

**PRODUCTION KNOWLEDGE ESSENTIAL  
FOR RADIO-TELEVISION TIME SALESMEN  
FOR NETWORK AFFILIATES  
IN THE TEXAS AREA**

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**A Thesis  
Presented to  
the Faculty of the Department of Radio and Television  
University of Houston**

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**In Partial Fulfillment  
of the Requirements for the Degree  
Master of Arts**

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**by  
Horace Anson Baker, Jr.  
June 1956**

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## ABSTRACT

Since very little research had been done relative to the business side of the broadcasting industry, the author decided to concentrate upon sales departments and analyze the radio-television time salesmen with the major network affiliates throughout the state of Texas.

Those stations studied included all of the affiliates of the National Broadcasting Company, the Columbia Broadcasting System and the American Broadcasting Company. The Mutual Broadcasting System affiliates were excluded since the inclusion of these stations would have entailed many of the smaller, less representative locals.

The main premise of the thesis was to emphasize the importance of a general knowledge of production for time salesmen.

Two surveys were made in connection with the research for the study. One survey was designed for the sales managers of the various stations, and the other survey was designed for the time salesmen.

The author's hypothesis that there was a need for a more general knowledge of production among the time salesmen was proved true after the computations made from the questionnaires sent to the various stations.

It was discovered that 44 percent of the time salesmen did not possess a knowledge of production prior to their present jobs. It was also revealed that only 46 percent of the salesmen had college degrees. However, it was of interest to note that 82 percent of those familiar with prior production knowledge were college graduates.

There were two possible solutions offered to reduce the 44 percent not familiar down to a minimum. One solution was to establish a specialized sequence in the Radio and Television Departments of the colleges and universities throughout the state. The sequence was designed for those interested in the sales and business side of broadcasting. The second solution was to establish a special type of internship for radio and television students. The internship was to be sponsored by the Texas Association of Broadcasters, and it would theoretically function similar to an internship already being sponsored by the Texas Daily Newspaper Association for journalism students throughout the state.

Results from the questionnaires sent out were unusually good. Sixty-two percent of the television stations polled returned their answers, and 56 percent of the radio stations polled took part in the survey.

It was concluded that if the Texas broadcasting industry hopes to reduce the 44 percent not familiar with production down to a minimum, the Texas Association of Broadcasters would have to place more of an emphasis upon production in the

minds of the old and new time salesmen. It was concluded that it would be to the stations' advantage to see that their time salesmen know something about programs and station facilities prior to the time that they were employed. The reason for this was because of the little time for training after the salesmen become a part of a station's sales staff.

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## CHAPTER I

### THE PROBLEM AND DEFINITIONS OF TERMS USED

For several years the authors of books and writers of various magazine and newspaper articles have been indicating qualities they would expect a good radio and television time salesman to possess. However, very little research has been done relative to this subject. It would seem that professionals and students who have actually gone into the study of radio and television have neglected one of the most important departments in the entire business structure of the industry. That department is the sales department, which is chiefly responsible for the stations' being on the air and being able to realize a profit.

J. Leonard Reinsch, former managing director of WSB, Atlanta, WHIO, Dayton, and WIOD, Miami, indicates in his Radio Station Management a definite cycle in which a radio or television station functions. The cycle proceeds as follows: 1) better programs make listeners, 2) listeners are circulation, 3) circulation makes for effective advertising, 4) effective advertising means increased revenue, and 5) increased revenue makes possible better programs.<sup>1</sup>

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<sup>1</sup>J. Leonard Reinsch, Radio Station Management (New York: Harper & Brothers Publishers, 1948), p. 84.

After examining Reinsch's theory of radio and television broadcasting, it is easy to see what an important part the sales departments of the various stations play in the function and operation of the broadcasting media. It would be impossible for stations to remain on the air if it were not for the sales and commercial departments, which persuade the advertiser to buy time.

Making a time sale requires more planning and preparation than is necessary for the average salesman who attempts to sell by pointing out and demonstrating various product features. Since the time salesman's product is intangible, and he is unable to demonstrate his product, he must help the prospect visualize the type of program which is up for sale. He must help the prospective advertiser realize the proposed sales plan that has been found to be ideal for his particular advertising.<sup>2</sup>

If the salesman is unable to do this, he is greatly handicapped. A time salesman in this situation is like a soldier in the field of combat without ammunition. Knowledge is the ammunition he must have in order to fire at his prospective advertiser. He should have knowledge of his market; his prospect's business; and, most important of all, of his own station and its production.

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<sup>2</sup>Jacob A. Evans, Selling and Promoting Radio and Television (New York: Printers' Ink Publishing Company, Inc., 1954), pp. 5-6.

## I. THE PROBLEM

Statement of the problem. The purpose of this study is to attempt to spotlight the importance of radio and television time salesmen and their particular job. The study was designed: 1) to emphasize the importance of production knowledge for radio and television time salesmen, 2) to determine the number of radio and television time salesmen in the Texas area who do not possess a well-rounded background in production and related fields of other communication media, 3) to determine exactly what type of personnel managers of radio and television stations wanted in their sales and commercial departments, and 4) to suggest some possible solutions.

Importance of the study. Very little investigation has been done relative to sales departments in the broadcasting media. Professionals and scholars have investigated the other departments in the industry in attempts to obtain an analysis and concept of the functions of each department's specific operation.

In the treatment and analysis that has been given to most of the departments, possible solutions have been offered to existing and hypothetical problems that might arise from time to time. However, there has been less emphasis placed upon the stations' sales department than any other department.

Writers have merely listed a few qualities that the members of this department should or should not have. They have made suggestions relative to the manner in which the sales manager should direct the functions of his department. However, writers have failed to actually outline, to any extent, facts that the time salesmen should and should not know. For these reasons, this study has been undertaken.

Previously mentioned authors have recognized the existence of a problem in selling time. Most of them have been consistent in indicating that production knowledge is a definite asset to any time salesman or sales manager.

E. F. Seehafer and J. W. Laemmar, authors of Successful Radio and Television Advertising, listed several reasons why time sales were lost; but, it would appear that the most obvious of the fourteen reasons listed indicated the lack of production knowledge upon the part of the salesmen. These authorities agreed that most salesmen did not know enough about their own stations to be convincing.<sup>3</sup>

Seehafer and Laemmar make this observation relative to small station operations:

In selling for a small station, it is extremely important that salesmen have a working knowledge of station operations. For this reason, many station time salesmen have had experience in various phases of station activities

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<sup>3</sup>E. F. Seehafer and J. W. Laemmar, Successful Radio and Television Advertising (New York: McGraw-Hill Book Company, Inc., 1951), p. 504.

before going into selling. Many have been announcers, writers, program directors or producers. In this direct contact with radio and television, they have secured first-hand information and can offer practical help suggestions, and service to retail accounts.<sup>4</sup>

If this was characteristic of radio and television time salesmen in all stations, there would be no reason for this study; but, in many instances, salesmen have not had experience in production. There are numerous time salesmen who are not familiar with a working knowledge of station operations and who have never been given a chance to learn anything about production and the stations' functions outside of the sales department. Proof of this has been presented in Chapter III as a part of this study.

What kind or type of background and knowledge should a time salesman possess in order to be well qualified in his job? The answer to this question is another reason for this research.

John W. Brooks, eastern sales manager of the American Broadcasting Company, says:

There are no special educational requirements for the television salesman except as a higher education may improve his opportunities to do a better selling job. A salesman's effectiveness can be considerably enhanced by his experience and knowledge of the theatre, advertising, merchandising, sales promotion and/or AM radio. Since television is a combination of sight, sound and motion, he needs imagination, showmanship and a very substantial sales background, because television salesmen today are

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<sup>4</sup>Ibid., p. 493.

meeting and selling top executives.<sup>5</sup>

Brooks agrees with Seehafer and Laemmar that a knowledge of production and a working knowledge of station operations are essential for time salesmen. And as he stressed in the latter part of the preceding paragraph, imagination and showmanship, along with a very substantial sales background, are essential qualities that the time salesmen should possess.

