

Win Mornings, Win The War

Continuing Education For The Dedicated Radio Programmer

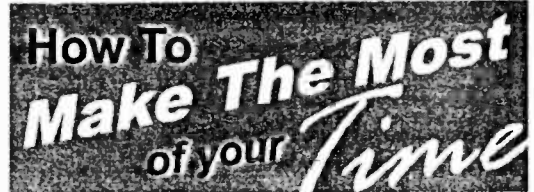
Great Stations Have *DEFINING* Morning Shows

A few weeks ago we discussed *The Holistic 8 M's That Make Stations "Hum"* (Mornings, Music, Money, Marketing, Momentum, Meaningful Information, Math, and Magic). (See "PD" Issue #3, Page 1)

While conventional programming wisdom suggests that the Morning/Breakfast daypart (6-9am) accounts for roughly 15-20% of the average music station's "success factors" pie, many of the truly successful stations gain as much as 50% of their momentum from their great morning show. For this reason, when the right personality or hosts are in place, I often put Mornings at the top of the "how to fix it" list.

(Depends upon the station, of course). Simply put To compete successfully in a contemporary music format arena today, you *need* a *defining* programming element in the Morning. The *great* radio stations, the world over, all have them.

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I needn't tell you that the effects of ownership consolidation and downsizing have placed unprecedented demands on a PD's time. Especially for the programmer who now oversees 2 or 3 additional stations (often in formats he/she does not have a depth of background or knowledge in). And often with a smaller support staff!

While the elimination of "layers" of management has the upside of quickening the
(Continued . . . See Make The Most on page 2)

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Leadership Cliff's Notes

How To
Make The Most
of your *Time*

Advice From Papa ...

"Write as well as you can. And finish what you start."

— Ernest Hemingway

TW Tip #7056 and #21013

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decision-making process in many areas, enabling you to react faster and more responsively to listener needs and desires, it also means you've got to juggle more balls. Or, at least, be prepared to – because the dual-responsibilities and dual-pressures are *not* going to go away (in *our* lifetime).

Time Management Strategies

In the hope that we can help you find a few more hours in your workweek, allow me to put forward a few time-tested, battle-proven time management strategies that are designed to get you organized (and *keep* you organized).

Daily Management

Know yourself. It starts with constructing your schedule around the times of the day when you know you're typically at your highest energy level. That's the best time to tackle tasks or projects requiring creative thought or intense concentration. Low energy times might be a time to take care of routine matters. Playing to your natural peaks and valleys makes you more effective.

Goal-Orient Your Workday. Begin with the end in mind, as **Stephen Covey** says. Enumerate specific goals you want to accomplish – both in business and in life. Remind yourself of these goals every day. Do you have a 1, 3, 5 and 10 year plan for your lifestyle, your career, your retirement, education, and friendships? You should be trying to include "chunks" of that plan in your daily (or, at the very least, *weekly*) schedule.

Use A Planner. Whether it's a computerized organizer (I prefer *Sidekick 98*), a desktop version, a loose-leaf notebook system, or simply a yellow-pad, it will keep you better organized than just "winging it". (You can't wing it in the new millennium and expect to succeed! Too many other well-organized people want your job!) Your planner should include a To Do list, a Phone Calls list, and an Events list (to

plan meetings, appointments and any personal timeouts).

Assign Priorities. Prioritize your activities, based on different degrees of importance and urgency. Make sure you get your top priority items dealt with properly (hopefully finished) before the end of the day.

Get A Fresh Start. Planning tomorrow's schedule at the end of each day enables you to hit the ground running the next day. Some PD's prefer to do this first thing in the morning, maybe at the breakfast table at home. Either way, it gives you a head start.

Efficiency-Orient Your Stickies. I've *computerized* my stickie-note reminders which makes my desk a lot neater than it used to be, using a free screen-saver program called Corkboard, available from the website of PC Dynamics (www.pcdynamics.com). It's a cleverly designed "catch-all", which includes several styles of calendars, clocks (even coo-coo's), to-do lists, and stickies (size and font can be customized to reflect the degree of priority you wish to attach to each note). It also has an alarm-clock feature (with customizable .wav sounds) to gently (or not so gently) flag your attention. It's the most efficient screen-saver I've ever seen. (I find it's actually as useful as my formal planner!)

Try to eliminate time-wasters. Keep an ongoing track on things you know waste your time (both at the office and elsewhere). For example, long meetings, meetings for the sake of meetings, office drop-ins, not using a day planner, etc. Then take steps to eliminate (or at least minimize) them.

TW Tip #7050, #12001, #16025, and #21011

In Coming Weeks ...

