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RICHARD BURACK PAULINE RISCHER

# Radio One, Inc.

Radio One (Nasdaq: ROIA, ROIAK), the largest radio group targeting African-Americans in the country, had achieved tremendous success by purchasing underperforming radio stations, changing them to urban formats, and using its programming, marketing, and operating skills to cut unnecessary costs. Under the leadership of Africal Liggins III, chief executive officer and president, the company posted consistent, above-average, same-station broadcast revenue and cash flow growth, and grew from 7 stations in 1995 to 28 in 1999.

In October 1999, two of the nation's largest owners of radio stations—Clear Channel Communications Inc. (NYSE: CCU) and AMFM Inc (NYSE: AFM)—announced plans to merge. Scott Royster (HBS '92), chief financial officer and executive vice president of Radio One, knew that the Federal Communications Commission (FCC) would require Clear Channel to divest some of its radio assets after the proposed merger. The divestitures were an opportunity for Radio One to acquire 12 established urban stations in the top 50 markets. Acquiring those stations would more than double the size of Radio One and help build its national platform. Liggins and Royster had to decide if Radio One should purchase the stations and how much to offer.

#### The Company

Radio One was founded by Liggins's mother, Catherine Hughes, who learned the radio business while teaching at Howard University. In 1980, Hughes and her husband raised money to purchase WOL-AM in Washington, D.C., for just under \$1 million.\(^1\) Hughes changed the format from R&B music and public affairs to talk radio.\(^2\) To save money, the Hugheses themselves became radio personalities. As a result, Cathy Hughes became known as a hard-hitting political analyst and spokesperson. (Exhibit 1 contains brief biographies of the Radio One executives.)

In 1987, Hughes purchased WMMJ-FM in Washington for about \$7.5 million and began to broadcast a new musical format targeting African-Americans. In 1992 and 1993, Hughes acquired

Broadcasting & Cable, "Mother/Son Makes Radio One," August 30, 1999. The Hugheses were the beneficiaries of a now defunct PCC regulation that allowed the sale of financially distressed radio assets to minorities at below-market prices.

<sup>2</sup> Bodd.

High Tech Fellow Pauline Fischer and Professor Richard Ruback prepared this case solely as the basis for class discussion. HBS cases are not intended to serve as endoesements, sources of primary data, or illustrations of effective or ineffective management.

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# **Radio One Inc Case Analysis**

**TD Snyder** 

## **Radio One Inc Case Analysis:**

**REDD+ politics in the media: A case study from Tanzania** Demetrius Kweka, 2014-02-06 This research is part of the policy component of CIFOR's global comparative study on Reducing Emissions from Deforestation and forest Degradation GCS REDD which is conducting research in 12 countries across Africa Asia and Latin America The media analysis investigates how discourse around REDD policy is framed in the mainstream Tanzanian press identifying media frames and the main actors and their positions on REDD while looking at a range of variables at different levels. The study found that Tanzania is actively involved in REDD both by developing supportive policies and by implementing projects on the ground primarily with support from Norway The media reflects the general agreement support for and optimism about REDD by various stakeholders REDD is seen as a source of additional income for local communities and as a mechanism to curb deforestation The main concerns expressed are whether its implementation will be effective and cost efficient and whether benefits will be shared equitably Two major actors were found to be shaping the REDD discourse in Tanzania government agencies and nongovernmental organizations NGOs The study found that REDD discourse in Tanzania revolved around three main meta topics ecology economics and marketing with a strong correlation between REDD and economic growth Deforestation forest conservation and sustainable forest management received more publicity than any other topic followed by funding for REDD and carbon trading Most REDD articles focused on prognosis i e proposing solutions to the problems of deforestation Actors were optimistic and skeptical at the same time viewing REDD as a source of income and a means to curb deforestation but expressing concern about certain issues i e benefit sharing land tenure and carbon rights that leave a lot of unanswered questions about how it will unfold The Field Guide to the 6Ds Andy Jefferson, Roy V. H. Pollock, Calhoun W. Wick, 2014-04-10 Practical guidelines for implementing the six disciplines of breakthrough learning The Six Disciplines of Breakthrough Learning has become a standard for companies serious about increasing the return on their investment in learning and development Now the authors help workplace learning professionals apply the concepts of their bestselling book With real world applications case studies how to guidelines and practical advice and examples for implementing the 6Ds The 6Ds Fieldbook Beyond ADDIE will help organizations substantially increase the return on investment and decrease learning scrap the potential value that goes unrealized in many learning and development initiatives Helps OD professionals apply the concepts of the bestselling Six Disciplines of Breakthrough Learning Includes all new case studies examples tools and best practices in use by organizations that have successfully used the 6Ds Taps into the experience and expertise of 6Ds practitioners Linking to social media to enhance the lessons of the book The 6Ds Fieldbook is an easy to use and widely applicable guide to getting the most from learning and development FCC Record United States. Federal Communications Commission.2014-10 The Case Study Handbook William Ellet, 2007-04-17 If you re enrolled in an executive education or MBA program you ve probably encountered a powerful learning tool the business case But if you re like many people you