It might be of some interest to note that Reinsch's ideas on the subject are similar to those of Seehafer, Laemmar, Brooks and Jacob Evans of the National Broadcasting Company. Reinsch suggests that radio and television time salesmen should have some selling experience in other media, but he highly recommends that also they should have an intuitive sense of showmanship.<sup>6</sup>

Therefore, it might be concluded that this study has some value. These five national radio and television figures have agreed that today time salesmen need more than just a few courses in salesmanship or a few years of selling experience. With this in mind, it is evident that something should be done in this particular phase of the broadcasting industry.

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<sup>5</sup>Ruth Lee Harrington, Your Opportunities in Television (New York: Medill McBride Company, 1949), p. 59.

<sup>6</sup>Reinsch, op. cit., pp. 88-89.

At this point, it is important to indicate that in a survey taken as a part of this study, 100 percent of the station sales or commercial managers polled agreed that a time salesman with a knowledge of production would be a greater asset to their sales staffs than one without such knowledge.

It is interesting to note, also, that almost one-half of the radio and television salesmen polled at the same time indicated they did not have knowledge of production prior to the time they were employed.

## II. DEFINITIONS OF TERMS USED

Production knowledge. Throughout the investigation the term production knowledge shall be interpreted as meaning experience in the department of radio and/or television stations that has to do with production. It also will have to do with a broad educational background in other related media such as newspapers and periodicals.

Servicing accounts. Services that the time salesman should offer include such things as assisting in commercial preparation, keeping up with the client's sales trends, checking on audience reactions and helping with audience-building activities. Most important of all, the salesman should always keep the client well informed as to possible changes.



Visualization. Visualization throughout the thesis will have to do with the time salesman's ability to help the prospective advertiser imagine for himself the particular type or kind of program that is being offered. The time salesman does this through his knowledge of production and station operations. This is sometimes done with short film strips, movies, tape recordings and graphic illustrations.

Prospect. The definition for the term prospect will mean the client or clients that the salesman has to deal with in selling his intangible product. The prospects are made up of businessmen to whom the salesman must sell a part of the station's time on the air. Another category of prospects could be advertising agencies or time buyers for ad agencies.

Accounts. An account shall be treated in this study as an agreement by contract between a radio and/or television time buyer and the station for a certain number of programs or commercials for a specific number of days or weeks.

Station departments. Station departments in the study have to do with organized groups within a radio and/or television station who work together to help the station function as a whole. The four major departments which are found in almost every station of any size include the program, the engineering, the sales and the administrative or

accounting departments.

Advertising agencies. Advertising agencies are agencies that handle advertising for clients. Their functions are to do the following:

- 1) analyze the value of available media.
- 2) recommend media in accordance with advertisers' sales objectives.
- 3) recommend specific stations, programs and time periods to clients after analysis of availabilities.
- 4) develop and contract, on behalf of their clients, for time and programs on stations.
- 5) plan, write and produce commercials for clients.
- 6) work closely with stations in handling details of programs as they concern the agency's accounts.
- 7) act as agents for clients in resolving problems on commercials, talent, production, and promotion with the station.
- 8) handle the billing, accounting and payments on behalf of clients.
- 9) negotiate renewals, time shifts, program changes, and rebates with stations.<sup>7</sup>

Radio-television time salesmen. Radio-television time salesmen are men who are employed in the sales departments of stations who sell time to prospective advertisers. The time salesman's job entails much more than just selling time. He must spend much time preparing sales presentations and handling merchandising services for clients. Salesmen also are expected to be able to write copy and in some stations participate as announcers. Some work on a straight

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<sup>7</sup>Evans, op. cit., pp. 170-171.

salary, others on straight commission, and some on a combination. The trend today is for salesmen to work on a straight salary. Ruth Lee Harrington, author of Your Opportunities in Television, sums up the time salesman and his job as follows:

There are two separate and distinct aspects to the job of the time salesman. One is to sell time, and the other is to provide "service" to the advertiser.

The time salesman must be able to sell this nebulous idea on the strength of his own thorough understanding of television, technically and artistically; his own conviction, based on fact, that it is the most potent advertising medium yet devised; and his complete mastery of the tools of salesmanship.<sup>8</sup>

The salesmen generally have a sales meeting once a week in which they turn in individual sales reports to the sales managers. At these meetings the sales managers are able to check with the salesmen on particular problems with certain accounts. They help the salesmen to help themselves by guiding thought-provoking discussions pertaining to sales.

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<sup>8</sup>Harrington, op. cit., p. 59.

## CHAPTER II

### WHY PRODUCTION KNOWLEDGE IS ESSENTIAL FOR TIME SALESMEN

A knowledge of production should not necessarily be interpreted as meaning years of experience in the production department. However, it does mean that a time salesman should have a general background concerning production activity from behind as well as from in front of the radio microphones and the television cameras.

In the survey, it was interesting to note that 100 percent of the sales or commercial managers polled were in definite agreement that production knowledge is an essential asset to any time salesman.

After carefully reviewing most of the literature available pertaining to the business end of the broadcasting industry, it was decided there are primarily three major reasons why time salesmen should be acquainted with some of the general concepts of production.

Carefully weighing each reason, the three found to be of the most significance were:

- 1) Production knowledge is essential in servicing accounts.
- 2) Production knowledge is essential in helping the prospect visualize the product.
- 3) Production knowledge is essential in helping the salesman to realize the limitation of his own production department.

## I. IN SERVICING ACCOUNTS

According to Harrington, there are two separate and distinct phases of the job of the time salesman. The first is to sell time, and the second is to provide service to the advertiser.<sup>9</sup> The second phase will be discussed in this section of Chapter II.

Just how important is servicing an account? Some may feel that it is better for the salesman to concentrate on new business instead of continually calling upon those whom he has already sold. Actually both are very essential. It is most important to keep the old client happy and satisfied. If the old clients are not pleased with their relationships with the stations, they will either drop broadcasting as a part of their advertising or be "wooded away" by competing stations.

What does this have to do with possessing a knowledge of production? Production, directly or indirectly, has a tremendous influence upon the servicing of an account. One of the services with which the salesman should furnish his client is that of audience-building. In getting information relative to audience-building, the salesman must contact the production department in order to furnish the account with what has or has not been done. Many times the account

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<sup>9</sup>Harrington, op. cit., p. 59.

will call upon the time salesman for suggestions relative to what change in programs or commercials should be made in order to strengthen his advertising. Unless the salesman is able to offer suggestions at the time they are needed, he is of no aid either to his client or to his station.

The salesman should also check program and commercial reactions. This is helpful in making any necessary changes that might add to the effectiveness of the client's advertising. If the reactions are favorable, the salesman should be able to point out reasons why. If the reactions are unfavorable, the salesman should be able to analyze the weaknesses that resulted in an unfavorable response. He should offer constructive criticism concerning the program or commercial. He should be able to make changes in the format of the program or the wording and presentation of the commercial. To be qualified to do this, it is evident that a general concept of production would be of much value.

Another service to the client is assisting in the preparation of commercials. There are few clients who are qualified to write continuity; therefore, a considerable amount of responsibility is assumed by the time salesman. The salesman should be able to write commercial copy. If he is unable to do this and the client does not have an advertising agency performing this function, it will then become a responsibility of the station's continuity writers.