People Skills, Delegation, Procrastination, Phone-Jobs, and Meeting Management

Capsule Combat

One of my all-time favorite *true* Radio stories occurred in Denver, during the Top 40 battle between **KBTR** and the legendary **KIMN**, circa 1966.

KBTR . . . Announces they'll be giving away a brand new Mustang convertible! Listen for your chance to "qualify"!

Meanwhile at Kim . . . Owner/GM **Ken Palmer** rounds up several jocks to "help him" as he visits a local used car lot. Arriving at the car lot, Palmer walks up to the glad-handing salesman and says, "I'll take it!" "Which one?" asks the salesman. "The whole lot!" 30 cars! (The salesman about dropped a load!) I can still remember the impact and the preemptive power of hearing **Hal "Baby" Moore** doing a so-simple-any-idiot-can-win-it contest solicitation: "Caller #7 on the Boss-lines right now wins a 1964 Pontiac GTO". Next hour, "Caller #9 wins a 1963 Ford Falcon". And the next, "Caller #10 wins a 1961 Chevy Impala!" And so on!

TW Tip #7051, #4044, #3093, #9066, and #8016

Great Stations Have *DEFINING* Morning Shows

Win Mornings, Win The War!

(Continued . . . from page 1)

Laying The Groundwork

This series of articles will examine ways you can go about *building* a defining Morning Show if you don't already have one on your station. Or if you do have one, how you can continue to *grow* your morning show (pushing it to new heights). We'll start by laying the foundation.

How A Great Morning Show Helps You

- ✓ A strong Morning Show serves as a **cume magnet**, taking advantage of the high PUR-levels (Persons Using Radio) evident in weekday morning hours
- ✓ A strong Morning Show provides an effective promotional vehicle which helps **recycle listeners into other dayparts**
- ✓ A strong Morning Show can be the "center stage" for **addressing community needs with outstanding public service projects**

- ✓ A strong Morning Show can even serve as an **effective platform for Sales promotions** (in a way that couldn't be supported in other dayparts)
- ✓ A strong Morning Show can be utilized to "**camouflage**" **increased commercial inventory** (so it doesn't have to run in other dayparts where it may be more "noticeable")

Great Mornings Mean A Great Deal More Profit

But the most important reason for shining a white-hot spotlight on the Morning daypart goes *beyond* increased ratings potential . . . directly to . . . **increased revenue potential** (which drives profit). Great Morning Shows are (or should be) **money makers!** As Ian Renton once told me when he was General Manager of 4BC/Brisbane (Australia), "The station started making serious money the very minute **"The Poo" (Wayne Roberts)** walked in the door!" Great morning personalities are often capable of schmoozing clients much better than your best Sales Rep.

TW Tip # 17013, #6032, and #5044

(Continued . . . see **Win Mornings** on Page 4)

HowTo Justify Big Bucks For Your Morning Show

If you're not in the same league with the successful Morning Shows in your market, here's an effective way to state the case "for" spending the \$\$\$\$. It's a systematic exercise that tends to put the cat amongst the pigeons, quickly!

First . . . show management a table (or graph) which lists

- ✓ A rank-order of the Top 10 or 15 Morning Shows in your market
- ✓ Their 25-54 (and/or 12+) ratings performance (quarter-hour share %)
- ✓ The *personnel cost of the show* (including the primary talent, any sidekicks, producers, etc.), and
- ✓ The *morning revenue impact* on the station's total revenue status (Morning daypart inventory revenue plus obvious derivative impact of sales in other dayparts which are driven by the morning personality)
- ✓ Make sure you include your station (and your vertical competitor)

Rank	Station	Format	QH%	Personality	Personnel Cost Of Show	Morning Revenue
#1	KAAA	AC	7.6%	Bill & Monica	\$500,000	\$3,200,000
#2	KBBB	Ctry	7.4%	Bubba & Booby	\$600,000	\$3,700,000
#3	KCCC	AOR	7.3%	Chainsaw & Dipstick	\$300,000	\$2,500,000
#4	KCCC	N/T	5.5%	Fred Nerk	\$150,000	\$4,000,000
#5	KDDD	CHR	4.5%	The Breakfast Flakes	\$250,000	\$2,000,000
#15	KQQQ	AC	3.1%	Johnny Venture	\$ 90,000	\$1,600,000

This table usually paints a very clear picture that speaks volumes about "what's wrong" with a station's morning performance and the practical steps that need to be taken to increase audience size.

Then . . . show what the revenue picture would be like if you had a "franchise" type of Morning Show. Stress the residual value of a share point in your market (e.g. in a \$120,000,000 Radio revenue market like Phoenix, each 25-54 share-point is worth \$1,200,000. So, using the above model, if you spent \$290,000 in personnel costs to harvest a Morning "player" that garnered a 5-share 25-54, it could theoretically lift morning revenue to \$2,500,000 (a \$900,000 increase).

