

Consolidated Research

Continuing Education For The Dedicated Radio Programmer

Cost-Efficiency in the New World Order

It's no secret that the past few years of consolidation in the Radio business have had a major influence on related industries. Especially audience research. Some of the bigger names in the research arena are circling the wagons, or trying to align themselves with a major group owner, or even considering mergers with other research companies in order to remain afloat.

It is clearly a "buyer's market" when it comes to audience research these days. It's happened for several reasons:

- Bottom-line pressures.** Some stations/groups, especially publicly-traded groups (who need to keep

- "bettering" last Quarter's result), are feeling increasing pressures to deliver a stronger bottom-line. Just as happens during a recession, one of the easiest expense-line items to trim or cut is audience research.

(Continued — See Consolidated Research on Page 2)

"PD" Under a Down An Aussie Afterglow

Last week's "Koala" edition of **Programmer's Digest** gave you a 16-page overview of the state of Australian radio and media. But we still have many juicy tidbits left over.

This week, we'll look at the book Aussie PD's are raving about, *Thick Face Black Heart*. "Here Today, Gone To Maui", a simple but effective promotion that managed to effectively slip past the bullshit buzzers of the average consumers. A great full-service website (from News/Talk 2GB in Sydney). The Sex Show, More OzSnap! And Part 2 of TW's address to Australian Group Heads, GM's, and PD's.

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Programmer's Digest Publisher/Editor **Todd Wallace** is a 30-year programming veteran — as a #1 jock, PD, GM, and station owner. Over the past 24 years, he has provided programming consultation services to over 100 radio stations. Internationally recognized as the "founding father" of the "callout" research concept, over 200 stations have used his systems of "in-house" music, tracking, and perceptual research.

Consolidated Research

(continued from page 1)

- ☑ **Competitive complexion is different.** Ownership consolidation has changed the landscape – in many markets, it's not unusual to see one group cornering the market on a format (maybe even several formats). Thus, because the competition is less cut-throat, the need for an intense research focus is not as great.
- ☑ **This results in more "shared research" within a market cluster.** Especially if one group owns two or three stations in the same format. They reason (and rightly so): "Why should we do three studies from scratch to see roughly the same result or overview?" Even multiple-formats in the same cluster can be more efficiently researched when it's all done at once (with a very positive end-result much less cost because more of the interviews during the trolling process become "usable").
- ☑ **Maybe not cuts, just trims.** Instead of eliminating research, many stations just taper-off on their research intensity. Stations that were auditorium tests 3 or 4 times a year are now only doing it 2 or 3 times a year (or maybe just once a year). Stations that were doing weekly callout research have cut back to fortnightly.
- ☑ **Or sample-size shaves.** Stations that were doing 120-130 sample music tests are now making do with 75 or 100 completed interviews. Perceptual

studies that used to examine 500 target-cell listeners now have only 300 or

400 in-tab. Weekly tracking that used to rely on a minimum of 200 fresh interviews is being cut to 75 or 100 new respondents each week (compensating by extending rolling-averages further "out")

- ☑ **Formerly farmed-out research is being brought in-house.** Many stations have found that when they do the work themselves, their annual research budget can be a small fraction of what it once was.
- ☑ **Some stations chop research completely.** Relying more on gut-feel. Unfortunately, this means that some stations have less of a line on their target audience than some of us did 25 years ago. I call that a major step *backwards*, but one that some stations are taking.

This all boils down to less work for research companies. (But that's their problem, not yours). As a programmer, the situation actually presents you with some new opportunities.

TW Tip # 19041

Next Week

Squeezing *More* Out Of A Research Study

"If you always do what you always did,
you'll always get what you always got."

— *HO-FM PD Rod Spargo*

One of the daily motivational signs posted in the Control Room of HO-FM (in Hobart, Tasmania) during the ratings period. *TW Tip #7106, #8025*

"A team effort is a lot of people doing what I say."

— *British Director Michael Winner*

Quote Worth Requoting

Elements Of Stationality

"That Damn Station" With Attitude

New Century Broadcasting's Alternative Rocker KEDJ in Phoenix has used several interesting vehicles to convey their rude 'tude.

