



Strategic AudiGraphics

XARA
Tijuana

Sales Report
October 2001

Analysis run on October 23, 2001

Audience Research Analysis

AudiGraphics@ARAnet.com

301-987-2514 voice

301-987-2511 fax



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This report was created by Strategic AudiGraphics on October 23, 2001.

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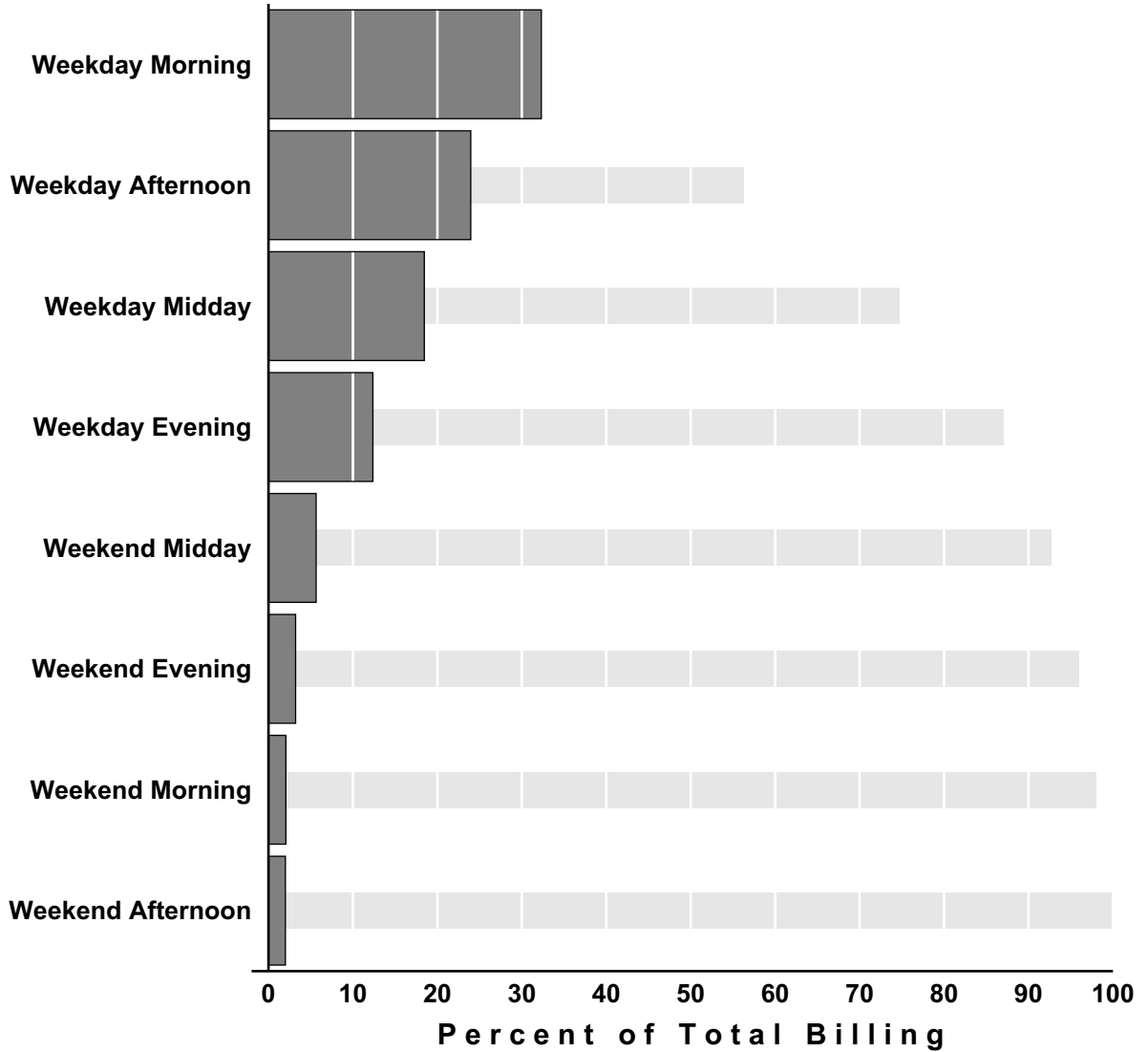
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Results: Actual Sales

This section reports actual underwriting sales for the period October 2001.

Total Billing October 2001 XARA Tijuana



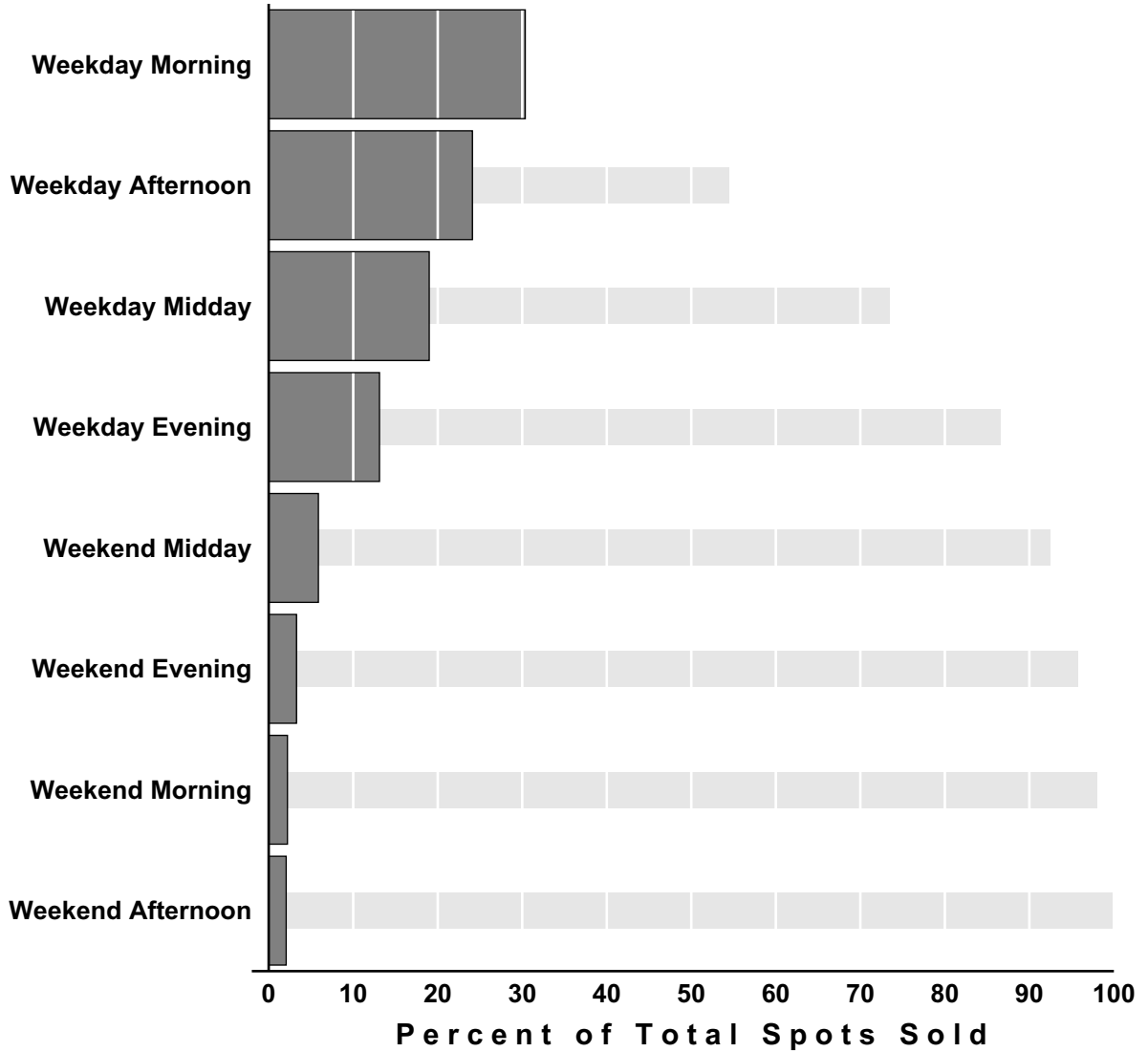
This graph shows how much each daypart contributes to total billing. Gray bars show the cumulative billing of all dayparts up to that point.

