl.com/6t5jk>), featuring notable authors and a partnership with the Minneapolis *Star Tribune* and Loft Literary Center. The annual series is rich with the stuff that engages audiences: a subject people are passionate about, partners who reach new audiences, a lively conversation starter, a dynamic event and radio hour, and ways to publicize and promote online, on-air and off-air.

**BOTTOM LINE: Public radio stations and audiences will be well-served by improving marketing and PR knowledge, skills and abilities to bring station positioning, marketing and communications to state of the art standards. Staff need training. Managers have said repeatedly they want to do better at off-air audience building. Non-profits outside radio provide solid case studies of success, as do some radio stations. What's holding us back?**

## Celebrating Success and Making it Stick

To be sure, growing audiences takes work. Any deliberate act does. It's essential to remember that there are people on both sides of the audience building equation. Station staff need to be acknowledged and celebrated when they succeed, and supported when they try but fall short. Where there's data to show progress, openly share and discuss it. Keep asking, "What's next?"

Growing the audience is a leadership challenge more than anything else. We can and must rise to the strategic, tactical, and creative challenge. Our audiences and our future demand it.

# Off-air Marketing Tips

## Marketing know-how

- ▶ Traditional marketing tactics are often the best choice – tried and true ways to reach and motivate current as well as new audiences.
- ▶ Look to the pros at successful non-profits and businesses in your community for effective examples of smart audience engagement, marketing and PR. Take a pro to lunch once a month.
- ▶ Communicate consistently and clearly – focusing on tactics with the biggest impact.
- ▶ Use a mix of low-cost vehicles, such as email, Internet, word of mouth, and postcard mailings.

## Audience events

- ▶ Host town forums in neighborhoods where prospective listeners live.
- ▶ Invite neighbors, including business owners, residents, opinion leaders – or entire organizations – to fun station events.

## Marketing tactics

- ▶ Send postcards to hot zip codes in your community about station coverage of local issues, a big event, or a sexy series.
- ▶ Insert Post-Its®, flyers or small ads in neighborhood papers. It's low cost and effective.

## PR/Publicity

- ▶ Share national news coverage of public radio locally, such as the *This American Life* series on the economic crisis. Repeat the programs and publicize like crazy.
- ▶ Generate local blog conversations and stories in local online media about your own news series and events.
- ▶ Publicize programming in the local blogosphere.

Israel Smith and Deborah Blakeley are programming and marketing consultants based in Minneapolis. They work with networks, stations and producers on strategies to plan and manage change, refine programming, and grow carriage, audience and revenue. Deb and Izzi's clients include American Public Media, NPR, DEI, Oregon Public Broadcasting, Vermont Public Radio, WNYC, Car Talk, Public Radio Exchange, and WAMU - Washington, DC. Prior to working in public radio, Deborah managed major change projects for Walker Art Center, Science Museum of Minnesota, Andersen Corporation and others.

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