The duty of the salesman is to make certain that the commercials are given or shown just as approved by the client. If the salesman is unable to recognize the presentation of a good commercial, he is at another disadvantage because of the lack of production knowledge.<sup>10</sup>

## II. HELPING PROSPECT VISUALIZE PRODUCT

Radio and/or television time salesmen should have a knowledge of production in order to help the prospect visualize the type of program or commercial to be used.

By far the most difficult part of handling local advertising lies in the problem of what to sell to the local merchant. If a station is a network station, its listeners (or viewers) hear a great many network programs of high caliber, with outstanding talent of the country writing scripts and taking part in the programs. Cost is frequently no object and production is faultless. To follow this type of program with locally sponsored programs, using local talent and produced within a very limited budget, is indeed unsatisfactory. The advertiser cannot help but suffer by comparison. Not having the resources to work with that the large scale operators have, the stations must be prepared to supply the local sponsor with program material that is worthy of comparison and yet economical enough for his small budget.<sup>11</sup>

How is the local radio and/or television time salesman going to persuade the local sponsor that the station's commercials and program materials are worthy of comparison

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<sup>10</sup>Evans, op. cit., pp. 58-70.

<sup>11</sup>Ned Midgley, The Advertising and Business Side of Radio (New York: Prentice Hall, 1948), p. 504.

and yet economical enough for his budget? The answer to this question is partly through visualization. The salesman must present good sales materials of a productive nature. He must be well equipped with information and details about the particular commercials or programs to be sold. He should be familiar enough with the information to pass it on descriptively to the local prospect. To do this well, it is imperative that the salesman know something about production.

What are some methods or techniques used by a time salesman in helping the prospect visualize the commercial or program? For example, how can spot radio be made more exciting to an advertiser's sales force and dealers?

Dr. Seymour Banks, media manager of the Leo Burnett Company in Chicago, answered this question fairly well in an article in Sponsor magazine in which he listed three basic approaches:

1) Merchandise the message -- spot commercials can be merchandised with strong production values with all the showmanship associated with the trade promotion of color television. Disks or recordings of the spot can be played for the local prospect with his own company or store dubbed in for effectiveness.

2) Promote production -- show the local sponsor how jingles often lend themselves to publicity campaigns and special promotion. Examples of this would be Ford Company's parody of "This Ole House," which singer Rosemary Clooney sang for such a long time during the song's popularity.

3) Merchandise the concept -- make the dealers or prospects realize and understand the sheer volume and



scope of spot radio.<sup>12</sup>

If these basic approaches are to be used effectively in helping the prospective advertiser visualize the commercial or program, then it is evident that the salesman with the showmanship knowledge is most likely to close the sale.

Other techniques that are often utilized by time salesmen include the use of live talent during the sales talk. In this system, the salesman should be able to describe program and commercial details in order to aid the prospect in visualizing how his program or commercial might look or sound. In order to do this, it is believed that once more production knowledge is an invaluable asset.

### III. HELPING SALESMAN TO UNDERSTAND LIMITATIONS

The third major reason concerns the realization of the production department's limitations. A salesman who is not familiar with the facilities of his own station is not equipped to inform a prospective advertiser relative to the type of commercials or programs he can and cannot purchase.

NBC's Jacob Evans highly recommends that salesmen should spend as much time as possible familiarizing themselves with the various elements of production. According

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<sup>12</sup>"Admen Pose Top Radio-TV Questions for 1955," Sponsor, Volume 9 (January 24, 1956), p. 44.

to Evans, the more a salesman knows about production, the better he will serve the interests of both station and client.

Evans prepared the following list of facts a television time salesman should know about his station. Not all of the answers should be known by the smaller stations' time salesmen, but they should be familiar with most of them.

The list is as follows:

1. What is the maximum number of cameras that can be used for a single studio show?
2. What size crew is required to operate your station's biggest production?
3. In your maximum crew, how many of the following are used: cameramen, dolly operators, audio men, video men, boom operators, property men or stagehands, teleprompter operators, lighting men?
4. What are your station's facilities for scenic design?
5. How many projectors does your station have: 16MM film projectors? 35MM film projectors? Slide projectors? Halopticons or teleopticons? Facilities for rear-screen projection?
6. What facilities does your station offer for the construction of sets and scenery?
7. Does your station's art director assist in the preparation of commercials?
8. Is your station equipped to prepare title cards and telops in the shop?
9. How are stage properties acquired? Does the station maintain a complement of stock equipment? Does the station lease furniture, lamps, etc. from local retailers?
10. What are the restrictions on the use of commercial display items? Must they be shipped by union carrier? To whom are they shipped?

11. What are the problems of the construction of commercial display items? Must they be constructed by union personnel?
12. What color problems may be encountered in television props for commercials?
13. What are the provisions for disposition of commercial props?
14. Is the station equipped for costuming? What are the limitations of access to costume?
15. What are the facilities for make-up?
16. What are the dimensions of each of your television studios?
17. If the station has a mobile unit, what is its range of coverage? Can it handle commercials from a remote pick-up point?
18. What is the procedure for handling commercial film?<sup>13</sup>

There are few television time salesmen in the field today who could make a perfect score in answering the preceding questions. This does not mean necessarily that the salesman who cannot answer all of the questions is not qualified for his job or that he is not a good or an adequate salesman, but the ability to answer them will make him a better salesman.

The only way most salesmen can actually learn about techniques involved in the production of a radio or television program is by participation and observation. If a salesman desired to increase his methods and techniques of

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<sup>13</sup>Evans, op. cit., p. 118.

sales presentation, he should remain in the studio while live programs are on the air. It would be to his advantage to work on a production crew, in an effort to acquire a greater knowledge of production. He would better understand the station's limitations in production. By realizing these limitations, the time salesman should know exactly what he could offer his prospect and therefore strengthen his methods of sales approach.

### CHAPTER III

#### A STUDY OF TIME SALESMEN IN THE TEXAS AREA

To gather materials for this investigation, the author decided to study a group of time salesmen in a particular area. Therefore, the survey concerned itself with time salesmen in the Texas area. However, if an analysis of all of the time salesmen in Texas <sup>were</sup> was made, it would involve a great number of stations and salesmen. Therefore, it was decided that a study of a particular group of salesmen within the state would provide a representative sample of the over-all area.

The group of stations and time salesmen selected included all of the radio and television stations affiliated with the National Broadcasting Company, the Columbia Broadcasting System, and the American Broadcasting Company. Stations that are affiliates of the Mutual Broadcasting System were excluded, since the inclusion of this group would have entailed quite a number of the smaller, less representative locals.

Two separate surveys were made. One was designed for the stations' sales managers and the other for the stations' time salesmen.

Statistics, shown in the Figures and Tables throughout this section, were based upon the questionnaires received

from the answering stations. In most instances, both radio and television time salesmen were treated simultaneously.

Figures 1 and 2, on pages 22 and 23, are examples of the types of questionnaires submitted to the sales managers and time salesmen. The author is indebted to John Paul Goodwin of the Goodwin-Dannenbaum Advertising Agency in Houston, Texas, for his help in the revisions made on the questionnaires prior to the time they were sent to the various stations.<sup>14</sup>

The percentage of returns on the questionnaires was unusually high. Sixty-two percent of the television stations polled and 56 percent of the radio stations polled answered and returned the questionnaires.

#### I. ANALYSIS OF QUESTIONNAIRE FOR SALES MANAGERS

Number of salesmen employed. According to the sales managers' survey, the average number of time salesmen employed by a station in the Texas area was four. Some stations employed more salesmen than others because of the size of the station, population of the area, larger markets, and competition from other stations in the same area. For example, in a city that had only one television station, the number of time salesmen was less than in a city where two

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<sup>14</sup>John Paul Goodwin, Goodwin-Dannenbaum Advertising Agency, personal interview, Houston, Texas, February, 1956.