Total Billing October 2001 XARA Tijuana

	Total Billing	Total Spots	Percent of Inventory Sold	Revenue per Impression	Spots per Hour	Spot Rate
All Dayparts	\$126,576	4,012	92%	0.32¢	7.5	\$31.55
Weekday Morning	\$40,896	1,218	98%	0.23¢	15.2	\$33.58
Weekday Afternoon	\$30,317	967	96%	0.26¢	12.1	\$31.35
Weekday Midday	\$23,355	762	95%	0.29¢	6.4	\$30.65
Weekday Evening	\$15,653	526	88%	0.72¢	5.3	\$29.76
Weekend Midday	\$7,144	236	83%	0.22¢	4.9	\$30.27
Weekend Evening	\$4,064	132	70%	0.55¢	3.3	\$30.79
Weekend Morning	\$2,610	89	71%	0.48¢	2.8	\$29.33
Weekend Afternoon	\$2,538	83	66%	0.31¢	2.6	\$30.58

This table ranks all dayparts by their total billing.

Total Spots Sold October 2001 XARA Tijuana



This graph shows each daypart's local spots as a percentage of all local spots aired. This includes cash, trade, bonus, and make good spots. Gray bars show the cumulative percentage of spots to that point.

Total Spots Sold October 2001 XARA Tijuana

	Total Billing	Total Spots	Percent of Inventory Sold	Revenue per Impression	Spots per Hour	Spot Rate
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Strategies: Performance Levels

This section distills the weekly performance levels underlying the actual sales shown in the previous section.

Why WEEKLY performance levels? Because the seven-day period controls for the number of weeks in a month or months in a report. It is a standard that allows direct comparisons against your own past performance and the performance of peers at other stations.

WEEKLY BILLING and WEEKLY SPOTS are the averages across the October 2001 period.

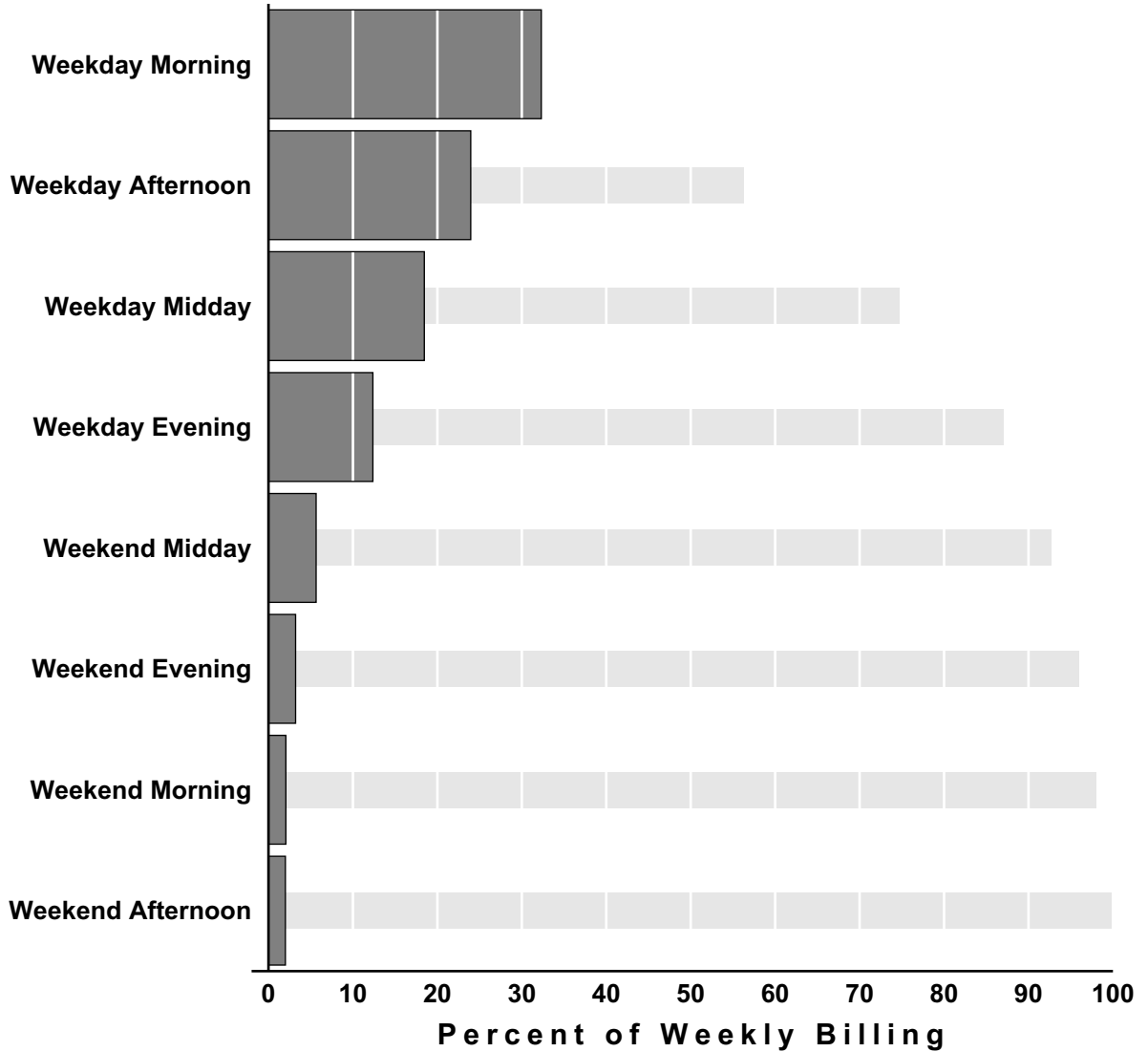
PERCENT OF INVENTORY SOLD compares the number of spots sold against the number available. SPOTS PER HOUR considers spot load independently of the number available.

SPOT RATE is the average price of each sold spot, or the gross revenue earned per spot sold.

REVENUE PER IMPRESSION places the money earned for a spot into the context of the number of listeners who hear it. It is the underwriter's cost, in cents, of getting a message to one person; multiply it times 10 to get cost per thousand (CPM) in dollars.

Because it controls for audience, REVENUE PER IMPRESSION is directly comparable across peer stations and offers the best single benchmark of the success of the station's sales efforts.