A switched-on PD builds his/her station around the hottest personalities (in the same way NFL teams build their playbooks and gameplans around their franchise players (like Elway, Favre, Marino, etc.). Just as a John Elway leads his team to victory, the right Morning Personality on your station can help catapult your team to the "Super Bowl Of Radio Ratings & Revenue".

The question then becomes a rather easy one . . .

Would you spend \$200,000 to make \$900,000???

TW Tip #5043, #6031, and #17012

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are anemic, it probably means your target audience has already sized-up your present morning host, *chewed him up, an' spat him out.*

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Building Mornings Is Crucial To Ratings

As we discussed in our series about "name equity" (see "Listener-Loyalty" on page 1 of **"PD"** issue #7 and "Loyalty-Marketing" on page 1 of issue #8), most listeners are not loyal to radio stations . . . but they can be very loyal to "favorite" personalities. Often these partisan tendencies develop into radio listening habits that become *unbreakable* unless that personality jumps ship and goes to another station (hence my theory that there's no real loyalty to stations). This kind of loyalty-bonding can only be "bought" by driving a dump-truck filled with cash into that kind of personality's driveway, and saying "help yourself!"

The Strategy Of Building Morning Strength

How To. Fundamentally, achieving your Morning ratings goal boils down to three basic options . . .

- ✓ Building a new Morning Show around a "fresh" new Personality
- ✓ Hiring an "established" Personality with an already proven local following
- ✓ Evolving your present Morning Show into a more potent market force

If your ratings have already gone down the gurgler, the last option is rarely successful. Why? Because "first impressions tend to last" in most listeners' minds. If your morning ratings

The pro's and con's surrounding the first two options –

"Fresh" Personality – All New

Pro's —

- Can build an identity "from scratch"
- No inherent "baggage"
- Could benefit from "curiosity" cume during "honeymoon" phase

Con's —

- Takes time to build audience acceptance (often well over a year)
- Could lose numbers initially as the audience "adapts" (some personalities are an acquired taste)
- No ratings guarantees – could fizzle fast (or worse, fizzle slow!)
- Building a "team" could cost much more than buying one established name

"Established" Personality – A Walking Cume

Pro's —

- Instant-strike capability – builds audience FAST
- Attracts listeners like a cume-magnet
- Has a loyal core of devoted fans who will follow him/her
- Right Personality can attract audience from other formats
- Lends itself to the proven effective "big switch" marketing ploy
- Usually creates "curiosity" cume during euphoria surrounding "the switch"
- The "Switch" often is covered by other media as a "news story"
- A "franchise" player can bring revenue in-the-door fast
- Franchise players usually have strong "community service" images (coattails your station can hitch onto to immediately gain *brownie points*)

(Continued . . . See Win Mornings on Page 9)

The Sound Of Listeners Being Herded Into P1 Stalls

"Mooooo. B-aa-aa-aaah. Mooooooooooooo. Ba-aaaa-aaa-aaa. Moooooooo . . ."

Management Snap! In this day of slick, over-lined, music-driven format Radio, it's refreshing to see a radio station succeed by going *against* the grain – making highly localized "personality radio" win big in a Top 20 market.

This week's *Snap! Salute* goes to **Jerry Ryan**, who just resigned as General Manager of KESZ/Phoenix (after a 12 year run). For many years, Ryan functioned as both GM and PD of KEZ. And it was under Ryan's tutelage that KEZ broke the mold to create a station that would be very difficult, if not impossible, to duplicate by formula.

Defying conventional wisdom (which suggests a woman shouldn't be the lead partner of a morning show), Ryan boldly teamed news anchor **Beth McDonald**, as head wise-cracker, with glib local TV weatherguy **Bill Austin** (who's never at a loss for the perfect snappy retort). The chemistry clicked instantly (that was 10 years ago), and now **Beth & Bill** have a long string of #1 25-54 ratings victories under their belt (and are arguably the best 25-64 Female-targeted Morning show in America).

Ryan further underscored his reputation as a non-conformist by placing a similar personality team, **Maggie & Marty** (Brock and Manning, respectively), into afternoon drive, giving KEZ listeners more unduplicatable programming content.

Under Ryan, KEZ has been known more for the rules they've broken than the ones they've followed. But somehow they always manage to retain a certain "Mayberry" quality in everything they do that smacks of "uniquely local" Radio (even in a cosmopolitan market of nearly 3 million people). It all bottom-lines into AC format dominance.

Snap10!

**Unconventional
Personality-Driven
"Mayberry" Radio**

TW Tip #7052, #6033, and #5045

The AUTHORIZED "BOSS" Memos

Flashback to March 1, 1966 . . .

As we look at KHJ, "Behind Closed Doors".

