



# International Journalism & Media Management Training Program @ Western Kentucky University

## **Cambodian Manager Residency Field Report**

December 26, 2002 – January 10, 2003

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**April 9, 2003**



**INTERNEWS**

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## Introduction

Dr. Bart White and Terry Reagan traveled to Cambodia in December 2002 for a two-week radio station management training program. The plan was to visit all the WKU-Internews radio stations and conduct three-day management residencies.

Dr. White is currently Professor of Broadcasting & Mass Communication and has taught at WKU since 1979. He has 12 years full-time industry experience as an announcer, salesman and station manager in medium to large markets. He is the author of two books from major publishers on advertising sales and marketing. He has been a national broadcast sales & marketing trainer and has trained broadcast sales personnel in over thirty states (USA). He received his Ph.D. in Mass Communication from Greenwich University, his MA from the University of Denver and his BA from Willamette University.

Terry J. Reagan is the Director of Development for Western's Public Broadcasting Service. In his 13th year at Western, Terry is responsible for management of all aspects of fundraising and outreach activities for the public radio service and public television station of Western Kentucky University.

The following are personal accounts of the training days by Dr. White and Mr. Reagan.

### Thursday, December 26, 2002

Nashville to Phnom Penh

The team spent time planning how they would handle the first day of training. They wanted to ask the Women's Media Center staff what they wanted from the follow-on and what, in review, they had learned and were using from the training in Bowling Green.

### Saturday, December 28, 2002

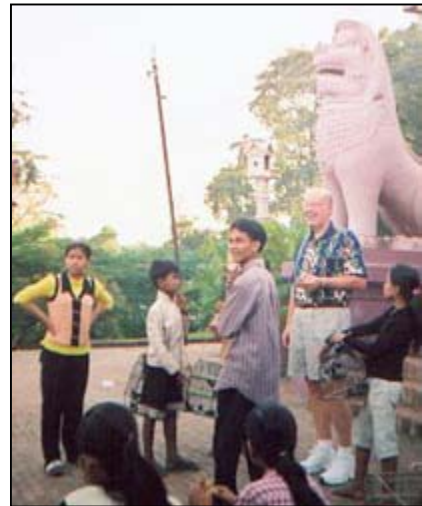
Arrival in Cambodia

#### BART WHITE, Ph.D.

Professor - Western Kentucky University School of Journalism and Broadcasting

To begin the "field notes" section of this report, I am first obliged to describe the setting into which I have been sent, as the entirety of the follow-up experience is painted with a cultural and environmental brush that will most certainly affect business operations within a country that can only be described as "Third World" at best.

Phnom Penh is a city of two million residents, one million automobiles and five million motorbikes, all of them on the roads at the same time carrying from one to six people with absolutely no regard for traffic laws, assuming that such laws even exist. The main roads are paved, but most cross streets and side roads are only roads in the academic sense. These are the roads that lead you to the real Phnom Penh, the roads where people live and work and the roads where the stations I visited are located. These are dirt roads that have never been graded and are pothole scarred from years of flooding during the rainy seasons, each side revealing the utter poverty, filth and medieval conditions under which most of the residents live at a subsistence level. I am reminded of Dickens' London or Steinbeck's "Cannery Row," and I do not recall seeing Mexican villages with as much squalor as rolls out before me in this city. Dozens and dozens of tin-walled or wooden "shacks" with mostly dirt floors line each street, each housing businesses as diverse as gasoline vendors selling fuel from liter-sized Pepsi containers to food vendors and motorbike mechanics. The lack of infrastructure, city services or any level of concern for sanitation is in biting contrast to what we in America expect in even our worst inner city environments.



It was into this dreamscape that we went in search of the Women's Media Center, our first scheduled stop after two days of travel and virtually little rest. (I know now how tired our guests must have felt during their first few days at Western Kentucky University.) When our driver turned off of the paved main road and onto an upgraded dirt path best suited for mountain biking, I knew our adventure had begun. How do these people ever get to their station in the rainy season without a pack mule or a trusted quarter horse? How do they even manage to operate a facility in this type of "business" environment?

The answers to these questions, arising from "first impression" sensory reactions described in the second paragraph above, slowly became apparent as the first week of training unfolded. The general answer is that one has to move beyond the obvious (the Third World appearance of the city) to see the hidden transformation that is really taking place in Phnom Penh. Tucked away behind the squalor are signs of investment capitol at work. Portions of the city undergoing "urban renewal" and upscale development, (in the form of retail establishments and housing), are becoming evident, even if just below the surface. This confirms the existence of a rising middle class, and my guess is that in ten years, this will be a completely changed and different city. This is the period in which these radio stations will witness increased revenue growth, which is why the hour is ripe for us to be here.