### QUESTIONNAIRE FOR SALES MANAGER

1. How many people are employed in your sales department?\_\_\_\_\_
2. How many of your salesmen are college graduates?\_\_\_\_\_
3. What number of your salesmen had a knowledge of production prior to the time that you hired them?\_\_\_\_\_
4. Would you feel a salesman that knows production would be in a better position to help the "prospect" visualize the program or commercial trying to be sold?\_\_\_\_\_
5. (Check the proper number) I came into the sales department by way of 1) radio or television production\_\_\_\_\_; 2) a related field\_\_\_\_\_; or 3) a non-related field\_\_\_\_\_.
6. (PLEASE) Briefly summarize in one paragraph the qualities you look for in a radio and/or television time salesman. What would your "ideal" salesman have to have?

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**FIGURE 1**

**QUESTIONNAIRE SENT  
SALES MANAGERS**

# QUESTIONNAIRE FOR RADIO-TV TIME SALESMEN

1. (Check proper letter) I have had courses in a) radio-tv\_\_\_\_; b) journalism\_\_\_\_; c) advertising\_\_\_\_; d) salesmanship\_\_\_\_; e) marketing\_\_\_\_; or f) drama \_\_\_\_.
2. I came to the sales department of this station "via" a) the production department\_\_\_\_; b) the technical or engineering department\_\_\_\_; c) the administrative department\_\_\_\_; d) a newspaper\_\_\_\_; e) a magazine\_\_\_\_; f) an advertising agency\_\_\_\_; g) a retail advertising department\_\_\_\_; h) a public relations agency\_\_\_\_; i) the entertainment field\_\_\_\_; or j) selling for a company or manufacturer\_\_\_\_; or k) through some non-related field\_\_\_\_.
3. Before I took this job, I did\_\_\_\_or I did not\_\_\_\_have sales experience.
4. In selling "time" to prospects, I a) try to help the prospect "visualize" the proposed program or commercials\_\_\_\_; b) do not ever bring in production details\_\_\_\_; or c) sometimes use production and sometimes don't use production in my sales talk\_\_\_\_.
5. I have worked as the following:
  - a) floormanager\_\_\_\_\_
  - b) in film dept.\_\_\_\_\_
  - c) in art dept.\_\_\_\_\_
  - d) as an announcer\_\_\_\_\_
  - e) as an entertainer\_\_\_\_\_
  - f) in directing\_\_\_\_\_
  - g) in producing\_\_\_\_\_
  - h) in the promotion dept.\_\_\_\_\_
  - i) to help create program ideas\_\_\_\_\_
  - j) as a cameraman\_\_\_\_\_
  - k) on boom\_\_\_\_\_
  - l) on audio\_\_\_\_\_

**FIGURE 2**

**QUESTIONNAIRE SENT SALESMEN**



or more stations existed. It was also interesting to note that the television time salesmen in most instances outnumbered the men selling time for radio. This was attributed to the fact that television is a much younger form of the advertising media, and selling television time involves a great deal more presentation of sales plans. The prospective advertisers not only have to be sold on a particular type of television program, but they also have to be sold on the use of the medium itself and the expense that it entails. This is more in television than in radio. Since it takes longer to make a television sales presentation, the more salesmen employed, the more calls per day can be made.

Figure 3, page 25, indicates the difference in the average number of time salesmen in radio and television throughout the Texas area. Reasons for the difference have been stated.

College graduate time salesmen. Being a good time salesman does not mean necessarily that a college education is essential; but it can definitely be to the advantage of the salesman. As mentioned earlier in the study, ABC's Eastern Sales Manager John W. Brooke felt there were no special education requirements for a good time salesman. Nevertheless, he highly recommended that salesmen have a knowledge of the theatre, advertising, merchandising, and sales promotion. It would be almost impossible for a young time

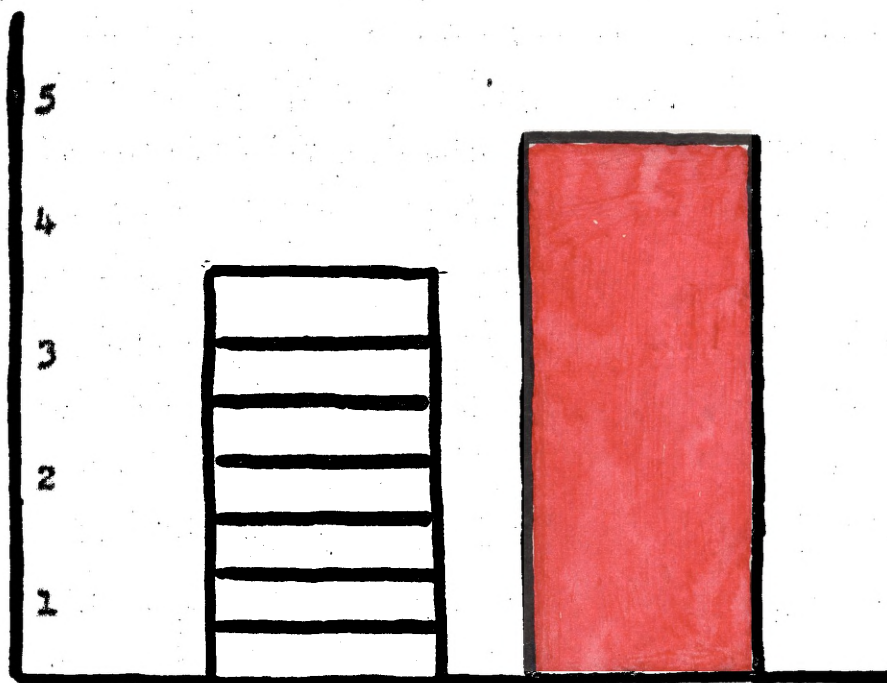
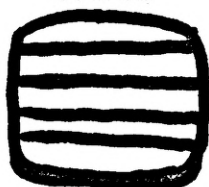


FIGURE 3

A COMPARISON OF THE AVERAGE NUMBER OF  
TIME SALESMEN FOR RADIO AND TV  
STATIONS THROUGHOUT TEXAS

RADIO



TELEVISION



salesman to have an understanding knowledge of all of these areas from actual experience before going into time selling. The only logical place to obtain a basic understanding of each area would be in the colleges and universities throughout the country.

Today the trend is toward specialization in almost every field, and as manufacturing and technology are becoming more complex, the radio and/or television time salesman must prepare to be more specialized.

Cliver Treyz, president of the Television Bureau of Advertising, in an article in Television Daily indicated that during 1955 television topped the billion dollar volume for the first time in its history. Treyz also indicated as the country enters the future on the billion dollar level, it is also entering a future which many economists expect to be the plateau of the currently booming economy. He further added that the economists of the country are wondering how well the marketing apparatus of the various manufacturers and retailers can dispose of the "breakneck" production. He concluded that in the future there will be intense competition which will make television's superior values more attractive to the nation's advertisers.<sup>15</sup>

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<sup>15</sup>Television Daily, Volume 72, Number 61 (December 20, 1955), p. 1.

Therefore, it might be logical to deduce that in all of the intense competition predicted by economists there also will be greater competition among the time salesmen. The salesman with the best methods of sales presentation should be at a decided advantage, and the best place for a salesman to learn (theatre, advertising, merchandising and sales promotion) is through higher education.

It was interesting to note that sales managers indicated that less than half of all of the time salesmen in the Texas area possess a college degree. However, most of the sales managers indicated that the time salesmen applying for jobs in the past decade have either attended college for a short time or graduated with a bachelor's degree. The increase in the college graduate time salesman almost paralleled the increase in the nation's growth into a more complex, specialized economy after the Second World War.