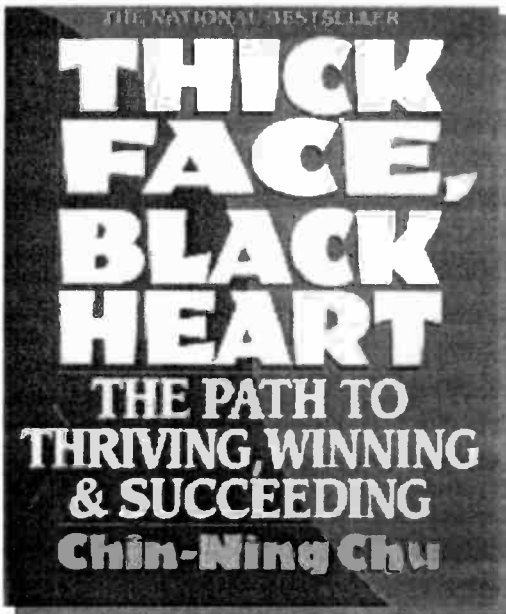
"That Damn Card" . . . their loyal-listener plastic-card (with all the usual discounts and premiums).

"That Damn Show" . . . their Summer concert featuring 10 bands.

"That Damn Sticker" . . . their car-sticker.

TW Tip # 3127 and # 4064

The "PD" Bookshelf



**A Look
At The
Book
Oz PDs
Are
Raving
About**

During the recent Todd Tour of Australia, **Greg Smith**, Managing Director of ESP Media, turned me on to a book, written in 1992, that he claims changed his life. Several other Aussie PD's have given similar raves about it. As have major leaders from all walks of life around the world.

No less than **Ken Blanchard** (co-author of *The One Minute Manager* series) said: "Awakens our commitment to hard work, unshakable strength in overcoming adversity, and the courage to be true to one's convictions. An inspiration for all managers and entrepreneurs."

Or consider what **Duncan Anderson**, Editor of *Success* magazine, has to say: "Chin-Ning Chu has written inspiring lessons on building inner strength. Gripping stories and principles reach from the mists of Chinese history to present-day entrepreneurial America. At once mystical and practical, this book will rearrange your brain and recharge your spirit."

Winemaker **Sam Sebastiani** had similar praise, "If I were running across the runway with my last books in hand, it would be with *The Bible*, *Sun Tzu's Art Of War*, and *Thick Face Black Heart*. (Not bad company!)

Even Major League Baseball legend **Sparky Anderson** applauds it. "A fabulous book, full of practical tips on turning adversity into victory. You've got to read this one!"

Strong praise, but well earned. I'm convinced! (You will be, too, once you read it!)

Thick Face Black Heart is about thriving and succeeding in everyday life and work using the timeless, ancient wisdom

of the East — Asian philosophies not commonly known to the Western business world.

Chin-Ning's objective is to show readers how to liberate powers hidden within us all.

- ✓ To find your "inner warrior" so you can conquer all in your path
- ✓ To *dare* to succeed (you do so by cultivating the courage to fail)
- ✓ To transform your negative qualities to your advantage
- ✓ To use the art of deception without compromising your values to win the deal you want
- ✓ To unchain your killer instinct in the service of a life-affirming cause
- ✓ To claim your natural right to wealth and success.

Some background

What Chin-Ning does in her book is to draw from, clarify, and expand on, many ideas originally put forward in an obscure book by religious philosopher Lee Zhong Chang, entitled "*Thick Black Theory*"

On a practical and philosophical level, it is simply about action and its effectiveness. Here are the basics . . .

It all starts with a constant awareness of the concept of "Dharma" — often defined as "that which supports life" and "acting in accordance with one's duty". Each person will have a different Dharma, but the composite of different people exercising differing, often diametrically opposed, duties is what makes the world go 'round.

— **And Your Destiny.** One's "destiny" often tends to wait before unfolding completely.

"Thick face" is a shield. The Asian concept of "face" refers to how others think about you and treat you. A thick-faced person fuses together the idea of Asians' concern for "face" (what others think of you) and the Western notion of having a "thick skin" (not caring what others think), enabling the practitioner to have the ability to put self-doubt aside. Such a person refuses to accept the limitations that others put on them (or that we too often impose on ourselves), instead creating his/her own positive self-image. Former President Ronald Reagan is a good example — his unshakable image of himself as a great statesman and his simple answers made Americans feel confident, even though he didn't always have a complete grasp of all the issues.

"Black heart" is a spear. It refers to the effectiveness of execution — the ability to take action without regard to how consequences will affect others. It is a ruthless approach,

(Continued — See *Thick Face* On Page 4)

Thick Face

(continued from page 3)

but not necessarily evil. It will place you beyond human manipulation, beyond the petty standards of human judgement. A black hearted person has the courage to fail and thus is not afraid to take necessary risks. Like a businessman who must make hard decisions regarding unprofitable operations – or an ER surgeon dealing with an accident victim in need of a potentially dangerous, but necessary operation (if the patient dies during surgery, the surgeon may be blamed, but he/she does it anyway because that's what's best for the patient).