Further answers to the questions raised on the first page can be found in the nature of the Cambodian people. With no exceptions that are apparent at this writing, they are warm, friendly, gracious, accommodating and just a pleasure to be around. Most I spoke with seemed educated and aware of world political events and enjoyed discussing how Cambodia would fit into the world picture of tomorrow. Place this attitude within the context of what has happened within the past thirty years, and the picture is nothing short of the rising Phoenix which, at this hour, is only beginning to take shape over a dusty city where our radio station managers are attempting to implement business and marketing plans in conditions that would only discourage (and perhaps defeat) the best radio sales people in America.

#### TERRY REAGAN

Director of Development - The Public Broadcasting Service of Western Kentucky University



First impression of Cambodia is grim. This is a very poor country. The markets (Russian & Central) are definitely not for the weak-hearted. Poverty is everywhere. Yet they will take advantage of you if you let them. They love dollars, and Bart's comparison to sea gulls is a good one. Bought some stuff for the family and co-workers.

The trip to the market actually will help us tomorrow with the training. It gave us a chance to see the town and the circumstances. Selling here has to be difficult. Just driving or riding with a driver is a challenge.

An obvious multi-class system with the type of transportation being the level of wealth...

Walkers.... the poorest  
Bicycles  
Motor Cycles/Mopeds  
Junk cars  
Old cars  
Used cars  
Perhaps new cars...I saw none

#### **STATION MANAGEMENT RESIDENCIES**

**Sunday, December 29 2002**

Women's Media Center, Phnom Penh – Terry Reagan and Bart White

How our driver ever managed to get us to this location without incident is nothing short of providence. Motorbikes scurry in four directions all around us and we enter Scottsville Road conditions without ever stopping, hoping that all traffic both ways will slow down and allow us to eventually merge into the flow and amazingly...this seems to happen, again and again. This system of organized chaos only works as long as everybody travels between 20 and 30 miles per hour, slow enough to allow this ballet to occur. The road we eventually turned onto, the road on which the Media Center is located, would have been a challenge for a Humvee, but our driver bumped us along the dirt and pot-holed terrain to a guarded gate, and we had arrived at our destination.



The building itself is quite modern and three stories tall, with the FM stick on premises. Rasy, warm, friendly and gracious, was there to meet us and to inform us that her staff did not wish to train on Sunday, but that Bopha would join us as soon as she could maneuver through the morning traffic. She arrived within half an hour but had plans to attend an afternoon wedding, so we decided to complete a half-day's training and leave any unanswered questions for Terry to follow up on during his residency.

The big concern expressed during the session, (beset by technical problems when Terry thought he had fried his computer), was similar to what faces public radio in America. It seems that the Asia Foundation has cut financial support nearly in half, forcing them to make salary cuts. The staff is clearly unhappy about the cuts, but the Center plans to reinstate the salaries next month with revenues from additional ad sales and by offering editing services to NGO's, the private sector and schools who do not have the technology of the Media Center.

The Bowling Green training was instrumental in helping them to secure new clients in these broad categories: jewelry stores, grocery stores, battery stores and some of the many schools that dot the cityscape. Bopha commented that the staff has a greater sense of mission since the Bowling Green training, but that sometimes it was hard to find consensus. Indeed, five co-directors can be too many chiefs, and Terry decided to make consensus building a main topic during his residency.

As the morning continued to unfold, discussion centered on the problems management faced where funding is limited and some of the staff is leaving. They wished to know how to make their programs appealing in the light of budget cuts and the prospect of having to train new people. What centered our discussion was when Bopha mentioned the 2003 National Assembly election. She was concerned about enabling their audience to understand the election process and how they could get people to think critically before the elections. As discussion continued, the door was opened for me to explain the revenue windfall in America called the political election season. This seemed to spark much interest, and plans were made to follow up with the appropriate candidates.

They were further concerned about what the candidates might say about their opposition if they were given air time. I explained America's FCC policy on personal attacks and suggested that, should this occur, scripts or tapes are sent out to those attacked with an invitation to respond. This would keep the landscape fair, a big concern of theirs.

Some time was then spent discussing revenue generation. I explained to them how to generate and follow up on a prospect list and how to put together a 13 week advertising schedule, the minimum length of time I would recommend any client be on the air.

An additional concern that was addressed by Rasy, (in response to a question that I had dealt with), was the effective handling of objections that clients had for not advertising on FM 102 Radio of the Women's Media Center. It seems that many potential clients prefer not to talk business and say things like, "Let's talk about advertising later," or, "The other station is cheaper." I explained that these were not objections, but

were “stalls” that had to be converted into an objection to be properly handled. I then explained how to deal with these situations, what to say in response and how to handle the client when that person explains that they don’t have money in the budget to make a buy.