Weekly Billing October 2001 XARA Tijuana



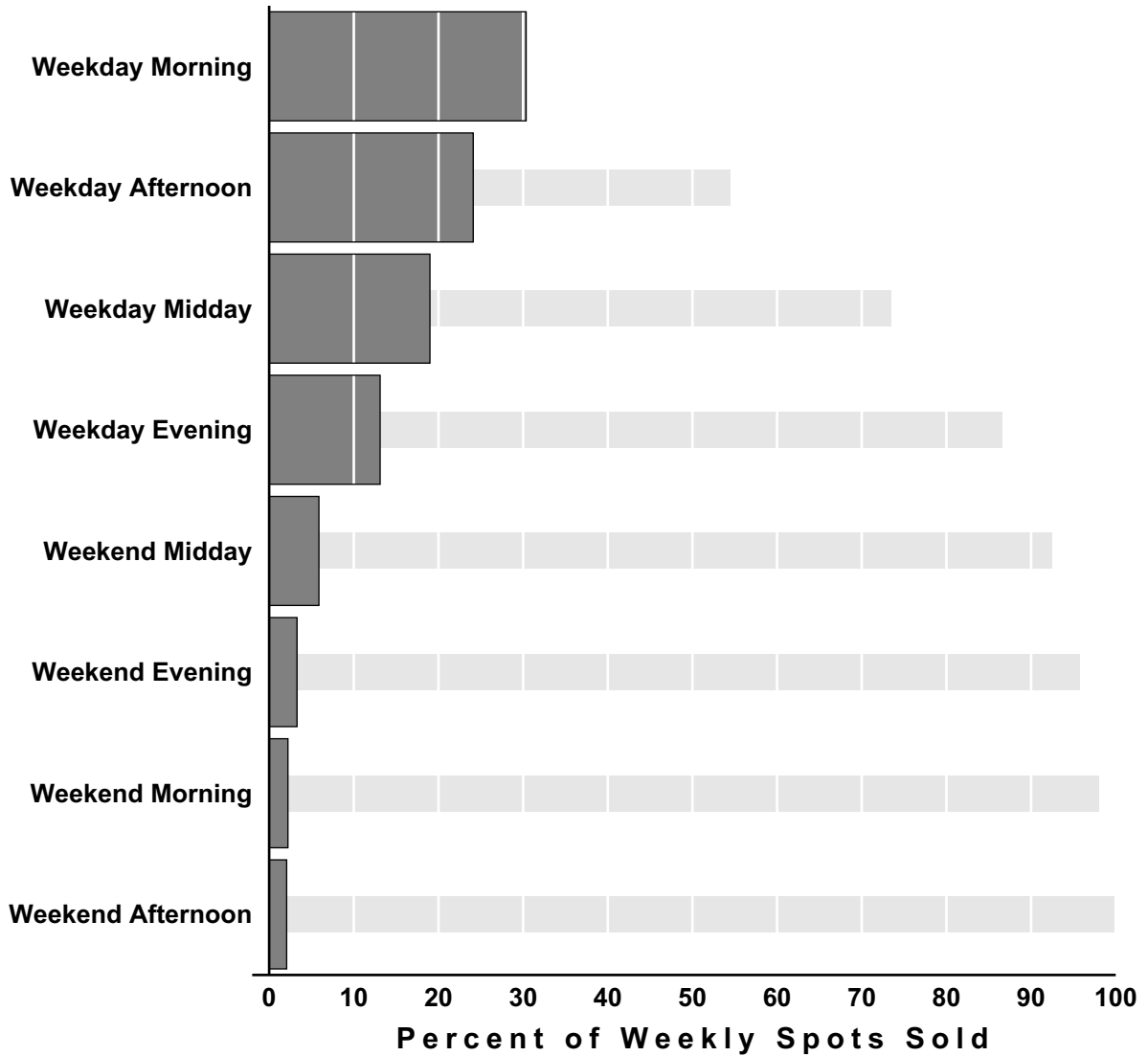
This graph shows how much each daypart contributes to the average weekly billing. Gray bars show the cumulative billing of all dayparts up to that point.

Weekly Billing October 2001 XARA Tijuana

	Weekly Billing	Weekly Spots	Percent of Inventory Sold	Revenue per Impression	Spots per Hour	Spot Rate
All Dayparts	\$31,644	1003.3	92%	0.32¢	7.5	\$31.55
Weekday Morning	\$10,224	304.5	98%	0.23¢	15.2	\$33.58
Weekday Afternoon	\$7,579	241.8	96%	0.26¢	12.1	\$31.35
Weekday Midday	\$5,839	190.5	95%	0.29¢	6.4	\$30.65
Weekday Evening	\$3,913	131.5	88%	0.72¢	5.3	\$29.76
Weekend Midday	\$1,786	59.0	83%	0.22¢	4.9	\$30.27
Weekend Evening	\$1,016	33.0	70%	0.55¢	3.3	\$30.79
Weekend Morning	\$653	22.3	71%	0.48¢	2.8	\$29.33
Weekend Afternoon	\$635	20.8	66%	0.31¢	2.6	\$30.58

This table ranks all dayparts by their average weekly billing.

Weekly Spots Sold October 2001 XARA Tijuana



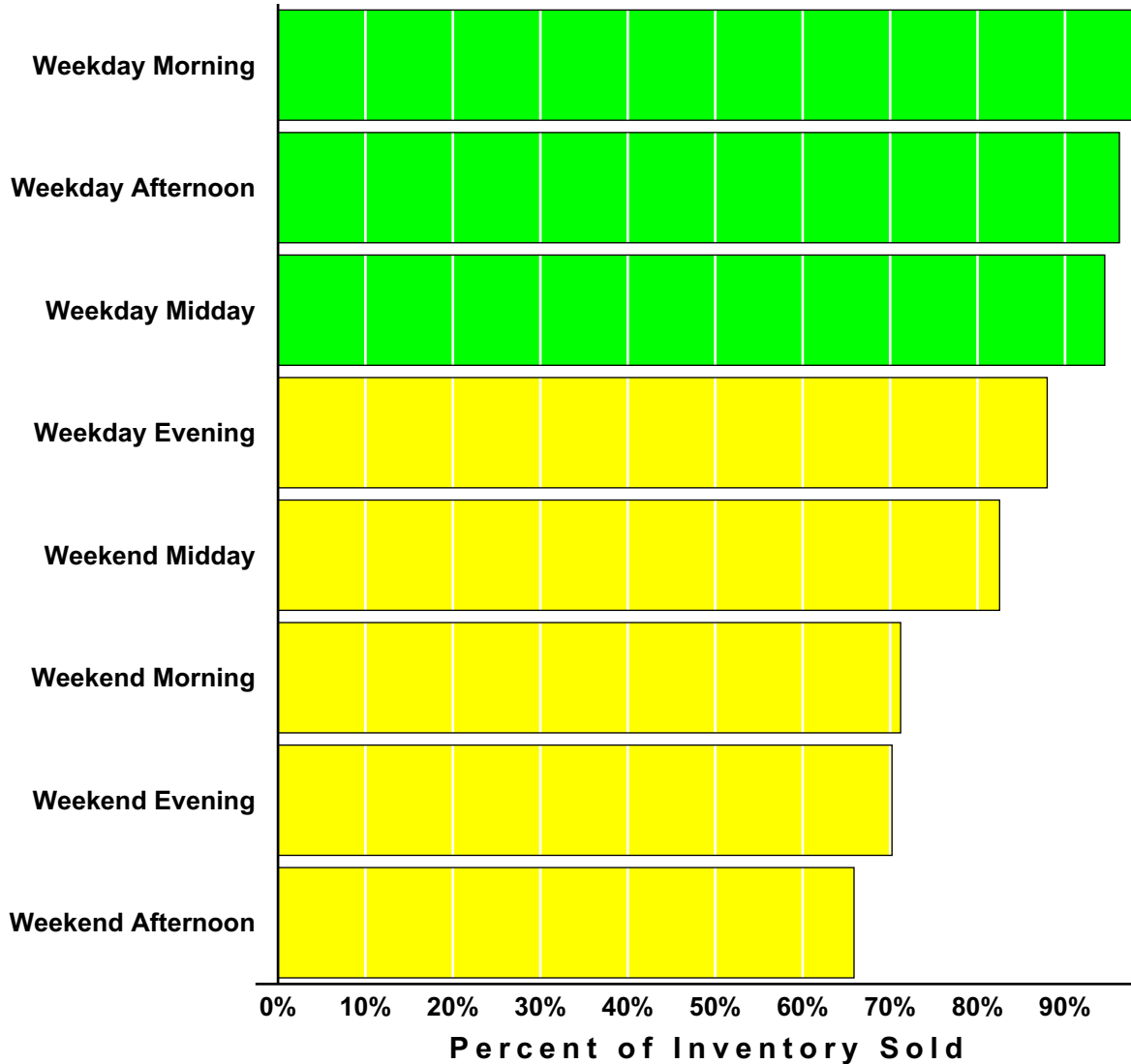
This graph shows each daypart's local spots as a percentage of all local spots aired in an average week. This includes cash, trade, bonus, and make good spots. Gray bars show the cumulative percentage of spots to that point.