may find interpreting and writing about cases mystifying challenging or downright frustrating In The Case Study Handbook William Ellet presents a potent new approach for analyzing discussing and writing about cases Early chapters show how to classify cases according to the analytical task they require solving a problem making a decision or forming an evaluation and quickly establish a base of knowledge about a case Strategies and templates in addition to several sample Harvard Business School cases help you apply the author's framework Later in the book Ellet shows how to write persuasive case analytical essays based on the process laid out earlier Extensive examples of effective and ineffective writing further reinforce your learning The book also includes a chapter on how to talk about cases more effectively in class Any current or prospective MBA or executive education student needs to read this book Managing Radio Caroline Mitchell, Brian Lister, Tony O'Shea, 2009-11-28 Managing Radio is the first detailed and comprehensive practical guide to all the essential elements of managing radio stations It covers the management of public service commercial and community radio stations and the wide range of new DAB online web and independent production opportunities A useful text for students studying the theory and practice of managing radio it is also an authoritative guide to setting up a station or radio service from scratch It explores how to create sustainable radio through managing for profit public service or the participation of the audience in all parts of the station Managing Radio provides useful practical advice examples of contemporary radio management practices and case studies of management in action backed up with references to wider academic reading in media business and cultural studies

Radio and Television Bibliography Gertrude Golden Broderick,1949 From Warehouse to Warfighter United States. Congress. Senate. Committee on Homeland Security and Governmental Affairs. Subcommittee on Oversight of Government Management, the Federal Workforce, and the District of Columbia,2008 Media and Culture Richard Campbell, Christopher R. Martin, Bettina Fabos, 2011-02-23 It's no secret today s' media landscape is evolving at a fast and furious pace and students are experiencing these developments firsthand While students are familiar with and may be using the latest products and newest formats they may not understand how the media has evolved to this point or what all these changes mean This is where Media and Culture steps in The eighth edition pulls back the curtain and shows students how the media really works giving students the deeper insight and context they need to become informed media critics

Resources in Education ,1996 Smartphones Mohammad Ilyas, Syed A. Ahson, 2006 Analyzing the new technology of Smartphones in great detail this guide discusses relevant reference solutions the role of middleware on related operating systems and how cell phone vendors consequently confront this growing challenge A very detailed and cogent perspective on the world of Smartphones the report examines its vast feature sets reveals its impact on other leading technologies and companies and supplies extensive case studies on how Smartphones enhance user productivity and encourage deployment of user applications

Editor & Publisher ,1927 The fourth estate

Global Radio Shaheed Nick Mohammed,2019-09-25

Global Radio From Shortwave to Streaming chronicles the development of radio as a global medium In this book Shaheed

Nick Mohammed examines the evolution of radio from its early uses as little more than a novelty into a set of powerful systems for international exchanges of news culture and political influence In doing so the book follows the development of radio as a wireless form of the telegraph its evolution into a medium for sound transmission across the air and its adaptation to digital networked audio and transmissions technologies Mohammed also outlines the myriad changes in the radio industry in numerous contexts around the globe and over time including the early development of commercial and non commercial broadcasting in the United States Europe India and China and the evolution of so called international broadcasters As radio played a part in colonial politics it also figured prominently in the politics of the post colonial Within the broader context of global radio this book examines several former colonies and the transformation of radio from a tool of empire into an instrument of national development It also focuses on instances in which developing nations have used radio to bridge the gap between rural audiences and digital networked technologies connecting them to the global information superstructure Scholars of media studies communication radio studies international relations and political science will find this book Radio and Television Patricia Beall Hamill, United States. Office of Education, 1960 Sixteen year old particularly useful Tabitha the daughter of a preacher who believes science is Satan's work longs to study at a university and dig for dinosaur bones but in South Dakota at the end of the nineteenth century such ambitions are discouraged Continuing Literature Survey with Indexes ,1969 I Mix what I Like! Jared A. Ball, 2011 A manifesto on the journalistic purpose of the hip hop mixtape Reading Pop: Approaches to Textual Analysis in Popular Music Richard Middleton, 2000-06-08 Reading Pop collects together key essays on the interpretation of pop songs previously published in the journal Popular Music In sixteen varied studies by many of the best known scholars all the most influential approaches are represented An introduction by leading pop academic Richard Middleton puts them into context and outlines the main debates A select bibliography of other writings on pop music analysis adds to the usefulness of the book which will become a central text in popular music studies Reading Pop collects together key essays on the interpretation of pop songs previously published in the journal Popular Music In sixteen varied studies by many of the best known scholars all the most influential approaches are represented An introduction by leading pop academic Richard Middleton puts them into context and outlines the main debates A select bibliography of other writings on pop music analysis adds to the usefulness of the book which will become a central text in popular music studies extensive introduction is particularly valuable the paperback price is worth it for the introduction and the Bjornberg and Tagg essays alone Allan More British Journal of Music Education **NASA SP-7500** United States. National Aeronautics and Space Administration, An Assessment of HIV and AIDS Radio Campaign Messages in Malawi ,2008 State Agency and the Patenting of Life in International Law Bita Amani, 2009 This important and timely volume considers competing international obligations in relation to the patenting of life offering a pragmatic two step approach to state agency to resolve apparent conflicts between the regulatory options afforded by