The rest of the morning was spent agreeing on what Terry should cover in his residency that was scheduled to begin the next day at the Media Center.



### **Monday, December 30 2002**

#### Women’s Media Center – Terry Reagan

Arrived at 8:00 A.M. to learn a ceremony was taking place this morning to bless the building and workers and to rid evil spirits and bring good luck for the coming year. Thus training would stop at 10:00 A.M.. The ceremony is followed by lunch. Reviewed with Daneth the discussion and questions Bart and I had with Rasy and Bopha.

Due to the blessing service, I had to leave. Went to make a surprise visit to Sonando and see his station. He was tearful at seeing me. Toured the station and made plans for the evening.

Met five Directors in the afternoon. Began the meeting with the Co-Directors by recognizing the good work they have done and discussing as a team the things they have accomplished. Directors preparing for a meeting and presentation tomorrow with Rockefeller Foundation

Team demonstration.....used toilet paper to demonstrate to them the importance of working as a team. It worked well at helping them realize they must work together for success.

Talked about consensus and the role it plays in decision making. How in USA we have joint license stations and how we share information, ideas, tips, etc. We discussed ways they can improve communications among themselves and how that would benefit WMC.

Concerns about time to meet and discuss. Discussed an office circulation system on a weekly basis. Sharing of budget, marketing, sales, and other information so everyone knows what’s happening. Great example of meeting tomorrow...only one of the five knew whom it was with. Session went very well. Passionate participation by everyone. Session went long 45 minutes.

I met Mam Sonando at the hotel with his wife, son and newsperson, and we took a brief tour of the city. Went to the riverfront and walked and talked about our families, our stations, etc. On to dinner across the river at a Cambodian restaurant. Dinner included rice, roast pig, duck, vegetables, and spring rolls.

Repeatedly, Sonando expressed his appreciation that I would come to his country. He said things are very good for him and his family, and he missed his many friends in the USA. It’s worth noting that many people spoke to and embraced him. He said they were listeners who thanked him and appreciate his radio station. He spoke of people recognizing his voice and asking him if he was the person on the radio.



#### RADIO FM 90 – Bart White

Meatra Run’s radio station is located outside of town in Phoum Thmei Village in a rural setting with rice fields in harvest surrounding the station. The facility has four resident dogs, a local bird, who sits on your shoulder as it is being fed, and the Director lives adjacent to the station in a very comfortable and modern home in dire contrast to the utterly squalid and devastatingly poor village that surrounds the dirt road leading to the FM facility. It should be noted that the actual “Killing Fields” are only two kilometers

down the road from the turnoff to FM 90, and I did manage to see the monument after training on the first day. Two kilometers on that road, however, translated into 20 minutes of driving time each way.

Present at the training was Meatra, his number one salesman and marketing manager and the Director of the station, whom I later learned was in poor health and, therefore, was forced to miss much of the training. Set to begin the session, I reflected upon my overall philosophy on why I was here. Basically, I see my mission as one of meeting the immediate and future needs of each station I visit, as opposed to arriving with a pre-planned agenda that I think they need and forcing the trainees to endure the material whether it is right for them or not. Since they have already been trained at Western, have submitted their follow-on materials and have a good idea of their areas of weakness or what they need to know or learn more about, I began by asking what specifically they wished to learn from me during my time with them. The first area they wished me to cover in detail was the whole concept of marketing and how they can use marketing ideas to make more effective sales presentations.

I then began the session, but not before gleaning some follow-up information needed for my background and information and for this field report. The bottom line is that Meatra has prepared quite an extensive and complete "media kit" which includes a cover letter to potential advertisers and outlines the mission of the station. I asked him if they had ever had a document of this nature before coming to Bowling Green. His response was "no," they had never had anything like this before, and it was put together after returning to his home country, using what he had been taught at WKU. Meatra may be a very quiet person, but he knows how to follow up and implement what he has been taught.

Specifically, FM 90 has seen an increase in sponsors since the Bowling Green training. They now have twenty advertisers, where before they had nine. They think the use of their "media kit/packet" that is presented to clients has made the difference. Even though they are still not profitable, they are at least breaking even. The revenues, however, are insufficient for growth, and this is why they need more marketing and sales information. In addition, Meatra has been training his staff of thirteen and has changed some programming, although most of it remains as before. His broadcast day consists of international music, entertainment, informational programs on traffic, national security, a successful call-in program, etc. They program news three times per day for 15 minutes and have two of these news programs sponsored, one by a driving school and one by a pharmaceutical company. (I did recommend that they shorten the length of their newscasts to avoid audience erosion, but they explained that their culture expected lengthy and detailed information and news programs.)