Even though the pendulum has swung from a less intense interest in higher education to that of greater emphasis, the survey of sales managers indicated there are still 54 percent of the salesmen in the Texas area who do not have degrees.

However 82 percent of all of the salesmen who had a knowledge of production prior to the time they were hired had college educations. In the South and West Texas areas there were fewer time salesmen with degrees. In the larger

metropolitan areas there was more of a concentration of college graduates and particularly among the time salesmen in the Gulf Coast area. The ratio of graduates to non-graduates in Houston was 14 to 12. Figure 4 on page 29 will illustrate the graduates and non-graduates in the Texas area.

Percent with production knowledge; what sales managers thought about it. In a recent survey by Sponsor magazine it was discovered that less than ten percent of the sales pitches result in orders. The reason for this was because of the need for costly research and sales promotion. Most sales managers pointed out that the problem was in attempting to sell time in Class B periods. The Sponsor survey indicated there was almost an entrenched prejudice among local advertisers that only adjacencies to shows like "The Ed Sullivan Show" and "I Love Lucy" could pay off.<sup>16</sup>

In order to completely eliminate this problem in the Texas area, there will have to be more emphasis placed on production in the minds of the time salesmen. Only those who can present the best programs and program ideas to the prospective advertiser will be able to reduce the sales problems of the sales or commercial managers.

Sales managers of the Texas stations were 100 percent

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<sup>16</sup> "How To Be a Success and Suffer," Sponsor, Volume 10 (January 23, 1956), p. 125.

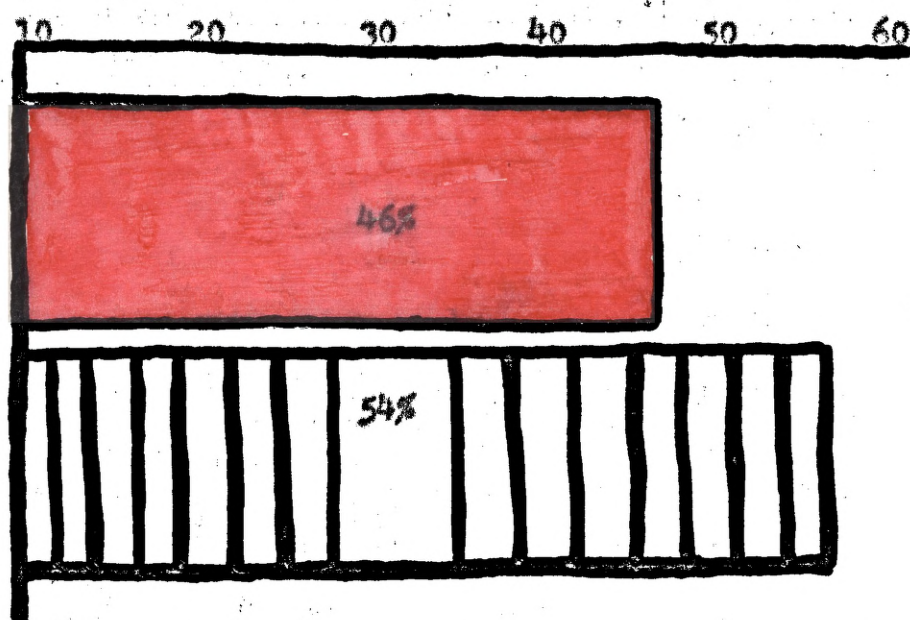


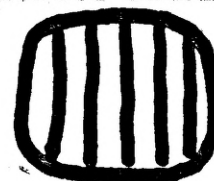
FIGURE 4

A CONTRAST OF TIME SALESMEN  
AND COLLEGE EDUCATIONS  
IN THE TEXAS AREA

WITH DEGREES



WITHOUT DEGREES



in agreement that a salesman who knows production is in a better position to help the sponsor visualize the program or commercial to be used in selling his product.

Therefore, it should be significant that a general concept of production is of great importance. As the country goes into a multiple complex economy, it is going to take more than a good sales talk to persuade the prospective client. The salesman should be able to point out to the sponsor: 1) the advantages of live commercials for demonstrative purposes, 2) the savings which are derived from the use of film if the same message is to be repeated frequently, and 3) tricks which may be employed to make simple illustration appear animated.<sup>17</sup>

At this point, it would be of interest to learn exactly how many time salesmen in the Texas area actually possessed a general knowledge of production prior to the time they were employed.

The percentages in Figure 5 on page 31 show how many time salesmen had a knowledge of production prior to the time they were employed at their present jobs.

In the next decade, if the radio and television stations in Texas could reduce the 44 percent of salesmen

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<sup>17</sup>William I. Kaufman, Your Career in Television (New York: Merlin Press, Inc., 1950), pp. 153-162.

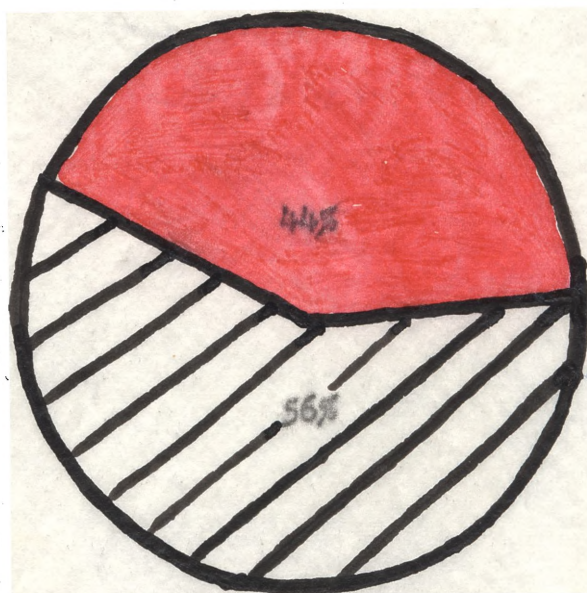


FIGURE 5

A CONTRAST OF TIME SALESMEN  
WITH AND WITHOUT PRODUCTION  
KNOWLEDGE IN THE TEXAS AREA

WITH



WITHOUT





not familiar with production to 20 or 25 percent, it would probably reflect in an increased revenue for the stations. By increasing the revenue of the stations, better programs could result. And by producing better programs, there would be an increase in listeners and viewers. With an increase in listeners and viewers, there would be a definite increase in the number of advertisers.

The sales managers. According to a poll of sales managers, only 32 percent of them had joined the sales departments via the production department. Twenty-two percent of them had come to their present positions via related fields, while 46 percent had come to sales by way of non-related fields.

The figures shown in the preceding paragraph might be the result of the large percentage of time salesmen who were without experience in production. It is only logical to deduce that a sales manager without a knowledge of production would be apt to employ a time salesman without a general concept of production. Thus, the main premise of this study -- it takes more than being a good salesman to be an effective and prosperous time salesman.

Figure 6 on page 33 indicates the manner in which sales managers entered the field of radio and television sales.