The Top 3 songs on the KHJ "Boss 30" are . . .

These Boots Are Made For Walkin' by Nancy Sinatra

California Dreamin' by the Mamas & Papas

Daydream by The Lovin' Spoonful

Sloop John B by The Beach Boys is a *Boss Hitbound*.

And *this* was the memo The Real Don Steele

read before he went on-the-air at 3pm . . .

Another
Ron Jacobs
Master Motivator Memo

93/KHJ
BOSS RADIO

LA listeners Can WIN A Honda A Day From KHJ!

Boss Radio is giving away 31 brand new Hondas!

One every day in March!

To enter, send a postcard with your name, address, and phone to:

Boss Honda, Box 38-130, Hollywood 38, California.

Then listen to KHJ to WIN.

To: BOSS JOCKS

March 1, 1966

From: Ron Jacobs

1. The Hooper is here now, and being taken through Monday. This is the time we must continue to show as well. We finally broke through in printed average figures, and we must hold or improve our position. If we don't there'll be a loud chorus of "fluke," "flash in the pan" and "I told you so" type remarks. Not that comment in the trade, or even at the agency level, should be our motive. Our goal should be to maintain what we earned and put our best efforts into the sound of the station. I know everyone is aware of the need to do so, but the panic and desire generated by the "second best" Pulse has disappeared since the Hooper figures came out. We must have the same attitude as any winning ball club: brand new day, brand new game. The Dodgers don't get any points this year for last year's wins. And the fact that they're champs won't stop any base hits by the opposition unless they play like champs. So during this week don't relax because we're already there. Any numbers we've had, good or bad, are last season's headlines; the L.A. teenager is more fickle than any Dodger fan. KRLA is fighting now. They're down...and thinking about status, job security, paying the rent, staying in the big market. So they'll be fighting and trying. Sure their promotion isn't exciting, but it is a chance at \$100 an hour. Sure Emperor Hudson is "bad" but we haven't overtaken him and Charlie O' in almost a year. Sure they "don't know what they're doing" but they do have a news advantage 18 hours a day.

The point is this: every day, every show you must approach your airwork as though your very ratings depend on everything you do and say. It's very easy to be abstract about "a Honda a day." But if you're casual, then so will the listener be casual, because it's up to you to make it exciting. 31 Hondas are worth over six grand. That's six thousand dollars! How many Mickey Mouse stations (where we all used to work) didn't spend that in a year? Spectacular billboards (with your picture) go up on Sunset April first. Each one of these costs more than many stations spend on promotion for an entire outdoor campaign. And by going first-class KHJ also goes with you for 12.5% of our airtime. So...to avoid a Hooper turn around, to avoid walking around here a month from now frustrated and mad, to avoid rationalizing a less than maximum effort and to get the numbers we deserve...do it like it was the first time!

Sell the Hondas with excitement! They are not words, they are motorcycles! Our listeners, your listeners, can win a Honda.

We sell more music...we don't say it, we sell it. And the music is a gas. If it doesn't turn you on...then it's just a seven inch hunk of vinyl going at the same r.p.m. as a record on 20 or so other stations. It's a hit! It's a Boss hit. It's here coming at you with that big mother signal from Grand Hills to San Clemente to downtown Redlands and you're the Boss emcee in the ether telling everyone how great it is!

(Continued . . . on the back of this page)

The AUTHORIZED "BOSS" Memos

Coming in "PD" Issue #15 . . .

KHJ Boss-Memo dated April 26, 1966.

Sneak Preview:

"Anyone who thinks KRLA is out of it is *mistaken!*"

RJ in action!

A morning mobile-phone
hotline call to Robert W.
just couldn't wait!



Today, Ron Jacobs
may be contacted
via e-mail:

www.whodaguy
@lava.net

(Continued . . . from Page 5)

And you're plugging the other Boss Jocks. And Tommy Vance. Is the English Top Ten a big deal? It is if you sell it. Is "The Keat Don Steeles" or "Johnny Williams" a name out of the yellow pages? No baby he's a cat sitting in that same General Tire chair putting it all into what's happening. So don't just roll out a neatly felt-penned name...talk about him like you drink with him and batcave with him and sit around for years trying to get to L.A. with him.

All the little playbacks or cliches (ala "overconfidence kills, baby") which are thrown around indicate you hear what's being said. Now try to digest it and pump it thru your Boss bloodstream 24 hours a day...and ejaculate it into the mike during the time you're on.

Don't just read those damn one-liners like a punchy political prisoner ("I'll say anything if you'll get this bucket of my head and gimme some more cold rice!") blurting out namerankandserialnumber...but read 'em like you believe in 'em baby there were bombs bursting in air and this is where it's at not KWIZ or Dave Diamond or the ghost of Chuck Flore or I-listen-beaause-it's-loud but the image that it exists when it's really happening.