The direction of the discussion then changed to inform me of some of the background of the station. Prior to the 1997 coup d'etat, FM 90 was a very well-known and powerful station, partly because they were very political and supported the opposition party. However, when that party did not come into power, the station was ransacked, and they lost \$100, 000 worth of equipment. Some DJs were murdered, (although I could not understand if they worked at FM 90 or not), and now they are not involved in active on-air politics. Their goals are to re-establish themselves to the prominent position they once had in the marketplace and to return to the organizational chart they showed me they had prior to 1997. All of this will, of course, take money and that is, again, why they want to learn more about marketing.

In the past, they have enjoyed revenue from companies in Thailand and Singapore, but those are handled through an ad agency in Phnom Penh that does not pay their statements until 90 to 120 days after they are billed. Although that is business as usual in the United States, FM 90 has few reserves, and so they are declining this business because they cannot "carry the note."

Another problem/concern dealt with current technical problems they are experiencing. They are only on the air nine hours per day,= but soon want to expand back to 18 or 19 hours of broadcasting per day.

This ended the first day at Meatra Run's FM 90 radio station, as the Director had to leave to receive kidney dialysis treatment at a local hospital.



**Tuesday, December 31, 2002**

Women's Media Center – Terry Reagan

The third day at the WMC, and overnight, a new translator was assigned to me. Barisoth got complaints about the first one. The new translator appears much better.

Rasy reviewed her homework assignment (Sales Plan), and we also discussed the Co-Directors session yesterday. She felt it went well.

Today's activities begin with the meeting with the Rockefeller Foundation. It started off rocky but ended well. It was interesting to see how the partners work together. Made several observations to share with Bopha after the meeting, which took until lunch.

In the afternoon, the first thing on the agenda was to meet with Bopha and do her individual follow-up. It was very helpful to see the meeting this morning and have it to use as an example. She appreciated the suggestions, and we had good discussion on some other things.

Asked Rasy, Daneth and Bopha to come together once more for a wrap-up session. Started by affirming the message from the Co-Directors meeting that they must work together. It's not who's right or wrong. They need to listen to and help out each other for the WMC to succeed. Next we discussed the election do's and don'ts for sales and news coverage. They took extensive notes and had many questions. Finally, I challenged each of them to start using the web as a resource to contact us in Bowling Green. I personally asked each of them to contact me by July 4<sup>th</sup>, 2003.

FM 90 Bart White

The entire second day of residency, both morning as well as afternoon sessions, dealt with in-depth and detailed marketing strategies and data that they could use to their advantage in client sales situations. This was not a major part of the training manual, but since I had written a book on this topic, I mustered up enough relevant information to fill the entire training day. They were very, very pleased and took lots of notes. I gave them graphs and figures and had my translator prepare a nine page handout in Khmer that I presented to them on the last day of the residency. This handout, when copied, can be presented to clients, along with the other information in their "media kit" that they had prepared. (I don't know how much detail is needed here about the specific training topics, so I will leave it with the statement that the entire training day was filled!)

The Director, unfortunately, was too exhausted to attend this session, so only Meatra and his marketing manager were present. When asked what they wished me to cover on my last day of residency at the station, the response was, "We want to learn about management...everything we can about managing a station and our staff of thirteen so we can get more sponsorships and more sales." I told them they had better be prepared to take lots of notes, because I intended to honor their request on January 2, after we all had New Year's Day off.

**Wednesday, January 1, 2003**

NEW YEARS DAY – Terry Reagan

Kevin Willis and Renee Shaw arrive to conduct the journalism seminar and residencies. We visit the Cambodian Communications Institute with Sek Barisoth, the Director and project contact in Cambodia. It's a very nice building in a very unique setting. Small children are playing



outside and live just a stones throw from the campus. Barisoth is very proud but also concerned about plans by the University (government) to take over the building and CCI next year.

**Thursday, January 2, 2003**

PLANET FM 107– Terry Reagan

Travel downtown to the office. Followed the same format as with the WMC by beginning the discussion with the questions of what Keo learned and what he wants from us. Overall, I am very impressed and surprised at what Keo has learned and applied from the Bowling Green training. Keo also has homework assignments as a result of our review.



FM 90 – Bart White

On New Year’s Day, I outlined a complete mini-course in broadcast management, complete with managerial theories, the various managerial styles that can be used when working with staff, proven theories of employee motivation, time management approaches, goal setting and the five main management functions of planning, (including detailed budgetary planning and how to devise a radio station budget for the year), staffing, organizing, directing and controlling.

This all was presented on day three, when I learned that they had never devised a budget or projected sales into the coming year. Since this was the first business day of 2003, I encouraged them to start this process right away and also to set a goal of buying at least one computer for the station that was Internet connected. They currently have no computers, hence no station access to the Internet or e-mail. Since it appeared that Meatra had submitted all of his materials prior to my visit, (they were included in my packet), I did not collect anything additionally from him.