Weekly Spots Sold October 2001 XARA Tijuana

	Weekly Billing	Weekly Spots	Percent of Inventory Sold	Revenue per Impression	Spots per Hour	Spot Rate
All Dayparts	\$31,644	1003.3	92%	0.32¢	7.5	\$31.55
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This table ranks all dayparts by the average number of local spots aired. This includes cash, trade, bonus, and make good spots.

Percent of Inventory Sold October 2001 XARA Tijuana



This graph displays the number of spots sold as a percentage of the available inventory for each daypart. It shows how thoroughly sales staff utilize each daypart's avails.

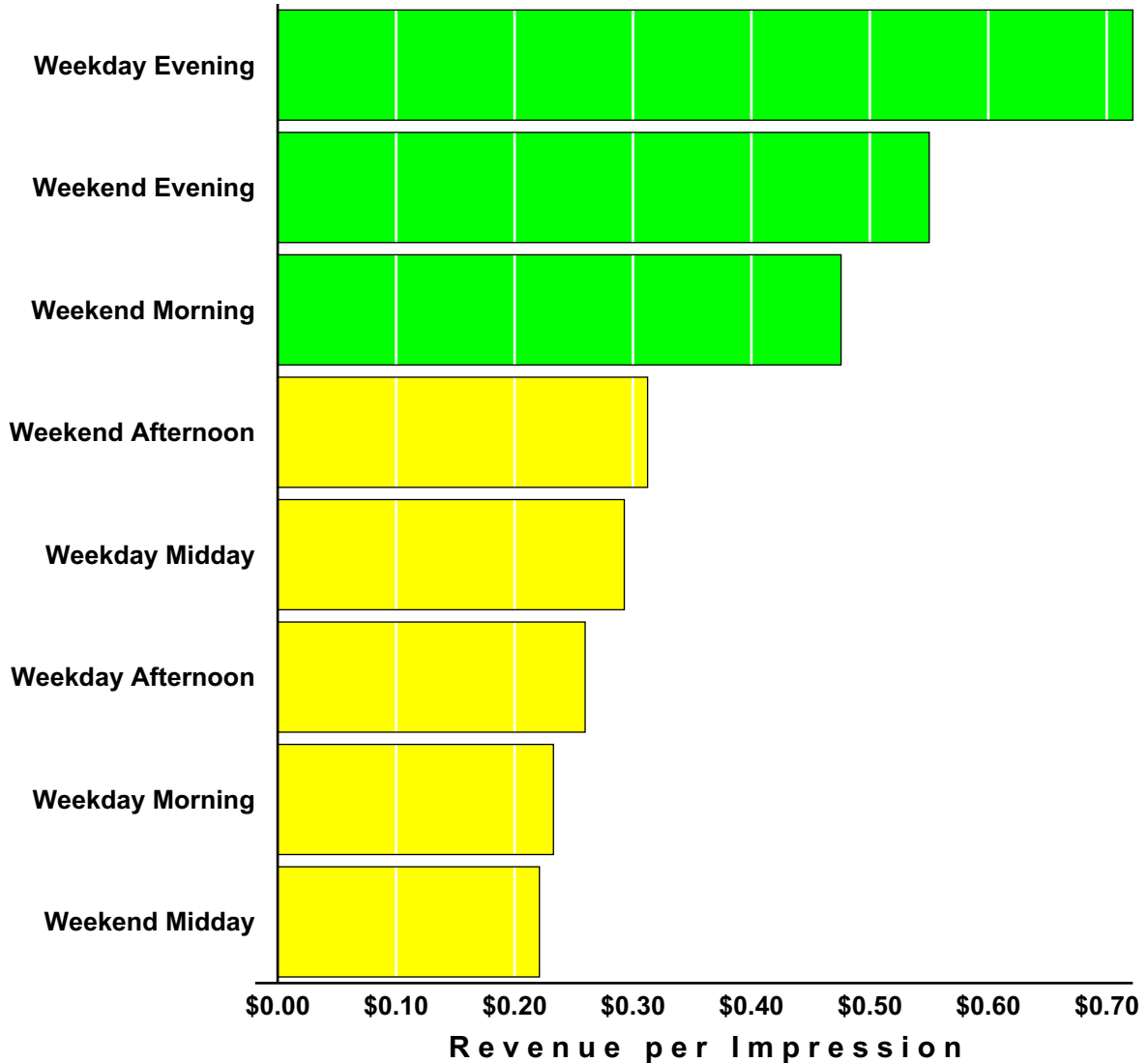
Staff sell an above average share of inventory in the dayparts with green bars, a below average share of inventory in dayparts with yellow bars.

Percent of Inventory Sold October 2001 XARA Tijuana

	Weekly Billing	Weekly Spots	Percent of Inventory Sold	Revenue per Impression	Spots per Hour	Spot Rate
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Revenue per Impression October 2001 XARA Tijuana



This graph shows the gross revenue earned for delivering one underwriting message to one listener, in terms of revenue per impression (RPI).

RPI is the spot rate over the available audience. The bigger the number, the better

the sales staff is at turning listening into gross revenue.

Dayparts with green bars generate an above average revenue per impression; those with yellow bars generate a below average revenue per impression.