There's a gaard at the gate and a broad at the board and you've got three hours in that little room to swing, without which it truly, truly don't mean a thing. You gotta roll up your shirtsleeves (exposing that tattoo which says "radio junkie...hooked at an early age") and puke your everlovin' soul into what's happening. Like waiting in the corner for the bell to ring and alcohol and liniment and you're name in satin on the back of the robe and then it's all you baby. You are the whole scene hitting him with your felt pen harder than he can hit back.

but it's not as simple as fighting another guy with a radio tattoo and a weak signal. You're sitting on the edge of the stage with your knees crossed or fronting the tent or running out to grab the mike with no one introducing you.

YOU GOTTA PUMP IT UP BEFORE YOU GO ON LIKE THE PROS DO BABY (Does Koufax drive up to Dodger Stadium thinking "well this is where I work" or maybe is he heaving and retching and READY?) AND DO THE SHOW BIZ THING! You're not a cat on the "board" in the "booth"...you're the voice of a Boss Jock mixin' up the Supremes and those Hondas and the other Boss Jocks the part of a big swinging winning team that's coming on so strong they'll even wait through the news because every minute of the year those federally licensed tubes are glowing and the meters are peaking out with the sound of a damn number one radio station like a big cone of ROCK covering all of what's happening where it's happening which is Los Angeles baby and that's what it should sound like on the radio; a loud hip super rocking electronic 1966 Nancy Sinatra playing Gemini covering space age buddy which is on when you are.

Perform for the people!

TW Tip #7053, #8017, and #9067

Part 2 of a "PD" Management Mini-Series

Maintaining Monthly Chronicles. In most corporate environments today, a monthly report is pretty much standard operating procedure for all department heads. Many programmers grumble that it's just one more example of the "corporatization" of Radio. But, frankly, I've always found writing monthly reports to be a very *useful* and *productive* discipline. It helps a PD regularly assess his/her progress toward the goal of higher ratings and programming excellence. Best of all, it's a great communication tool that enables you to keep upper management apprised of your progress and any pitfalls or obstacles you're encountering along the way. (There's nothing management hates more than a "surprise"!)

The TW Challenge: Even if you're not *required* to submit a monthly report, let me challenge you to *voluntarily* chronicle the programming events of your battle. If your GM doesn't require that you do it, he/she will be very impressed with your initiative. Maybe you'll prefer to do it simply as your own "programming journal", for your eyes only.

Do it and I guarantee you'll come away with a much better *understanding* of *everything*. Nothing helps you "see" all the angles of an issue better than stating a problem and recommending solutions *in writing*. Bonus benefit: you'll find it to be a convenient reference tool about what happened when, as you later dissect month-by-month ratings trends and discrete extraps.

Components Of Good Monthly Reports

Bullet-Points. I recommend that your first paragraph should contain a 30-second, preferably bullet-pointed, overview of your entire report. It helps you, and your superior, maintain your focus on the really important issues.

Major Issues First. I like to start my State Of The Station "White Papers" with a review of all the *major Issues* that the programming department is facing. These should be thoroughly examined. Rank them as either **core issues** (vitaly important *broadstroke* issues) or **shoulder issues** (manicure items which are not necessarily priorities, but which will sooner or later need to be dealt with). Also denote any *non-issues* (molehills which certain members of your management team may have built into an imaginary mountain).

Stating the issues is only part of the exercise. You should also put forward recommendations on how to *effectively deal with* each issue.

SWOT Analysis. A good State Of The Station monthly report goes much deeper than a SWOT Analysis of Strengths, Weaknesses, Opportunities, and Threats (see **TW** issue #9, page 1). But including an examination of any *updates* to your SWOT profile, relative to your vertical competitor(s), is useful.

Component By Component. Then look at each component of your station's programming that hasn't been covered under *Issues* or *SWOT* –

- ✓ **Ratings performance.** Including most recent trends and extraps. Did they exceed your expectations or were you underwhelmed, or even surprised, by the result.
- ✓ **Budgetary management.** Note variance issues along with reasons why. Also remember to point out areas where you've met (or preserved) your budget (when you have).
- ✓ **Music.** And how to better use it as a weapon.
- ✓ **Presentation.** Changes in features or stationality, including think-about's or ideas you'd like to "float".
- ✓ **Positioning.** Who's winning the positioning battles and perceptual sub-battles in the listener's mind?
- ✓ **Morning Show Examination.** Break your overview down into performance, features, promotion, opp's, and concerns.
- ✓ **Surveillance Ingredients.** Issues pertaining to news and information programming.
- ✓ **Promotion.** What you've done and what you're planning on the calendar.
- ✓ **Research opportunities.** Radio, like football and rocket scinty, is a game of *constant adjustments*. By learning more about your listeners and their perceptions, you're better able to define your true core audience and *hit* this constantly moving target. Research keeps management aware of *why* mid-course corrections are needed (preventing "surprises").
- ✓ **Technical and Operations.** Behind the scenes activities that need dealing with.
- ✓ **Air Talent.** Highlights (and lowlights).
- ✓ **Employee Of The Month recommendations.** Even if you don't have a formal "employee of the month" recognition (which I suggest you *should* be doing), I still think it's a nice touch to constantly make upper management aware of employees who are demonstrating selfless "above the line" behavior. It's amazing how much morale improves when management *sincerely* praises jobs well done. TW Tip #7054