Only Meatra attended this last session, as his marketing manager could not attend, and the station Director was very ill. The Director, however, did manage to attend the last portion of the session, having just returned from the hospital.

At the end of the training, it seemed that all parties were very satisfied and knew that they had learned new information that they could begin using immediately. I was satisfied, as well, and was confident that I had given them what they most wanted and needed to be successful as radio broadcasters in the Phnom Penh market. I guess only the evaluations can attest to the success of the residency, but I will enter Apsara FM 97 tomorrow, confident that the information I have will help lead these people to overall success in this developing city of two million.

**Friday, January 3, 2003**

Planet FM – Terry Reagan

I met with Keo to review his Sales Plan and his demographic information. I challenged Keo yesterday to come up with 5 bullets he could use on proposals and station information about his listeners. I would also come up with five.



His sales plan was not complete and we discussed it more. I expressed that I wanted him to see the value in doing it. Don’t do it just for me, do it for better planning on his part. He will continue to work on it, and we’ll look at it again tomorrow. The staff meeting with his on-air staff and some news folks followed the meeting. As it turned out, most everyone from the station and the staff meeting attended what became a training session. It went very well. Keo had to leave before the meeting was over, and the others stayed.



After the meeting the driver needed to go get Renee and Kevin at CCI. I traveled along and sat in on the last of the training there. At the end, I took an opportunity to tell the journalists how important their work was and how happy the managers were with their news efforts here in Cambodia.

#### APSARA FM 97 – Bart White

Entering onto the property of FM 97 was quite a different experience from the rice fields, with their white Brahma bulls, that surrounded the facility of Meatra's station. Apsara Radio and Television rises from the city center, a large modern building complete with one of the biggest performing arts stages I have ever seen situated, just to the right as one enters the gate. The station hosts concerts and shows on their own property within view of a huge television transmitting tower that rises high into the Cambodian sky, thus making the station easy to find from several blocks away.

The training day began with a formal welcome and a gift presentation from Director General Sok Eysan. He then invited my interpreter and me to dinner that night with his staff, but he was not going to participate in the training. The two staff members of Apsara who came to Bowling Green for the management training, Deputy Director Sath Choek and Marketing Director Ponley Heng, would be my students for the two-day residency.



I began with a request for them to tell me the major concerns and problem areas that had confronted them since their Bowling Green training. The first thing mentioned was that they were unable to respond to the needs of their clients, because they had too many on the air due to a low spot rate. The business was not profitable, but they could not raise the rates without losing the clients. They needed more advertisers but can only attract them with low rates that only bring in enough revenue to cover salaries. New equipment purchases and other business costs come from reserves, which can only take so much of a hit. The

obvious question was, "What to do?"

It was apparent to me from this question that they had little concept of a budget and how a budget relates to projected sales revenue. The reason they are not profitable, despite achieving sales goals, is that they are cutting rates below the level that sustains profitability. If they had a budget or knew how to prepare one, they would know how much revenue they needed and what the rate structure needed to be to make budget each month.

It appears that there is a budget, but only the Director General works with it, and Sath and Ponley were unaware of the details. I asked how often they met with the Director General, and they informed me that they met weekly. I then recommended that they should bring this topic up for discussion in a future meeting and that I would explain to them how to project and prepare a budget, so they could make recommendations on this topic from their training.

They agreed and budget training began! This went well, but something did not seem right with their concerns about revenue generation, lack of budgetary knowledge and their statements to me that they were not profitable. I had also heard that this station receives support from the government and that the Director General "runs" in high social circles with governmental officials. I asked about this and was informed that no monies are received from "the government" and that 100 % of all revenues are generated from direct sales to businesses.

It took me until the second day, but I believe I can guess what the situation is. It is apparent, from their facilities, (which are far better than any commercial station in Bowling Green and most in America), that this station has had a great deal of money in the past and currently has extensive capital reserves. Since Sath and Ponley informed me that they did not have access to budgetary information and that they were not profitable, (only generating enough revenue to cover salaries), I can only surmise that there are actually two divisions within this operation and possibly two budgets.

I am guessing that the Director General pays for the operational side of the business from either government or CPP (Cambodian Peoples Party) funds, and that he has charged Sath and Ponley with generating sufficient revenues to cover the “personnel side” of the business or the salaries of the radio station staff members. Their primary concern was generating enough revenue to cover salaries and then to make a “profit” beyond that, possibly to cover operational and programming expenses on “their” side. At the present time, they are not “profitable,” meaning that they are covering salaries, but that is about all.

As day one continued to unfold, their next concern was the problems they faced when they did get a new client on the air. When new advertisers appear, it seems that all other stations become aware of this and immediately call on the client to offer them a cheaper rate. Many clients leave or are tempted to leave because all they want is a cheaper rate. They don’t seem to care what station they advertise with. (I also faced this problem with Meatra’s station, although it was not as big of a concern.)