Revenue per Impression

October 2001

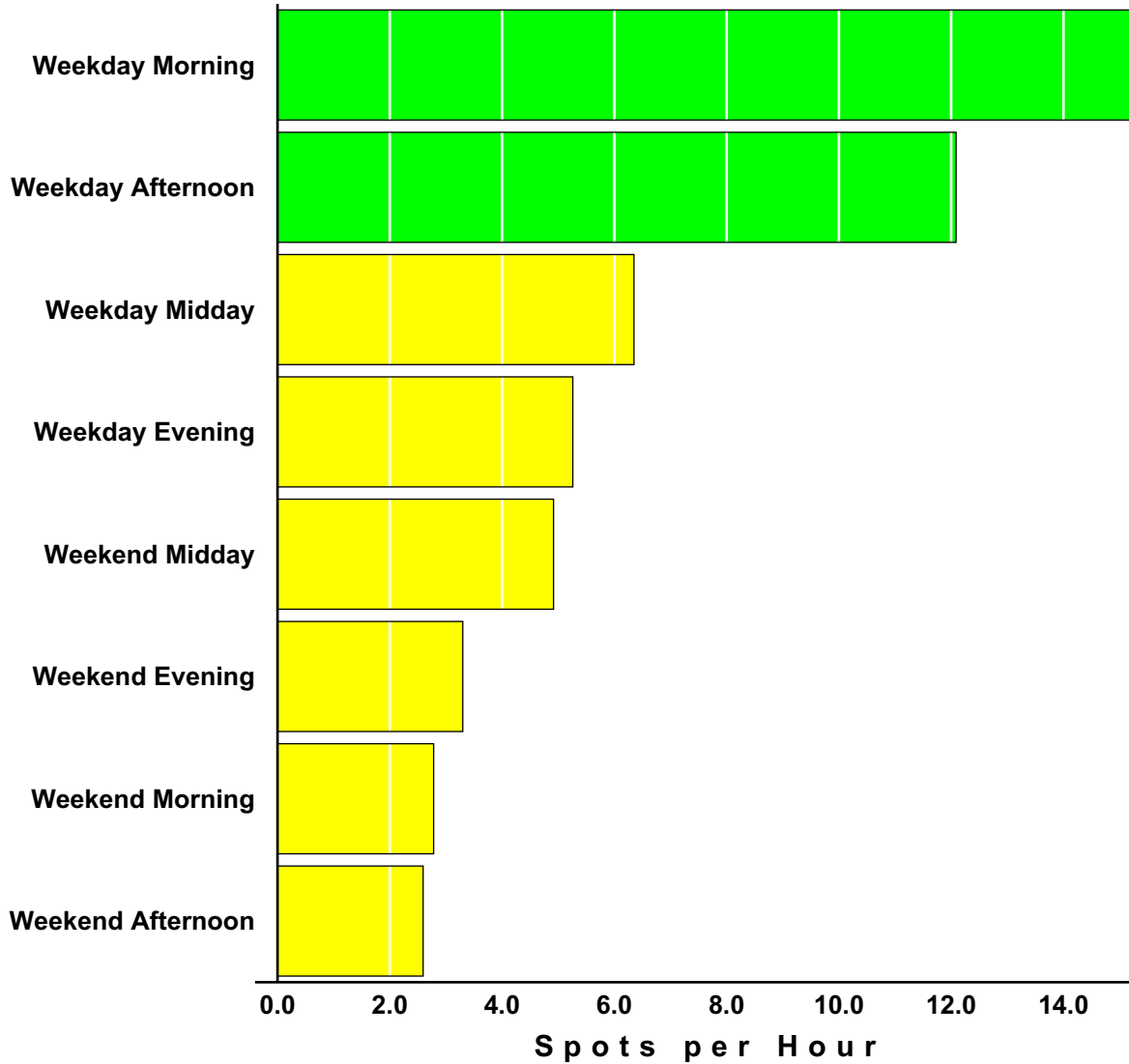
XARA Tijuana

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Spots per Hour October 2001 XARA Tijuana



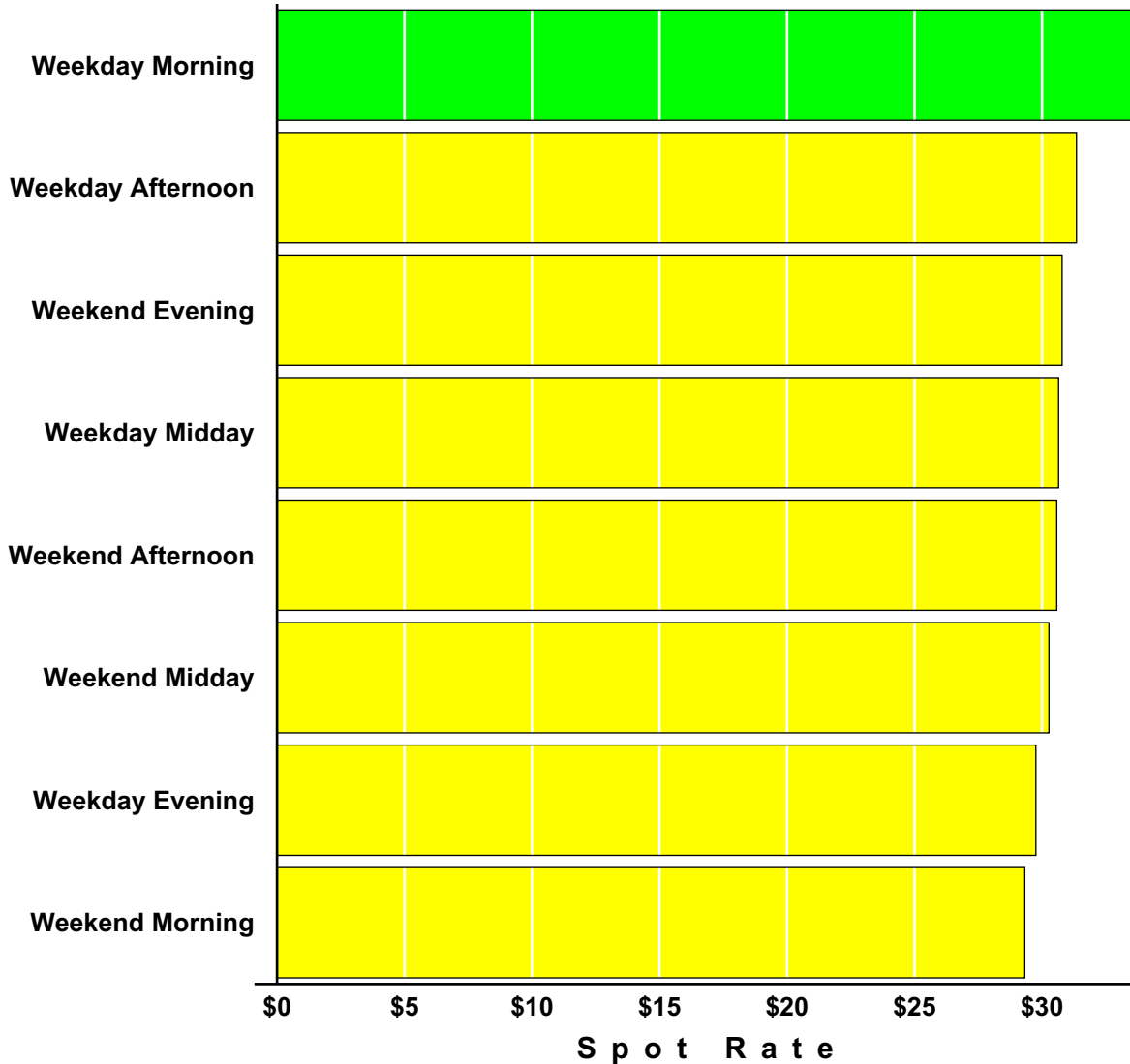
This graph shows the average number of spots aired per hour in each daypart. The dayparts with green bars bear above-average spot loads; those with yellow bars bear below-average loads.