Next Week Annual Reports & Action Plans

On Sincerity ...

"Kid, the *one* thing you need to *succeed* in this business is *sincerity*.
And once you've learned to fake that, there's no limit to how far you'll go!"

— George Burns' timeless advice to Jack Lemmon

News & Surveillance Ingredients

Traffic

Location, Location, Location. Make sure your traffic reports emphasize LOCATION first and then SITUATION. Most listeners, even in Morning Drive, are listening to your station *passively*. Especially traffic reports, which are perceived to be "price/item" type of content. In-car listeners generally have to hear the location before the filter system of their mind kicks-in and allows them to get "interested". So if your traffic reporter says "we have a major accident involving 5 cars and a school bus, causing a 10-minute delay at the Glendale exit of I-17" most listeners will only perk up when they hear "Glendale exit", at which time they hear your traffic expert rolling on to the next traffic incident.

Action Step: Use the location as an "audio flag" (much like "In X-109 Money Matters" calls attention to a financial story).

"Northbound I-17 at the Glendale exit, a major accident involving 5 cars and a school bus, causing a 10-minute delay".

See the difference? It didn't take one second longer, but it "got through" to the listener much better.

TW Tip #10024, #9068, #5046, and #1044

Things Listeners *HATE* That PD's *LIKE*

In this ongoing series, we'll look at *listener pet peeves* that have been gleaned from thousands of focus group interviews and one-on-ones.

Item: Weird Music Background Behind Live Spots Or Jock Schticke

Like Herb Alper's "Spanish Flea" in the background of a bit on a Country station. Or some hokey instrumental bed from the 50's or 60's on a flame-throwing CHR station. Or, my favorite, regardless of format, "the mad drummer", who seems intent on making anything the jock has to say barely intelligible. What's wrong with this picture?

The listener wonders: Why don't you just let my favorite personality *talk* to me?

The PD thinks: Wow! Listen to that momentum!

The Wallace Wisdom Solution: I would urge you to re-think the real value of so-called "momentum background" tracks. The higher principle is: making sure you *humanly communicate*, one listener at a time. Which is hard, often impossible, to do with the wrong backing-track, which usually sounds like it's at cross-purposes with what the jock is saying. Many times, momentum is actually "lost", because the jock feels more "at ease" with music in the background, so he/she tends to loosen up and *talk more*.

Action Step: Consider eliminating these tracks completely for a month. Then re-add them and see if you don't hear them in the same way the listener does — as a cumbersome distraction. (This little exercise may convince you to pull them forever!)

TW Tip #1045 and #9069

Lifestyle File™

Investments That Pay For Themselves

Next time you think you "can't afford" something that would expand or enhance your lifestyle (or your career), try to figure out a way to *make it pay for itself*.

I'll give you a personal example. 2½ years ago, Kathy and I had a chance to "steal" a second home in Forest Lakes in the high pine country of Northern Arizona, just two hours from Scottsdale (or an-hour-an-a-half, the way I drive). My wife has a unique knack (and a real talent) for finding undervalued real estate properties, but this was a particularly exceptional opportunity.

We could, of course, have seen lots of financially "safe" reasons why we *shouldn't* buy it. But we concentrated instead on ways to *make it work* (by making it pay for itself).

We named it *Observation Lodge™*, furnished it rustic chic, hooked up all the creature comforts (fax, computer, satellite TV, hundreds of videos, etc.) and sent brochures to Phoenix-area churches and corporations advising them of its availability for weekend (and week-long) retreats.

Bottom-line: because it's in a hot real estate area and we bought it "right", the property's value has tripled. Meanwhile the weekend-rentals (coupled with the depreciation write-off) nearly always cover

the monthly mortgage payment. Best of all, we have access to it anytime we want. We consider it part of our retirement fund (but it's a lot more fun than mutual funds any day!)

So... What Can YOU Do To Live YOUR Dream?