I dealt with this by explaining “value added,” (that clients buy much more than the rate; they buy service, good copywriting, programming, the station’s larger audience, etc.), and the concept of rate integrity. I encouraged them to be the best station in the market at providing services beyond the rate card, and that they would eventually prove their value well beyond a marketplace rate card.

Their current advertisers, representing the broad consumer categories of cigarettes, private schools, universities and pure drinking water, are all from the private sector and advertise on one of seven extended live music and singing programs that are offered throughout the broadcast day.

I then requested that they tell me every concern or objection that any of their advertisers ever had, and that I would inform them how do deal with that issue. Additionally, I told them I wanted to know every question they had about marketing and sales, and that I would answer those concerns as thoroughly as time would allow.

I then spent the rest of the day, (until the end of the afternoon session), giving detailed responses to the following concerns:

- “What do I say when prospects tell us that they don’t have enough money to advertise?” (I explained that no one ever has a monetary or budget problem. They just have sales problems, which is why they should be advertising.)
- “What do I say when clients tell us that they will advertise next month, but not now?” (I explained that this was a “stall,” not an objection, and that they would have to convert this to an objection that could be dealt with.)
- “What do I say when the advertiser says he is leaving to go to another station for cheaper rates or other reasons?” (Previously dealt with, but this time I thoroughly explained consistency with one station through frequency and the research that shows the problems associated with abandoning an audience you have worked hard to get your message to.)
- Further questions on the whole “service after the sale” issue were dealt with.
- Much discussion then ensued on their role as an advertising representative, that is, they are in the business of solving problems for their clients, not “selling spots.”
- Another concern was raised that many clients say their product is out of stock and that they would advertise when the inventory was replaced. This was dealt with.
- The final concern that would take me into the next day’s curriculum was that they needed help putting together sales presentations. This was done over a two day period and covered information not given in the Bowling Green training. I did not want them to have an “elementary” sales call

outline, but an advanced marketing presentation that would position them apart from others selling media in the Phnom Penh market.

**Saturday, January 4, 2003**

Planet FM – Terry Reagan

Surprisingly, Keo was on time, the office open and people waiting for us. The translator had a few things to do this morning, thus for the first few minutes, Keo and I were by ourselves. He has good English skills when he has to use them.

We began by reviewing yesterday and his reaction to the staff meeting. He felt very good about it and said he learned from the staff that they were very encouraged and interested in what was said and discussed.

We reviewed his sales plan. He had completed it and I offered a few more suggestions. He understood the need for it and was going to discuss it with the sales staff. If projections are met, it would mean a 10% increase in sales.

We talked more about target audience and station demographics and using that data to sell the station. We also reviewed some sales rejections he may encounter.

He showed me a project the station is working on, DOCS. It seems to be a great outreach opportunity for the station, and we discussed ways the station could get involved and make money from it. He took lots of notes.

Finally, I gave him an evaluation form and encouraged him, as I have others, to start using e-mail to follow up and ask questions of us. I told him to e-mail me the results of his sales plan, as well as other documents and materials he stated he was working on.

The generator quit and so did we a little early. No one seemed to know what to do about the broken generator, but it sure gets hot quickly.



APSARA FM 97 – Bart White

This entire morning on this second day was spent finalizing the marketing/sales presentations and answering all questions. Additionally, some time was spent gathering information on their follow-up submissions that are presented in a second report from this document.

As per their request at the termination of day one, I then provided them with an in-depth “mini-course” on management theories, styles and techniques that they could use to increase their own productivity and the productivity of the other staff employees at Apsara FM 97. The information is much too detailed to provide in this field report, but suffice it to say that they were very pleased and felt I gave them relevant information that they can choose to use to their advantage.



**Sunday, January 5, 2003**

FM 91 – Battambang – Terry Reagan

At the airport and Sokhom is taking care of everything. Security is not much more than a metal detector. Most travelers seem to be tourists, most likely on the way to Angkor Wat.



Sar Vuthy met me at the airport with flowers. He was happy to see me and had his car on the runway to pick me up. A short drive through town and we are at the hotel on the river. A drive past his house and former station site to his new location that includes a stage and movie screen.

Got right to work in reviewing Vuthy's submissions. Meeting with Vuthy lasted until lunchtime. Vuthy has become my personal driver, picking me up after lunch. Back to the station to meet with the staff. It went very well, and afterwards, Vuthy was very grateful and spoke of what a good opportunity this training is for his people.