Spots per Hour October 2001 XARA Tijuana

	Weekly Billing	Weekly Spots	Percent of Inventory Sold	Revenue per Impression	Spots per Hour	Spot Rate
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This table ranks dayparts by the average number of spots aired per hour.

Spot Rate October 2001 XARA Tijuana



This graph shows the true average rate for spots aired in each daypart.

The true average rate is total billings divided by ALL spots airing in the daypart – including

trade, bonus, and make good – i.e., the true financial value of a single spot.

Spots in dayparts with green bars are more valuable to the station as sold; spots in dayparts with yellow bars are less valuable as sold.

Spot Rate October 2001 XARA Tijuana

	Weekly Billing	Weekly Spots	Percent of Inventory Sold	Revenue per Impression	Spots per Hour	Spot Rate
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The true average rate is total billings divided by ALL spots airing in the daypart – including trade, bonus, and make good – i.e., the true financial value of a single spot.

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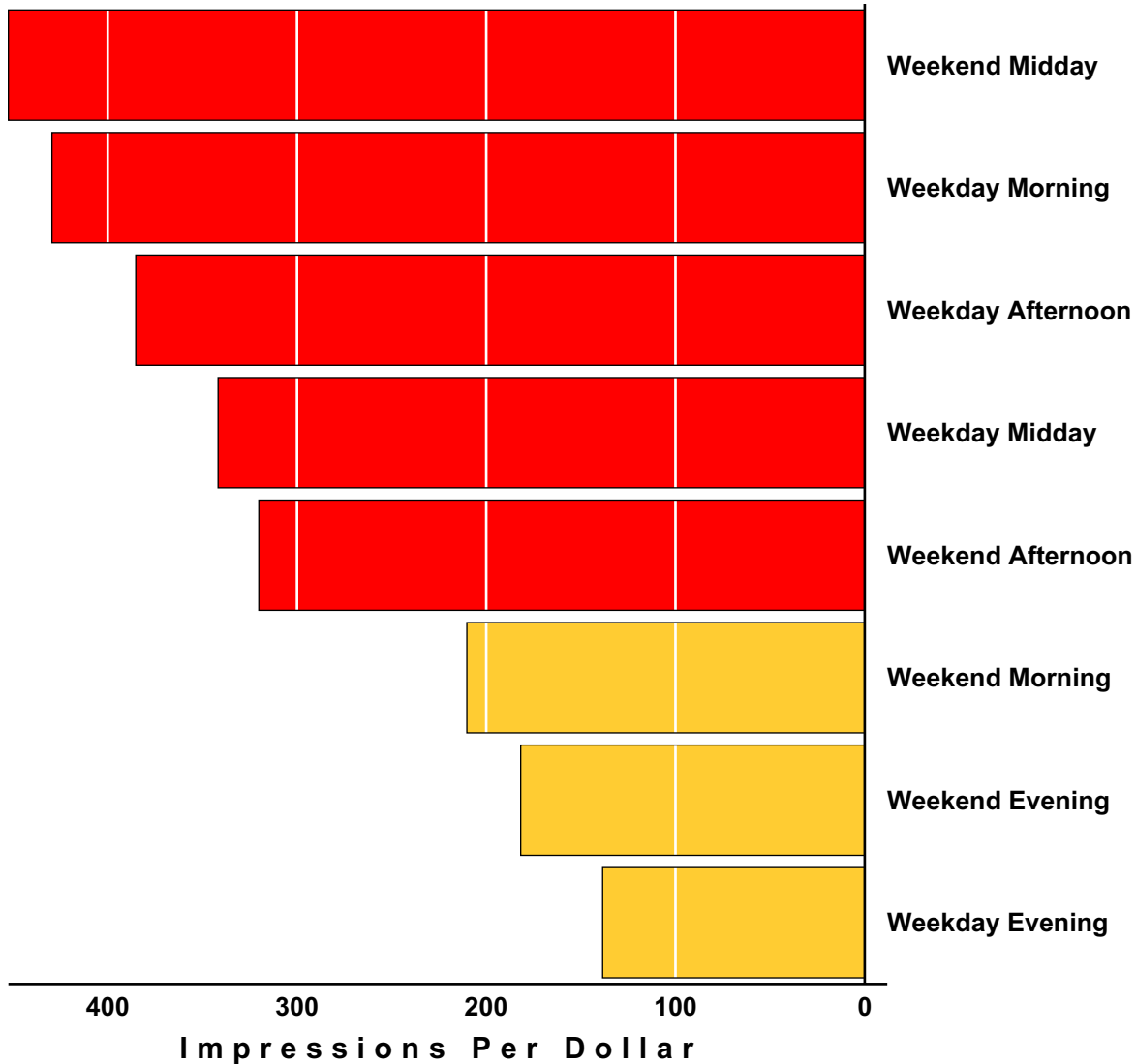
Cautions: Public Service Costs

Selling airtime to underwriters extracts real public service costs that typically go unreported. This section offers information to help manage these costs, compare them against peers, track them across time at your station, and place them in the context of what they return to your station.

Time given over to spots is time taken away from the programming that is the public service. TIME SPENT UNDERWRITING PER HOUR reports just that. There is no way to quantify the depositioning costs of displacing non-commercial public service programming with underwriting spots, but clearly the more time spent underwriting per hour, the higher these costs.

Similarly, there is no way to quantify the listener-based costs of hearing a spot. However, IMPRESSIONS PER DOLLAR is able to assess these costs against their financial return.

Impressions per Dollar October 2001 XARA Tijuana



This graph shows how much of your listeners' attention – measured in impressions – you are spending to earn a dollar.

An impression is made each time a listener hears an underwriting message. An impression is a cost because it spends your listeners' time raising money, not providing public service.

Given the spot rate and audience size, the

dayparts with red bars require an above average number of impressions to earn a dollar; they are less efficient, returning lower returns at higher costs.

The dayparts with yellow bars require a below average number of impressions to earn a dollar; they are more efficient, returning higher returns at lower costs.

Time Spent Underwriting per Hour October 2001 XARA Tijuana

	10- Second Spots	12- Second Spots	15- Second Spots	20- Second Spots	25- Second Spots	30- Second Spots
All Dayparts	1:15	1:30	1:53	2:31	3:09	3:46
Weekday Morning	2:32	3:03	3:48	5:05	6:21	7:37
Weekday Afternoon	2:01	2:25	3:01	4:02	5:02	6:03
Weekday Midday	1:03	1:16	1:35	2:07	2:39	3:10
Weekday Evening	0:53	1:03	1:19	1:45	2:12	2:38
Weekend Midday	0:49	0:59	1:14	1:38	2:03	2:27
Weekend Evening	0:33	0:40	0:49	1:06	1:22	1:39
Weekend Morning	0:28	0:33	0:42	0:56	1:10	1:23
Weekend Afternoon	0:26	0:31	0:39	0:52	1:05	1:18

This table calculates how much of each hour is devoted to underwriting messages instead of to public service.

Choose the column with the spot length used most often in the daypart; the number across from the daypart estimates the actual minutes and seconds of underwriting per hour.

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Spots per Hour

Next Steps: Strategic Models

At the broadest strategic level, public stations have two ways to earn more underwriting revenue – SELL MORE spots and increase their price – i.e., SELL FOR MORE.