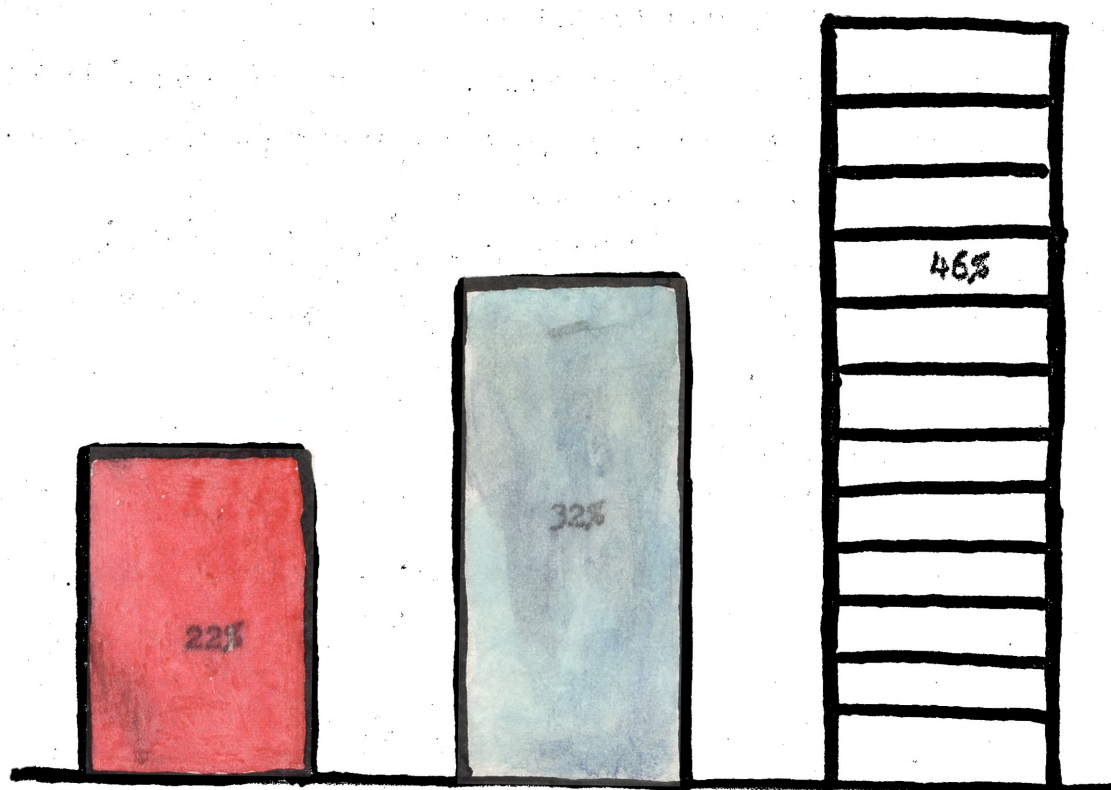


FIGURE 6

SALES MANAGERS AND HOW  
THEY GOT TO SALES  
DEPARTMENTS OF STATIONS

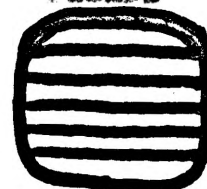
THROUGH A RELATED  
FIELD



THROUGH  
PRODUCTION



THROUGH NON-RELATED  
FIELDS



Sales managers' ideal salesman. The last part of the questionnaire requested sales managers to briefly summarize the qualities they would like in an ideal salesman. Most sales managers were very co-operative in listing numerous qualities. Some of them went into detail and gave reasons why they listed certain qualifications.

For example, Commercial Manager George Olsen of KTXL-TV in San Angelo said the age of his ideal salesman would not matter as long as the individual was mature, had neat appearance and had a good imagination. He said he would prefer a college graduate, because he felt that a college graduate could comprehend more easily the over-all picture of television. Olsen, a graduate of the University of Houston, was most interested in his salesman having flexible approaches and an understanding for thorough preparation before sales calls.

In revealing the operations of KTXL-TV's sales department in a personal letter, Olsen said:

In our case, the salesman is all-important, for success or failure of the station rests almost completely upon the sales department, as our national business, though necessary, and very welcome, matters very little after the representatives and agencies take out their cuts. In a town the size of San Angelo, the television station will make as much from a local 60-second spot as we do from a network half-hour show. So you can see the importance of the local sales staff.<sup>18</sup>

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<sup>18</sup>George Olsen, personal letter, March, 1956.

Following is an analysis of the qualities most frequently listed:

- 1) energy and enthusiasm to sell
- 2) a creative imagination
- 3) a good personality
- 4) a neat appearance
- 5) an understanding of station operations  
(little about all)
- 6) intelligence
- 7) a liking for people and willingness to help others
- 8) an academic background in advertising, sales-  
manship and production
- 9) the ability to "close" a call successfully
- 10) a positive attitude

There were ten other qualities listed by the sales managers that might be considered as the second ten most outstanding qualities:

- 1) a knowledge of the market and prospects
- 2) honesty and good ethics
- 3) loyalty
- 4) one who has a definite goal
- 5) one who is never satisfied with his income
- 6) an understanding of importance of call  
preparation
- 7) maturity
- 8) flexible sales approaches

- 9) dependability
- 10) friendliness

## II. ANALYSIS OF QUESTIONNAIRE FOR TIME SALESMEN

Courses related to job. As was mentioned earlier in the study, 46 percent of the time salesmen polled were graduates of colleges and universities. However, the tabulation of the question relating to the actual formal college classroom courses showed a little over the 54 percent of those who did not have college degrees had taken courses in some of the fields listed in this question. Most of these salesmen were men whose college careers were interrupted by World War II.

Three courses of each school were listed in this question. For the College of Arts and Sciences, Journalism, Radio-TV and Drama were selected. For the College of Business Administration, Advertising, Salesmanship and Marketing were selected.

Results from this question indicated that more of the time salesmen in Texas have had courses in salesmanship than in any of the other subjects. This could be interpreted either favorably or unfavorably, for most of the salesmen who had checked salesmanship were lacking in the formal training of the other courses listed. This could mean that those particular salesmen were pursuing the field of Business

Administration and not taking Liberal and Fine Arts courses which are thought of as being essential to those interested in selling program ideas and commercials.

Those studying for the B.B.A. degree checked the salesmanship, advertising and marketing courses. Those studying for the B.A. or B.S. generally checked the journalism, radio-tv and drama courses.

Some of the time salesmen had checked courses in both of these groups, and in all probability these salesmen have a much better background for time selling than the other two. This conclusion was based upon the theory that a time salesman with a broader concept of both the arts and business is in a much better position to understand the techniques and problems of time selling.

A fourth group had not checked any of the courses listed but had listed other majors and college courses. It was surprising to note that a representative number of time salesmen had degrees in law and engineering.

The breakdown of the courses as they were checked by the time salesmen is illustrated in Table I on page 38. The percentage was the result of taking the entire number of time salesmen answering the survey and dividing that number into the number of time salesmen who had checked each of the individual courses.

Table I does not show, however, the percentage of

time salesmen who had taken courses in other non-related fields such as law and engineering.

TABLE I  
PERCENTAGE BREAKDOWN OF TIME SALESMEN POLLED  
WHO HAD TAKEN COLLEGE COURSES IN  
THE FOLLOWING SUBJECTS

COURSE	PERCENTAGE
Salesmanship . . . . .	37%
Advertising . . . . .	32%
Journalism . . . . .	23%
Radio-TV . . . . .	23%
Marketing . . . . .	19%
Drama . . . . .	18%

Routes taken to sales departments. Earlier in the study Figure 6 on page 33 indicates the manner in which the various sales managers had joined the sales departments. In this section for time salesmen, a similar question was asked in order to furnish a more thorough analysis of how these men entered into sales.

It was of significance to note that the largest percentage of time salesmen had come to the sales department via the production department. On the other hand, most of the sales managers had entered the sales department via non-related fields.

The second largest percentage of time salesmen had

entered sales via non-related fields. This group had no previous experience with any of the advertising media and were not acquainted with station operations or production.

TABLE II  
ROUTES TAKEN BY THE TIME SALESMEN  
INTO THEIR PRESENT POSITIONS WITH  
TEXAS RADIO-TV STATIONS

ROUTE	PERCENTAGE*
The production department . . . . .	23%
Through a non-related field . . . . .	18%
A newspaper . . . . .	13%
Selling for a manufacturer . . . . .	11%
The entertainment field . . . . .	7%
An advertising agency . . . . .	6%
A retail advertising department . . . . .	6%
The administrative department . . . . .	6%
The engineering department . . . . .	1.4%
A magazine . . . . .	1.4%
A public relations agency . . . . .	1.4%
Miscellaneous** . . . . .	5.8%
Total . . . . .	100%

\*The percentages were computed on the basis of each individual field in relation with the entire number of time salesmen answering this particular question.