#### BEEHIVE RADIO 105 FM – Bart White

The meeting with Mam Sonando was unlike anything I expected. It appears there is a great deal of respect for this well-known local figure in Phnom Penh and his fight to instill true democracy into Cambodia to the chagrin of the Cambodian Peoples Party and the Prime Minister. Therefore, I was not surprised at this first meeting, but still, it had little to do with my role as a sales, marketing or management consultant.



He informed me that he was very happy with his American experience but that he thought we had “dropped the ball” in two areas. He was strong about his feelings that our trainers did not stress the role and importance of democracy to the levels that the concept was well understood by all trainees. He sees himself as carrying the banner of democracy in the city and that other radio stations who do not have “open and free” news or who take financial assistance from the government are not serving the cause of freedom, but rather serving the cause of the totalitarian regime in power. He recommended that the whole concept of “democracy” be heavily emphasized in future training, because he doesn't believe that trainees really learned about it. He describes himself as a “piece of meat that has just been set down before the tiger.” The tiger (government) can eat that meat anytime that it pleases, but up until now, has decided not to do so. He feels that he is alone in taking “chances” with fair and objective news reporting and that our training has failed if it does not strongly encourage other stations to do the same.

His second area of great concern was the way in which awards were given at the end of the Western Kentucky University training period. He thought it unfair that a computer was just “handed out” with no explanation or specific rationale as to why this person was deserving of such a gift. He commented that all trainees worked very hard to learn and that singling one out for favor was a disservice to all.

He further felt that he was denied access to certain people that he wished to speak with and that his wife should have come/should come to America to be trained, as she is responsible for many aspects of the station operation.

Still, he is appreciative, in fact, more than appreciative to all of us. He is just vocal and passionate about his feelings and has not had a chance to reveal them to George or to Barisoth. I told him that I would recommend to George that he meets with him later in the week so that his strong feelings could be dealt with at the appropriate levels.

I explained that I was a consultant for his sales, marketing and management needs and not for the news operations of his station, but that I would do all that I could to answer his questions and meet his needs during my residency. He then continued on about the sham of democracy in Cambodia and expressing his “we either have it or we don't” attitude, which I could not nor would want to argue against.

It is apparent that he has very serious questions about his Internews involvement and that follow-up meetings with him will be mandatory to appropriately address his concerns. I am wondering what I can do during day two of my time at Beehive FM 105, since his major concerns do not involve my area. My first two stations wanted as much sales, marketing and management information as they could squeeze out of me. Mam Sonando chose this time to use me as a sounding board for several months of pent up frustration.

Obviously, he needed this outlet, and I was happy to listen and inform him that I would follow up with his concerns as completely as possible in order to improve our training in Bowling Green.

**Monday, January 6, 2003**

FM 91 – Battambang – Terry Reagan

We begin by recapping our discussion from yesterday. Vuthy again thanks me and tells me he thought it went very well. We review what he has learned from the training, and he has several positive things to say. Next we go to the questionnaire. His answers seem genuine.

We conclude by lunch, and the plan is to take me to a temple out in the country. Roads are marginal. At one point Vuthy gets stuck in a washout by the river, and the other driver has to get us out. The temple is under restoration. Still it's hard to believe you are looking at something built in the year 500 AD.

Back to town and to the translator's house for lunch. A boiling pot of some kind of meat with rice and some paste stuff. Being ever a gracious American, I eat my helping only to get a second. The chicken is good and I wash it down with the coconut water I'm drinking. A high honor saved for special guests according to my translator.



After lunch we say our goodbyes and are on the way to Siam Reip. The trip across country just proved that the people of Cambodia have a long way to go to be a modern society. Cars were the exception, many motorbikes and many more carts pulled by ponies or cattle. There's not much between the two towns except rice paddies and poverty living conditions. Yet they seem to go about their daily lives expecting little else.

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I began the second day with an attempt to better control the direction of the meeting by keeping Sonando on track and directing his attention to his sales and marketing efforts and away from his usual political sermons. This was somewhat successful, as I did manage to accomplish some "training" before his attention turned to politics.

Sonando feels many citizens like his station and many more will tune in when he is able to increase his coverage area with a power increase he hopes will happen in the next several months. He has two classes of advertisers: independent businesses and what he called "non-independent" companies. The independent businesses are the small merchants that sell things like medicines, clothing and eyeglasses. Many potential advertisers in this category are afraid to advertise with him due to his political leanings, which do not favor the government. The "non-independent" businesses are big companies that are not fearful of advertising with him, but he has few of these due to his 1kw signal.

He explained that the business environment in Phnom Penh is not good due to the lack of political and economic stability. Small businesses are not financially stable, (90% face financial deficits according to Sonando), and many of them cannot pay their advertising bills. In addition, there is lots of corruption. He further explained that, when tourism is good, revenues are better because business is better, but this fluctuates greatly. This latter point was made as I was attempting to give him ideas on how to generate consistent advertising accounts that do not just advertise when conditions are good.