Can you apply this same philosophy to something you're thinking about buying or doing? Mind you, I'm not encouraging you to "over-extend" yourself or live beyond your means — just to figure out how to you "could" do something that you've always dreamed of doing.

"Possibility thinking" is what some people call it. For example...

- If you're debating the merits of buying or upgrading your computer hardware (or software), how could you make it pay for itself?
- If you've always wanted to have a "production studio" in your home, could you freelance enough to make it pay for itself within a year?
- If you've always wanted to vacation in a "paradise" setting, could you arrange contract-work as a "fill-in" jock or interim PD at a station in your desired vacation spot?

Think about it. Do your sums. Then go for it.

TW Tip #21012

P.S. Quick-Pitch from Kathy: If your station or group is looking for a "total escape" venue for your next think-tank or executive retreat, *Observation Lodge* might be the perfect setting (especially during the Summer). It's a 4500-square-foot, 4-story home on 5 acres, surrounded by hundreds of pines, with deer, elk, the occasional bear, and other nature (squirrels eat from your hand). Comfortably sleeps 12 people in 6 bedrooms. Two conference tables, each seating 12.

For more information, call Kathy at (602) 443-3500.

About "TW Tips"

At the end of each quarter, we'll issue a free "PD Index", to cross-reference every TW Tip into the following programming categories —

- 1000 series - The Audience
- 2000 series - Music
- 3000 series - Promotion/Marketing
- 4000 series - Contests
- 5000 series - Mornings
- 6000 series - Talent
- 7000 series - Leadership
- 8000 series - Morale
- 9000 series - Presentation
- 10000 series - News/Info
- 11000 series - Public Service
- 12000 series - Operations
- 13000 series - Talk
- 14000 series - Technical
- 15000 series - Internet
- 16000 series - Computers
- 17000 series - Sales
- 18000 series - Production
- 19000 series - Research
- 20000 series - Ratings
- 21000 series - Life
- 22000 series - Bookshelf

Win Mornings, Win The War!

(Continued . . . from page 4)

"Established" Personality (continued)

Con's —

Inherent image may include "baggage" or preconceived perceptions by some listeners. Some Personalities have a "use-by" date stamped on their forehead.

How To Know When It's "Working"

Once you've made the right hire, you need to set specific ratings goals. Book-by-book, maybe even month-by-month. It's wise to remember, though, that reading too much into extrap-trends can be dangerous (because of their "wobble" volatility).

The ultimate goal should be for your Morning daypart performance to *outperform* your station's Total Week ratings (measured in Quarter-Hour Share terms).

Simple as it is, this Morning-QH-to-Total-Week-QH yardstick is perhaps the most practical overview of whether a Morning Show is indeed pulling its weight.

If your 6-10am Mon-Fri share is 6.3% compared to a Total Week share of 5.0%, you know you're home and hosed.

Wallace Wisdom: If you need a guiding maxim on dealing with mornings, take on board this basic truth: *You usually get what you pay for.* And remember the headline: *Win mornings, win the war!* We all know radio stations that win big *only* because they have a great morning show (and nothing much else). But the truly *great* stations achieve excellence at *every* level (using Morning dominance to provide a "halo-effect" over *everything* they do).

TW Tip #5047, #6034, #7055, and #17014

Win A \$7,000 Think-Tank Weekend

Disclaimers and small print: Contest available to anyone at a radio station or in a Radio-related industry in the United States. US residents only. Air travel must include a Saturday night stayover, at the least-expensive fare available (which may include travel restrictions), flying from the winner's nearest Top 150 metropolitan U.S. market to Phoenix (charter-carrier airfare to/from the gateway market will not be covered). In the event an air travel restriction is violated, airfare to and from Phoenix becomes the responsibility of the winner. Days of stay at Observation Lodge may not be accrued. No cash equivalent or prize substitution allowed. Dates must conform to the stated windows of availability (or altered by mutual agreement). Only complete entries will be accepted. One entry per person, please. Objects in mirror may be larger than they appear. Your mileage may vary. Do not remove this tag from mattress under penalty of law.

Quote Worth Re-Quoting

"25-54 is not a demo — it's a family reunion."

— E. Karl, Programming Consultant

Coming Next Week

In The World's
Fastest Growing
Programming Newsletter

Forgotten Basics
What Goes Into A
Great Morning Show

And . . .

Make The Most
of your
Time

Part 2

Als

State Of The
Station #3

Programmer's Digest

WIN A \$7,000 Think-Tank Weekend!

If you've always wanted to schedule a weekend programming retreat but never had it in your budget ... or ...

If you've wanted a full week vacation away from the busy-ness of the business but didn't think you could afford it this year ...

"PD" has got ya' covered (either way)!

"Ya' feel Lucky, Punk?"