\*\*Salesmen not answering question 2, Figure 2, page 23.

Sales experience prior to present job. The third question on the questionnaire for time salesmen was relative to previous selling experience. Eighty-three percent had previous selling experience. However, the majority of the 83 percent had previous selling experience in fields not related to radio or television.



Those who did not have any selling experience represented 17 percent. The majority of this group was young men starting out in their first jobs, although there were a few veteran time salesmen in this category.

Basic sales approaches used. This question was relative to the basic sales approaches used by time salesmen. The time salesmen were asked to check one of the three methods they used most frequently in everyday sales approaches. The methods listed were: 1) a statement helping the prospect visualize the proposed program or commercial through actual production, 2) a statement indicating that the salesman never brings in production details in his sales talks, and 3) a statement worded with "sometimes" -- meaning that sometimes production was used and sometimes it was not used in the sales presentations.

It was discovered that 55 percent attempt to use production methods in sales presentation. It was revealed that 45 percent checked the question worded "sometimes." However, none of the salesmen checked the second question which stated that production details were never brought into a sales presentation. This should illustrate that a general concept of production is invaluable to time salesmen.

Production experience of time salesmen polled. The purpose of this particular question was to obtain some idea

of the actual production experience of the time salesmen polled. Fifty-six percent of all of the time salesmen in the area had a knowledge of production, while 44 percent were not acquainted with production prior to their jobs. Table III, shown below, presents an analysis of the production experience of the 56 percent. Percentages for Table III were calculated by taking the number of salesmen who checked the individual jobs listed and dividing this number by the number of salesmen answering the questionnaire.

TABLE III  
ANALYSIS OF PRODUCTION EXPERIENCE  
OF RADIO-TV TIME SALESMEN  
IN TEXAS AREA

JOB	PERCENTAGE
As an announcer . . . . .	28%
To help create program ideas . . . . .	25%
In producing . . . . .	22%
In the promotion department . . . . .	20%
As an entertainer . . . . .	18%
As director . . . . .	13%
As boom operator . . . . .	9%
As floormanager . . . . .	7%
Camerman . . . . .	6%
On audio . . . . .	4%
In the film department . . . . .	3%
In the art department . . . . .	2%

Checking a particular job did not indicate that the salesman was an expert at that job. It did indicate that the salesman was acquainted with the job and was experienced

in it at some time during his career.

## CHAPTER IV

### SOME POSSIBLE SOLUTIONS

By what methods can the Texas broadcasting industry reduce the 44 percent of time salesmen without general concepts of production to the bare minimum? If the industry could do this, it would increase revenue for stations and result in better programs for listeners and viewers. In this chapter, two possible solutions for the problem are offered. The first solution has to do with a proposed college curriculum, and the second solution has to do with a form of internship for prospective time salesmen in their college work.

#### I. A PROPOSED CURRICULUM

Installation of a special sequence. After investigating most of the colleges and universities offering majors in radio and television, it was found that none of the schools offered specialized courses within their departments. For example, in some of the journalism departments of the schools investigated there were various sequences that a journalism major might follow. Generally, the sequences listed included the news-editorial, the public relations, the magazine and household organ, the advertising and the administrative or managerial sequences. The sequence plan was designed to

furnish a more specialized knowledge for particular jobs.

In following a particular sequence, the student takes the usual required courses. After he completes the required courses, he begins his major subject and work on the sequence of his choice. During the course of his sequence, he not only takes the courses required for that particular area, but he also takes other related courses for electives.

Reasons for the radio and television departments throughout the country not having the sequence system were found to be as follows:

- 1) radio and television departments are much younger than most other departments.
- 2) many schools do not recognize radio and television as one department but only as a part of other departments such as speech and mass communications arts.
- 3) the broadcasting industry is not as old as the other forms of communication and has just begun to realize the need for specialized personnel.

As was noted in Chapter III in the discussion of time salesmen and college educations, most of the 46 percent with college degrees either followed the route of the Arts and Sciences or the route of the Business Administration. As the survey indicated, those who had taken the Arts and Sciences route did not have any experience in the Business courses. Those who had taken the Business Administration courses did not have any experiences in the Arts and Sciences courses. The few that had taken both of the different types

of courses combined were said to be much better off, since the sales managers stressed the need for time salesmen with both a knowledge of production and a knowledge of the principles of salesmanship.

One possible way to combine the production training with the business training would be for radio and television departments to devise a special type of sequence course for those interested in time selling and the business end. There would be several drawbacks in trying to establish such a set-up at first; but if a few schools would initiate the plan, soon others would realize the advantage and include similar plans.

What type of course would a student in this hypothetical sequence have to tackle in order to obtain a major in "broadcasting advertising?" As was mentioned earlier in this chapter, it would have to be a course that would include a combination of Liberal Arts with Business. The six major departments that theoretically would be included would consist of the Radio and Television, Journalism, Drama, Advertising, Marketing, and Salesmanship Departments -- providing the schools had them.

What specific courses from the six departments would the student have to take in order to complete a major in this particular sequence? In the Radio-Television Department, he would be required to take Station Operations,

Radio-TV Advertising, Radio-TV Commercials, Radio-TV Management and Radio-TV Production. Courses in the Advertising Department would include Principles of Advertising, Copywriting and Layout. In the Journalism Department, the student would have to study News Writing and Newspaper Advertising. The Drama Department would offer Set Design and Lighting, and the Marketing and Salesmanship Departments would provide Marketing Principles and Salesmanship Principles respectively. This would make a total of 42 semester hours, which would be 12 hours above the normal major in most departments. However, the extra hours would prove invaluable to the student in his problems afterwards. It would acquaint him with production along with an improved know-how of advertising and the business end of the media.

## II. A PROPOSED INTERNSHIP

Installation of an internship by the Texas broadcasters. It would be a practical idea to establish some type of radio-television internship for those young college graduates just entering into the radio and television industry and who are in need of experience.

The Texas Daily Newspaper Association sponsors a type of internship for journalism majors throughout the state, and the program has been working very nicely for the past

several years. At the end of the student's junior year, he is given the opportunity to work during the summer on a Texas daily newspaper. The assignments to the various papers are handled through the T.D.N.A. During the 12 weeks, the T.D.N.A. pays the student's salary. Not every student majoring in Journalism is allowed to hold an internship, however, since the Association limits the number of internships to about 25 or 30. The experience the student gets is invaluable, because he is allowed to do everything there is for a city-side reporter as well as handling assigned beats.

Those students interested in following time selling careers or the business end of broadcasting would be able to work closely with the production departments during the internship and acquire a certain amount of appreciation for production.

What specific job would the radio-television intern do during his 12 weeks stay? That would probably depend upon the individual station. The student would be able to obtain a much greater concept of a professional station's operations if he were allowed to work on the production crew or in the art and film departments.

The internship might work in during the first year training period for those time salesmen who have already graduated from college with majors in only Business courses.



For example, this group might be required to work so many hours on the station in the production department each week. Then when they would go out to make their calls, they definitely would have a better understanding of their own stations and limitations of facilities. They would be able to put across their program and commercial ideas in a much more intelligent fashion. The internship for this particular group would not be sponsored by the broadcasting industry as the undergraduate internship theoretically would be.

This proposed internship program is offered as the second possible solution for the problem. The main objective of both of the solutions offered in this chapter was to afford the radio and/or television time salesman with a more general concept of production.