Sonando loves analogies, so he explained his challenges in the marketplace this way. "In America, you play football on a level field with non-biased referees. In Cambodia, our field has many holes and a biased referee." In addition, since the living conditions are much worse, it is difficult to find advertisers and for them to attract clients.

Being a man of principle, Sonando does not accept “vice” advertising such as cigarettes, even though he could. He further explained that radio success depends on the economy and that there are too many radio stations. I answered by saying that the economy and the number of radio stations are things beyond his control and that he should concentrate on the things he can control, like his advertisers and the planning that is necessary to attract more of them. He countered by explaining that many of his advertisers run out of stock, so when listeners respond to the ads, there is nothing for them to buy. Additionally, many businesses are afraid to advertise with him. I then learned that what makes his station’s “revenue picture” is donations received from listeners. This has given him enough money to pay for the upgrade earlier discussed.

Sonando then zeroed in on what he feels are the central problems impeding his progress in Phnom Penh. This is when I understood that it was now I who was being trained. He explained that to be successful in Cambodia, one has to be corrupt. If you are honest, then you will have problems with governmental intimidation and possible interference with your station. Making things worse, there are many Communists who served in the Pol Pot regime, who currently have government positions. Democracy, therefore, is moving very slowly as these Communists despise democracy. They like power, and together with the negative influences of China and Viet Nam, damage the morale of the Khmer people.

He continued by noting that his job was to be a model for the young people by giving them hope, so they can carry on his mission when he is gone. This mission will not be accomplished, though, until Cambodia has a leader who can be respected and avoid violence. He admires the way America and Europe work together to protect their freedoms and noted that the happier people are, (as in America and Europe), the harder they will fight for their freedom and the more willing they are to die for their country.

He would like to see Cambodia someday join the ranks of the free, when people love their country so much, they would be willing to die to protect what they have.

### **Tuesday, January 7, 2003 – National Holiday**

Renee, Kevin and I visit Angkor Wat. It is huge and very impressive to be over 1000 years old. We take the challenge and go to the top. Lots of pictures along the way.

We meet up later with Bart and Sokhom and leave to look at other temples in the area. There are hundreds of them everywhere. Every shape, every kind. Likewise, kids selling their wares and that become part of the fun. More temples, monkeys, elephants and coconut water become the highlight of the afternoon.

### **Wednesday, January 8 – 9, 2003**

Travel from Phnom Penh to Nashville.

## **REFLECTIONS**

### **Bart White - Commentary**

The training now complete, I felt a great sense of relief as we drove back to the hotel. Whether or not we have been successful will be determined, not by the evaluation sheets that are required for the program, but by what unfolds in the media and political environment over the next several years in this emerging democracy, including the July, 2003 general elections. As the saying goes, I wish them Godspeed, or the Buddhist equivalent, peace and prosperity.

### **Terry Reagan - Commentary**

As I leave the city, I reflect back on the my first impressions and realize they were somewhat incorrect. Traffic is still crazy, there is still great poverty, but there is also great promise. The roads are bad, but there are many good roads in the city. There are lots of new hotels, many stores and shopping districts and lots of

construction in the main city. As expected the people are very gracious and willing to serve. They have a curiosity about America, and the educated want to go there to learn more. The poor want to go there to better themselves. It is a matter of time before this city becomes a playground for the tourists and the well-to-do.

Looking back the trip was great personally, and one can only hope it helped professionally, at least for the folks in Cambodia.

It was wonderful to see how they had changed and matured in their skills and how the stations had improved over the last few months. They truly seem to appreciate the opportunity to learn more and become better at what they do. Friendships made here in Bowling Green in the spring have stood the test of time and miles. The warmth and welcome felt is from the heart from a people who have little compared to us and appreciate even the smallest things they can do for you, and you in turn do for them.

Life in Cambodia is not what we have here, yet they don't seem to be bothered with it as much as we are. The roads are bad, the traffic worse, the standard of living very low, yet all that seems to concern me more than it does those who deal with the organized chaos on a daily basis.

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<b>Stations Visited</b>	<b>Manager(s)</b>	<b>City</b>	<b>Trainer</b>
Women's Media Center FM 102	Chea Sun Daneth Nuth Rasy Poan Phoung Bopha	Phnom Penh	Terry Reagan
Reachsei FM 90	Run Meatra	Phnom Penh	Bart White
Aspara FM 97	Ponley Heng Choek Sath	Phnom Penh	Bart White
Beehive FM 105	Mam Sonando	Phnom Penh	Bart White
Planet FM 107	Keo BunChhoeurn	Phnom Penh	Terry Reagan
Battambang FM 91	Sar Vuthy	Battambang	Terry Reagan