Chin-Ning's book illustrates what she calls the 3 phases of Thick Face, Black Heart

Phase One: Winning At All Costs

The level of cheap hustlers, crooks, and hypocritical politicians, for example.

Phase Two: The Spiritual Process Of Self-Inquiry

At this stage, one is often vulnerable because powerful, wicked behaviors are rejected as you search the realm of the unknown, demanding greater "satisfaction" from your conduct.

Phase Three: The Warrior

This final phase is the combination of phases one and two — the union of the spiritual and the material worlds.

The Warrior ultimately acts in harmony with the Universal Will, where actions are aligned with the good of all and the benefit of all. At this stage, you are neither self-righteous nor too eager to please, nor are you seeking approval. In conquering you are ruthless. In action and nonaction, you are changeless.

This provocative book is clearly and methodically written. Part of the charm of Chin-Ning's writing style involves the creative use of analogies and specific examples about every point. A favorite illustration borrows some inspiration of an ancient Chinese tome, "*The 36 Strategies*". One of the passages advises strategists to "pretend to be a pig in order to kill a tiger" (the hunter dresses in a pig's skin, waits until the tiger is so close the hunter can't miss, then shoots the tiger).

Chin-Ning takes you through 11 Principles Of Unlearning

- Breaking constraints of inner images and external standards

- Searching for your own inner convictions
- Discovering the mystery between staunchness and yielding
- Understanding *yourself*
- Breaking the bondage of the fear of success and the fear of failure
- Understanding the nature of illusion and reality
- Mastering the distinctions between virtue and vanity
- Overcoming fear
- The voyage beyond *the avoidance of pain and the pursuit of pleasure*
- Acquiring the courage to believe in yourself, and
- Realizing the Thick Face, Black Heart nature of the Creator

Some of the other concepts dealt with by Chin-Ning include:

- ✓ Winning through negative thinking
- ✓ The magical power of endurance
- ✓ The mystery of money
- ✓ Deception without deceit
- ✓ The 16 noble attributes of work
- ✓ The advantage of playing a fool
- ✓ How to thrive among the cunning and ruthless, and
- ✓ How to acquire the killer instinct.

"And In The End . . ." You'll find that this book stimulates thought, helps you build inner strength, and inspires you to excel in your performance (while enjoying the satisfaction of success). You'll coming away with new directions to explore and a better understanding of the power of potential. So much so, you'll find yourself wanting to immediately re-read it.

TW Tip #7109 and #22015



Chin-Ning Chu, born in China, raised in Taiwan, now living in California, is President of Asian Marketing Consultants and is an international lecturer, corporate trainer, and author (*The Chinese Mind Game* and *The Asian Mind Game*). She is considered the foremost expert in the world on the subject of understanding the Asian business psyche.

To listen to Chin-Ning's Voice Library (a 5-minute recording of excerpts from her speaking engagements), call (202) 783-4712 (then dial access box 1384 when you hear music).

Thick Face Black Heart is already a bestseller in Asia, Australia, and the U.S. (384 pages, available in paperback from amazon.com for \$11.99; hardcover is \$26.00)

On Marketing Direct

TW Tip #3129 and #4066

"Direct-marketers recognize five great marketing motivators: fear, greed, guilt, need for approval, and exclusivity".

— **Bob Lews, Perot Systems**

(Thanks to programming consultant Doug Erickson for bringing this one to our attention)

RADIO
2000
and beyond

Programming In The Consolidated New Millennium

Part 2 of the transcript of the **Todd Wallace** address to Group Heads, GMs, and PDs in Australia.

As you may know, when you say "competitive market" in the United States, this doesn't only mean only the top 268 Arbitron-rated markets. These days, even smaller markets have **very** competitive radio wars going on.

My wife's research company, *Radio Index*, conducts a lot of audience ratings for smaller markets. And she's found that there are close to **700 competitive radio markets** in the United States.

And these days, even small cities like Hutchinson, Kansas, where she just did a survey (which has a population base of only about 35,000), are fighting each other tooth and nail. In fact, Hutchinson is a pretty good example. In that survey, there were 16 stations that had more than a 2% quarter-hour share of audience, which gives you an idea of how **thinly** the pie is getting sliced and diced even in Small Market America these days.

To give you the rest of the story -- only 4 of the stations were actually licensed to Hutchinson, but because of move-ins, and 100,000-watt Class C power-blasters that boom in from other markets, even a **small** market can have the same intensity of competition that you used to find only in **much** larger markets

And of course, when you look at Top 20 markets like Phoenix or San Diego, it's just **normal** to find 30 or 40 stations with at least a 1 share -- and it's quite typical to see 10 or 15 stations all bunched between the 3 and 4 share range.