economic globalization and the need to forge domestic laws that reflect community values Communication Systems Engineering with GNU Radio Jean-Michel Friedt, Herve Boeglen, 2024-12-05 An approachable guide to an invaluable radiofrequency communication toolkit Software defined radio SDR which emerged in the 1990s has become a core development method in certain high profile fields including military and space communications High cost and problems with hardware availability however prevented this technology from being widely disseminated The advent of low cost hardware beginning in the 2010s however has made GNU Radio the leading open source software toolkit for developing SDR systems an increasingly viable and even critical tool for a new generation of radiofrequency communication engineers Communication Systems Engineering with GNU Radio provides an accessible overview of this toolkit and its applications Beginning with the fundamentals of using GNU radio for digital signal processing the volume then moves to the practicalities of decoding data and the advantages of accessing raw data normally unavailable in hardware defined radiofrequency receivers The result is a potentially crucial tool for engineers looking to adopt this cost effective and flexible standard for transmitting and processing radiofrequency signals Readers will also find A careful balance of radio communications theory with GNU Radio practicalities Practical implementation examples employing well developed open source GNU Radio platforms Extensive accompanying documentation and explanation Communication Systems Engineering with GNU Radio is ideal for graduate and undergraduate students in communications systems courses as well as professionals working in SDR

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## **Table of Contents Radio One Inc Case Analysis**

- 1. Understanding the eBook Radio One Inc Case Analysis
  - The Rise of Digital Reading Radio One Inc Case Analysis
  - Advantages of eBooks Over Traditional Books
- 2. Identifying Radio One Inc Case Analysis
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
- 3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Radio One Inc Case Analysis
  - User-Friendly Interface
- 4. Exploring eBook Recommendations from Radio One Inc Case Analysis
  - Personalized Recommendations
  - Radio One Inc Case Analysis User Reviews and Ratings
  - Radio One Inc Case Analysis and Bestseller Lists
- 5. Accessing Radio One Inc Case Analysis Free and Paid eBooks
  - Radio One Inc Case Analysis Public Domain eBooks
  - Radio One Inc Case Analysis eBook Subscription Services
  - Radio One Inc Case Analysis Budget-Friendly Options

- 6. Navigating Radio One Inc Case Analysis eBook Formats
  - o ePub, PDF, MOBI, and More
  - Radio One Inc Case Analysis Compatibility with Devices
  - Radio One Inc Case Analysis Enhanced eBook Features
- 7. Enhancing Your Reading Experience
  - o Adjustable Fonts and Text Sizes of Radio One Inc Case Analysis
  - Highlighting and Note-Taking Radio One Inc Case Analysis
  - Interactive Elements Radio One Inc Case Analysis
- 8. Staying Engaged with Radio One Inc Case Analysis
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Radio One Inc Case Analysis
- 9. Balancing eBooks and Physical Books Radio One Inc Case Analysis
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Radio One Inc Case Analysis
- 10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
- 11. Cultivating a Reading Routine Radio One Inc Case Analysis
  - Setting Reading Goals Radio One Inc Case Analysis
  - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Radio One Inc Case Analysis
  - Fact-Checking eBook Content of Radio One Inc Case Analysis
  - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
- 14. Embracing eBook Trends
  - Integration of Multimedia Elements

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