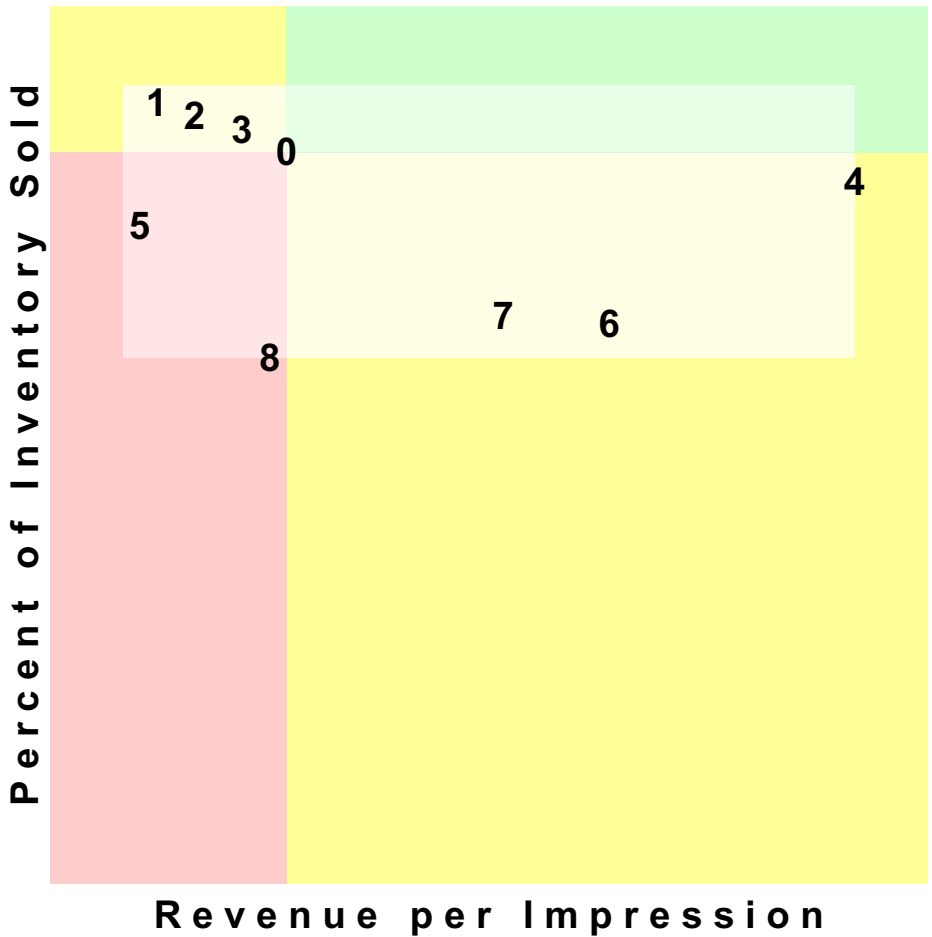
SELL MORE means to sell more spots, thereby increasing the percent of inventory sold. And when that percentage reaches a certain threshold, the appropriate strategy is to raise rates – i.e. SELL FOR MORE.

This final section examines the impact of SELLING MORE and SELLING FOR MORE. It shows the revenue impact of bringing under-performing dayparts up to average, and better-than-average dayparts up to the best-performing dayparts on your own station. In short, it identifies the payoffs of successfully managing of spot load and spot price.

Strategic Quadrants

October 2001

XARA Tijuana



This graph plots each daypart on two key measures. Dayparts are sorted and numbered by their billing, with the largest-billing daypart labeled number one (1). See the "Impact of Selling More and/or Selling for More" table on the next page for the list of dayparts and their numbers. The number zero (0) lies at the crosshairs of average performance. Each quadrant suggests different strategies to increase revenues for the dayparts that lie in it.

Dayparts in the upper right quadrant perform above average on both measures. The strategic path to additional revenues begins with raising rates, then adding inventory.

Dayparts in the lower left quadrant perform below average on both measures. The strategic path to additional revenues begins with establishing a higher spot rate (a value closer to the average revenue per impression), then selling more of them.

Earnings relative to audience are high during dayparts in the lower right quadrant, but not enough inventory is being sold. The strategic path to higher revenues begins with selling more.

Above average levels of inventory are being sold during dayparts in the upper left quadrant, but at a rate that is low by the station's own standards. The strategic path to additional revenues begins with raising rates.

Weekly Impact of Selling More and/or Selling For More October 2001 XARA Tijuana

	SELL SAME FOR SAME Billing	SELL MORE Billing Change		SELL FOR MORE Billing Change		SELL MORE FOR MORE Billing Change	
		Billing	Change	Billing	Change	Billing	Change
0 All Dayparts	\$31,644	\$33,608	6%	\$39,662	25%	\$42,118	33%
1 Weekday Morning	\$10,224	\$10,442	2%	\$14,226	39%	\$14,530	42%
2 Weekday Afternoon	\$7,579	\$7,877	4%	\$9,459	25%	\$9,831	30%
3 Weekday Midday	\$5,839	\$6,176	6%	\$6,464	11%	\$6,837	17%
4 Weekday Evening	\$3,913	\$4,079	4%	\$3,913	0%	\$4,079	4%
5 Weekend Midday	\$1,786	\$1,984	11%	\$2,618	47%	\$2,909	63%
6 Weekend Evening	\$1,016	\$1,327	31%	\$1,333	31%	\$1,741	71%
7 Weekend Morning	\$653	\$840	29%	\$990	52%	\$1,275	95%
8 Weekend Afternoon	\$635	\$883	39%	\$658	4%	\$916	44%

This table evaluates each daypart on two key measures. The green background shows the dayparts perform above average on each; the yellow background indicates mixed results; the red notes they perform below average on both measures.

The first column shows actual billings. The columns to the right compare the impact of different strategies.

Sell More shows the impact of increasing the percent of inventory sold (PIS) and thereby the number of spots sold. Revenues for dayparts below the average PIS are projected up to the average PIS. Revenues for dayparts above the average PIS are projected up to 100 PIS.

Sell For More shows the impact of increasing the rates, and therefore, revenue per impression (RPI). Revenues for dayparts below the average RPI are projected up to the average. Revenues for dayparts above the average RPI are projected up to the current maximum RPI for the station.