Kathy and I are making *Observation Lodge*, our hermitage in the tall pine country of Forest Lakes, Arizona (just two hours from Scottsdale) available to one lucky Radio professional, who will WIN a one week personal stay or a weekend consultation think-tank retreat, including round-trip air travel for two.

The main idea is to help you ... Recharge!

To some people the restorative powers of a week off with nothing to do but walk in the woods and commune with nature can't be matched.

To others, a weekend business retreat at an out-of-the-way venue surrounded by lots of nature (away from the hustle and bustle of the city and the distractions of the station) is a great way of emancipating those pent-up programming ideas that are just waiting to get out!

If you're our winner, you'll get to choose whatever turns your crank!

You'll stay at a 4-story, 4,500 square-foot rustic lodge set on 5 acres of Northern Arizona pine country (elevation 7,900 feet) on the historic Mogollon Rim surrounded by the Apache Sitreaves National Forest.

When we say rustic, we mean rustic-chic. The *Observation Lodge* way of "roughing it" includes all the creature comforts - and then some. Complete kitchen facilities and, of course, indoor plumbing. Conference table which seats 12 people. Complete telephone and fax service (modern capable). 120 channels of satellite TV from PrimeStar. Or choose from hundreds of books, dozens of board games, or a collection of over 500 video tapes to satisfy your whims or amuse any boredom. Fire up the fireplace, eat our food, drink our grog, feed the birds and squirrels, observe elk and deer, even the occasional bear, grazing nearby. Here's how it works ...

When YOU Win, Choose From The Following Prize Options

■ A 7-day Personal Vacation

We'll fly you and your "significant other" to Phoenix (and back) for a week-long escape to the pine country at *Observation Lodge*. You'll have unlimited use of our Landrover for day-trips to nearby lakes. Date availability: any 7-day continuous period between August 25th and October 11th (except the weekend of Sept 12-13th) or October 25th-November 15th.

■ A Think-Tank Weekend For Two

We'll fly you and another member of your staff (Owner, Group Head, Group PD, GM, Assistant PD, Music Director, Morning Personality, whatever) to Phoenix (and back) for a Friday-Saturday-Sunday *Think-Tank Intensive* conducted by programming consultant Todd Wallace. No holds barred, no secrets withheld. You'll get the same actionable information it would normally cost you \$2,500 a day to get if TW flew into your market to meet with you for three days. The Think-Tank will occur the weekend of Sept 25-26-27 at *Observation Lodge*. All on-site transportation and expenses will also be covered.

■ A "Buddy System" Think-Tank For 2-4 Stations

You can share your *TW Think Tank* prize with another station - or with the *three* other PD's you've told about "PD". [Only proviso: we'll cover airfare and expenses for you and one other person. Any other

Food For Thought

tag-alongs will be responsible for their own airfare expenses. Their 3-day stay at *Observation Lodge* will be FREE, though.] While you will be sharing the think-tank consultation time that would normally be devoted exclusively to your station, you'll probably find that the synergy of the group more than makes up for it (because we can cover so many more bases and issues as learning experiences).

■ **A Think-Tank Weekend For Your Entire Programming Staff**
We'll fly two members of your staff to Phoenix (and back) for a Think-Tank Weekend with Todd Wallace at *Observation Lodge* (including ground transportation). You can fly up to 10 more members of your staff in for the full weekend event (plus cover their ground transportation and food expenses). Full catering service will be available for a reasonable fee. Accommodations at the lodge include: two twin-beds available in 5 bedrooms, sharing 3 bathrooms, plus a king-size bed available in the Master Suite. This Think-Tank will occur the weekend of September 25-26-27. ... OR ...

■ **A 3-Day Think-Tank At Your Station's Venue**
Todd Wallace will fly into your market for a 3-day *Think-Tank Programming Intensive* with your entire staff. You'll have no expenses for this event (unless you choose to locate the event at an off-station site). Any consecutive three days during 1998 may be chosen (including weekdays or weekends), subject to TW's availability.

Winning's As Easy As 1-2-3 —

Just Tell 3 Friends & Fax-In To WIN!

1 Just tell three Radio PD's about "PD".

2 Then fax your name, address, phone-, and fax-number on your company letterhead, along with the names, addresses, phone- and fax-numbers of the people you've told about **Programmer's Digest** to (602) 948-7800.

3 We'll put every entrant's name in a hat and randomly draw one name on August 10, 1998. Winner will be notified on that date (and winner's name will be published in the August 10th issue of **Programmer's Digest**). Please look over the fine-print on page 9 for restrictions and disclaimers.

Good luck! I'm looking forward to spending some quality, productive time with you.

All The Best,



Subscriptions

Your Investment

One Year \$US295
Six Months \$US165
Charter Subscription:
\$US195 for first year
Call us for special group
and multiple-copy rates

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