## CHAPTER V

### SUMMARY AND CONCLUSION

In Chapter I it was pointed out that some of the nationally known authorities on radio and television were in agreement that in order to be an effective time salesman it is necessary at least to be acquainted with production as well as to have a certain amount of salesmanship ability.

Chapter II brought out three major reasons for a time salesman to know production. They were: 1) to aid in servicing accounts, 2) to help the prospect visualize the program or commercial up for sale, and 3) to help the salesman realize his own station's limitations.

Chapter III proved the hypothesis that time salesmen in the Texas area are in need of more knowledge of production. Forty-four percent of the time salesmen in the area did not possess a knowledge of production.

It was also discovered that only 46 percent of the time salesmen in the Texas area possess degrees. It was discovered that those time salesmen with production knowledge made up 82 percent of the group that had college degrees. This tends to show that those with college educations were more apt to understand production.

Also in this chapter it was noted that the ideal time

salesman for most sales managers would have to be acquainted with production and have a certain amount of sales ability.

Chapter IV offered two possible solutions for the problem. The first solution was to establish a specialized sequence in Radio and Television Departments in the colleges in the state. The second proposal was to establish a type of internship, which would be sponsored by the Texas Association of Broadcasters. This would work in a manner similar to the internship already in practice sponsored by the Texas Daily Newspaper Association for journalism majors in the state.

In conclusion, it should be emphasized that this problem can be solved only by the state broadcasting industry itself. Unless the industry takes upon itself to encourage the prospective young time salesmen to get an appreciation of production prior to their entering full-time employment, many of the stations will have this problem on their hands at a time when there is no opportunity for training.

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Sponsor, January 9, 1956, p. 33.

"How To Be a Success and Suffer," Sponsor, January 23, 1956,  
p. 125.

"Admen Pose Top Radio-TV Questions for 1955," Sponsor,  
January 24, 1956, p. 44.

"Radio and Department Stores," Sponsor, April 4, 1955, p. 36.

#### C. NEWSPAPERS

Television Daily, December 30, 1955.

Television Digest, June 5, 1954.

## APPENDIX

4162 Tuam St.  
Houston, Texas

Dear Sir:

Enclosed you will find some questionnaires that I have constructed with the help of my faculty advisor, John Paul Goodwin of the Goodwin-Dannenbaum Advertising Agency, to be filled out by the commercial managers and the radio and/or television time salesmen for a selected number of radio and television stations.

The answers on these questionnaires will make up a major part of my Master's Thesis for the University of Houston's Radio and Television Department.

The main purpose of the thesis is to throw some light upon the importance of the sales departments of the radio and television industry.

If you will fill out the form for the sales or commercial manager and see that the time salesmen fill out the forms designated for them, I shall be most grateful. After they finish filling them out, I would appreciate your sending them back along with your own questionnaire.

Enclosed you will find a self-addressed envelope to use in getting them back to me. Since the thesis has to be turned in by April 15, 1956, I would be most grateful if you would send the forms back by March 12, 1956 at the latest. The statistics that I will gather from these questionnaires make up a major part of the thesis, and I will be at almost a complete "standstill" until I get the results of these forms.

Thanking you in advance for your cooperation and consideration, I am

Sincerely yours,

Horace A. Baker, Jr.

Horace A. Baker, Jr.



## STATIONS IN SURVEY

KRBC, 4510 South 14th Street, Abilene, Texas.

KRBC-TV, 4510 South 14th Street, Abilene, Texas.

KFDA, Box 1400, Amarillo, Texas.

KFDA-TV, Box 1400, Amarillo, Texas.

KGNC, Box 751, Amarillo, Texas.

KGNC-TV, 1800-200 North Polk Street, Amarillo, Texas.

KLYN, 1014 West 7th Street, Amarillo, Texas.

KNOW, 520 Capitol National Bank Building, Austin, Texas.

KTBC-TV, Box 717, Austin, Texas.

KBMT-TV, Box 1192, Beaumont, Texas.

KFDM, Box 2950, Beaumont, Texas.

KFDM-TV, 1420 Calder Street, Beaumont, Texas.

KBST, 702 Johnson Street, Big Spring, Texas.

KBOR, Box 472, Brownsville, Texas.

KEYS, Center Theatre Building, Corpus Christi, Texas.

KRIS, Box 840, Corpus Christi, Texas.

KSIX, Show Room Building, Corpus Christi, Texas.

KVDO-TV, 409 South Staples, Corpus Christi, Texas.

KRLD, Herald Square, Dallas, Texas.

KRLD-TV, Herald Square, Dallas, Texas.

WFAA, 1122 Jackson Street, Dallas, Texas.

WFAA-TV, Young and Houston Streets, Dallas, Texas.

KEPO, 2419 North Pinedas Street, El Paso, Texas.  
KROD, 2201 Wyoming Street, El Paso, Texas.  
KROD-TV, 2201 Wyoming Street, El Paso, Texas.  
KTSN-TV, 801 North Oregon Street, El Paso, Texas.  
WBAP, 3900 Barnett Street, Fort Worth, Texas.  
WBAP-TV, 3900 Barnett Street, Fort Worth, Texas.  
KGUL-TV, Box 11, Galveston, Texas.  
KGBT, Box 711, Harlingen, Texas.  
KGBT-TV, Box 711, Harlingen, Texas.  
KPRC, Box 1234, Houston, Texas.  
KPRC-TV, 3014 South Post Oak Road, Houston, Texas.  
KTRH, Rice Hotel, Houston, Texas.  
KTRK-TV, Box 12, Houston, Texas.  
KXYZ, Gulf Building, Houston, Texas.  
KFRC, Box 792, Longview, Texas.  
KTVE-TV, Box 2029, Longview, Texas.  
KCBD, Box 1507, Lubbock, Texas.  
KCBD-TV, Box 1507, Lubbock, Texas.  
KDUB-TV, 7400 College Avenue, Lubbock, Texas.  
KFYO, 914 Avenue J, Lubbock, Texas.  
KSEL, Box 1524, Lubbock, Texas.  
KRBA, 110 South 1st Street, Lufkin, Texas.  
KTRE-TV, Lufkin, Texas.  
KRIO, 1201 West Lancaster Avenue, McAllen, Texas.  
KCRS, Box 1072, Midland, Texas.

KMID-TV, Box 2758, Midland, Texas.  
KCSF, South Street, Macogdoches, Texas.  
KOSA, 115 West 6th Street, Odessa, Texas.  
KPLT, Highway 124, Paris, Texas.  
KOKL, St. Angelus Hotel, San Angelo, Texas.  
KTXL-TV, Box 1271, San Angelo, Texas.  
KENS, Milam Building, San Antonio, Texas.  
KENS-TV, Transit Tower, San Antonio, Texas.  
KTSB, Avenue E and 3rd Streets, San Antonio, Texas.  
WOAI, 1031 Navarro Street, San Antonio, Texas.  
WOAI-TV, 1031 Navarro Street, San Antonio, Texas.  
KCEN-TV, Box 188, Temple, Texas.  
KCMC, 315 Pine, Texarkana, Texas.  
KCMC-TV, Summerhill Road, Texarkana, Texas.  
KTBB, Blackstone Hotel, Tyler, Texas.  
KLTV-TV, 115 South College, Tyler, Texas.  
WACO, 3620 Franklin Avenue, Waco, Texas.  
KRGV, 311 South Missouri Avenue, Weslaco, Texas.  
KRGV-TV, 311 South Missouri Avenue, Weslaco, Texas.  
KFDX, City National Bank Building, Wichita Falls, Texas.  
KFDX-TV, Seymour Road, Wichita Falls, Texas.  
KWFT, Box 420, Wichita Falls, Texas.  
KWFT-TV, Box 420, Wichita Falls, Texas.