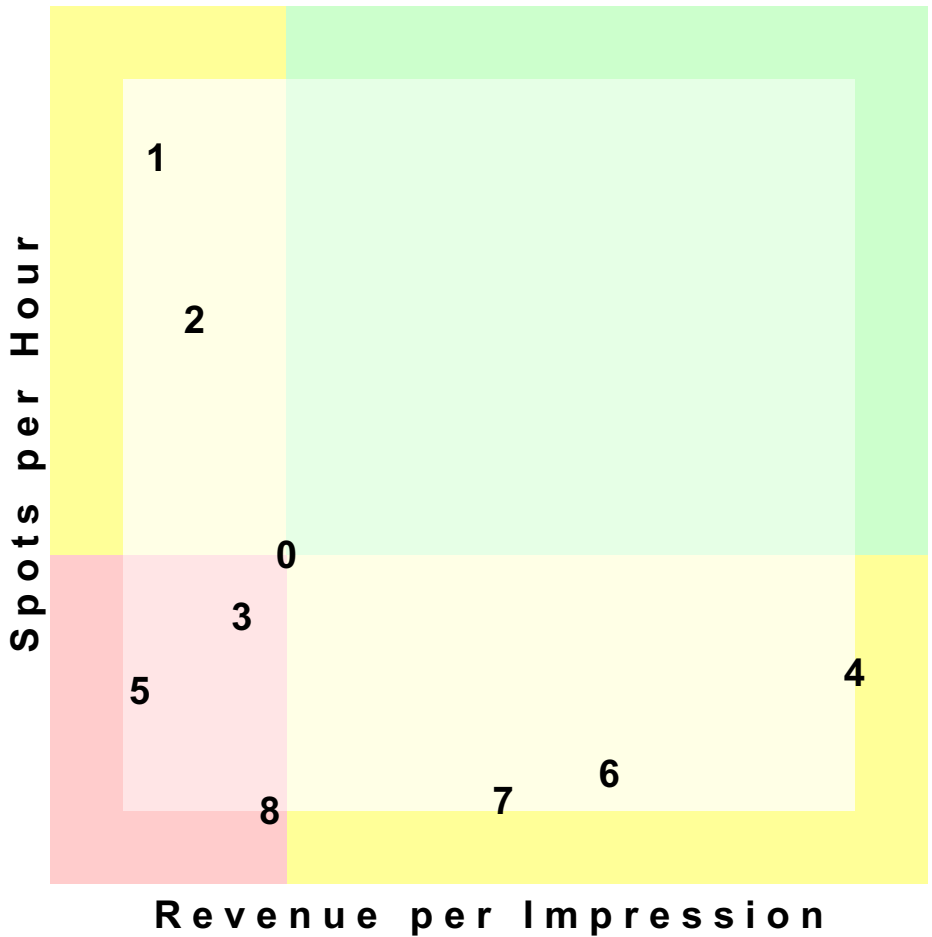
Sell More For More shows the impact of increasing both PIS and RPI as above.

These columns show "what-if" scenarios in static form. Use Strategic Underwriting Audi-Graphics' online goal-setting feature to create what-if scenarios based on the numbers you think are most realistic.

Strategic Quadrants

October 2001

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This graph plots each daypart on two key measures. Dayparts are sorted and numbered by their billing, with the largest-billing daypart labeled number one (1). See the "Impact of Selling More and/or Selling for More" table on the next page for the list of dayparts and their numbers. The number zero (0) lies at the crosshairs of average performance. Each quadrant suggests different strategies to increase revenues for the dayparts that lie in it.

Dayparts in the upper right quadrant perform above average on both measures. The strategic path to additional revenues begins with raising rates, then adding inventory.

Dayparts in the lower left quadrant perform below average on both measures. The strategic path to additional revenues begins with establishing a higher spot rate (a value closer to the average revenue per impression), then selling more of them.

Earnings relative to audience are high during dayparts in the lower right quadrant, but spot load is light. The strategic path to additional revenues begins with selling more spots.

Spot load is above average during dayparts in the upper left quadrant, but at a rate that is low by the station's own standards. The strategic path to additional revenues begins with raising rates.

Weekly Impact of Selling More and/or Selling For More October 2001 XARA Tijuana

	SELL SAME FOR SAME Billing	SELL MORE Billing	Change	SELL FOR MORE Billing	Change	SELL MORE FOR MORE Billing	Change
0 All Dayparts	\$31,644	\$40,991	30%	\$39,662	25%	\$51,090	61%
1 Weekday Morning	\$10,224	\$10,224	0%	\$14,226	39%	\$14,226	39%
2 Weekday Afternoon	\$7,579	\$9,547	26%	\$9,459	25%	\$11,914	57%
3 Weekday Midday	\$5,839	\$6,934	19%	\$6,464	11%	\$7,676	31%
4 Weekday Evening	\$3,913	\$5,610	43%	\$3,913	0%	\$5,610	43%
5 Weekend Midday	\$1,786	\$2,739	53%	\$2,618	47%	\$4,016	125%
6 Weekend Evening	\$1,016	\$2,322	129%	\$1,333	31%	\$3,047	200%
7 Weekend Morning	\$653	\$1,769	171%	\$990	52%	\$2,686	312%
8 Weekend Afternoon	\$635	\$1,845	191%	\$658	4%	\$1,914	202%

This table evaluates each daypart on two key measures. The green background shows the dayparts perform above average on each; the yellow background indicates mixed results; the red notes they perform below average on both measures.

The first column shows actual billings. The columns to the right compare the impact of different strategies.

Sell More shows the impact of increasing the spots per hour (SPH) and thereby the number of spots sold. Revenues for dayparts below the average SPH are projected up to the average SPH. Revenues for dayparts above the average SPH are projected up to the maximum for the station.

Sell For More shows the impact of increasing the rates, and therefore, revenue per impression (RPI). Revenues for dayparts below the average RPI are projected up to the average. Revenues for dayparts above the average RPI are projected up to the current maximum RPI for the station.

Sell More For More shows the impact of increasing both SPH and RPI as above.

These columns show "what-if" scenarios in static form. Use Strategic Underwriting Audi-Graphics' online goal-setting feature to create what-if scenarios based on the numbers you think are most realistic.

Appendix

How to Interpret Asterisked Dayparts or Programs

CAUTION

There may be limitations in interpreting and applying numbers when programs or daypart definitions are asterisked in this report. Please read the following carefully to avoid problems.

* SINGLE ASTERISK

This program or daypart definition was not on the air in all months across your baseline. Its numbers are adjusted to the average week it was on the air. While this is the best estimate of its actual level of performance, it may create some apparent inconsistencies in this report.

The best explanation is through example. Suppose Program 1 was on the air in January, and it was replaced by Program 2 in February. Each week in January, Program 1 earned \$1,000. In February, Program 2 earned \$1,200 per week. (Assume four broadcast weeks in each month.)

The first section of this analysis reports each program's actual sales: \$4,000 for Program 1, \$4,800 for Program 2, for a total of \$8,800.

So far so good. However, the remainder of this analysis reports each program's weekly performance levels – \$1,000 and \$1,200 respectively. The apparent discrepancy is with the total: \$8,800 in sales over 8 weeks is \$1,100 per week – the weighted average of the two programs.

In sum, every daypart or program line in this report shows the best correct estimates. The All Dayparts line also shows the best correct estimates. The sums of the dayparts may not match the All Dayparts totals, and that's okay.

Avoid this problem by coding sales by consistent daypart rather than by program name. Or, when specifying this report, include only one of the two programs.

** DOUBLE ASTERISK

This program or daypart definition was not on the air the same number of hours in all months across your baseline. Its numbers are adjusted to the average week it was on the air. While this is the best estimate of its actual level of performance, it may create some apparent inconsistencies in this report.

Again, the best explanation is through example. Suppose Midday Music was initially defined as weekdays 9:00 a.m. to 3:00 p.m. – 30 hours per week. Halfway through the year it was cut back to 10:00 a.m. to 3:00 p.m. – 25 hours per week.

Now you request a full year analysis, and you see immediately that the numbers for Midday Music look a little off. This analysis has gone to great lengths to calculate the numbers correctly. The problem lies in interpreting them correctly, as across the year, the daypart was on the air an average of 27 and one-half hours per week – neither 30 nor 25.

Avoid this problem by coding sales by consistent daypart.

*** TRIPLE ASTERISK

Here you have both challenges: this program or daypart definition was not on the air all months across your baseline, and it was not on the air the same number of hours in all months.