As many of you know, it's actually been like this for many years. The only thing that's changed -- is the ownership levels. Instead of owning a station that has a 7-share, and fighting 2 other format-competitive stations with a 9 or 10 share,

nowadays, you can own all three stations. And suddenly you've got a combined 26 share -- and that's when you can start talking **serious** critical **advertising** mass.

Now -- I bring this up for a reason . . . and it's this . . .

Because the US markets are so *over*-fragmented even the small ones, I personally have big questions about whether America can really be used as much of a model for how consolidation can be done in **this** country, at least as far as cluster programming strategies are concerned. Unless ABA* starts issuing dozens of more licenses, or even de-regulates the Radio industry (the way it's happened in New Zealand), I think you have to be very careful about how you borrow concepts and implement techniques *wholus bolus* from the US.

* Australian Broadcasting Authority (the Aussie FCC)

Very simply put . . . **You do different things to pull a 25 or 30 share than you do to pull a market leading 7-share.** And, unfortunately, a lot of programmers don't fully **understand** this fact-of-life. And if **you** don't -- you need to take a crash-course and learn it **now**.

I make the point that Australian stations, especially **regional** radio stations, have to be **more things to more people**. You have to cover a lot more perceptual and programming territory than an American station does. So it's even more important for **YOU** to keep an eagle-eye on the *compatibility* of various things.

Now, that's not to say there aren't any *good ideas* in the United States --

Certainly, you should keep an eye on America to hear of new promotions and contests and liners and positioners and hot-clock strategies . . . but my message to you is -- **make absolutely sure** it passes the *LOCAL* test, of "**Will this work in Wollongong**?" And always remember -- just because it worked in LA, doesn't necessarily mean it **will**, automatically, in Sydney or Perth.

(Continued -- See **Radio 2000** on Page 6)

RADIO
2000
and beyond

Programming In The Consolidated New Millennium

(Continued . . .
... from Page 5)

Okay . . . we've talked a bit about who's doin' what, and who's zoomin' who.

So, Let's dive head first into how a programmer **does his or her job** in the new millennium. Let's look at what is *expected* of the Radio 2000 PD.

And what it's coming down to . . . is a serious **dedication to doing your job well** – and **always** looking for new ways to do it *better*.

The Japanese have a word they use to describe the process of what I like to call "constant and never-ending improvement" – *kaizen*.

And I'm here to tell you . . . if you don't keep raising the bar, voluntarily, *somebody else* will raise it for you (and you'll be left struggling to catch up).

Sometimes today that's gonna' mean, as **Tom Peters** would say, "If it ain't broke, *break it*". Before somebody else does. So — heed the call.

Now, what this is going to *require* from some of you is a new attitude. And a positive one. There's just plain **no room left** in Radio for negative thinkers, and "poor me" victims, and whiners going around complaining that Radio just isn't any "fun" anymore. Radio doesn't have time for that anymore. In other words, it may be time for **some** of us to "grow up" and join the **real world** of the radio **business**. And it is, after all, a business.

But that's *not* BAD . . . Radio still *IS* fun, if you *make it* that way. And you roll with the punches. And you keep up with the changes. And you go out of your way to innovate.

What it comes down to is: if you're the programmer **YOU** have to communicate this message to your staff. And **YOU** have to make Radio fun for **them**. (I promise you – it's NOT that hard to do!) There's a *lot* to be positive about. There may be fewer jobs today, that's true. But . . . they're **better jobs**. Not to mention **better paying jobs!**

What this is going to require of *you* is – you *must* diversify your skill-set beyond just hot-clocks and contests and formattics and going to lunch with record people.

You've got to become a serious student of not just Radio, but Marketing and Business, as well. You've got to learn to **understand** the marketing concepts that drive other businesses. Mainly because, more and more, you're going to be called on to help the Sales department provide value-added promotions for clients. And — you'll be part of the task-force that will be putting together **non-traditional** revenue sources, like making money from the internet . . . or maybe event marketing, where you can bring lots of advertisers who are not normally radio advertisers together for one shared-experience where they come away *liking* Radio.

Our friend, **Dan Mason**, who is the President of CBS Radio, recently made a speech where he encouraged programmers to get CRMC certification from the RAB, as a Certified Radio Marketing Consultant, the way most American Sales-reps do. What a great idea! What a *great idea!!!* I mean, If you're certified as a marketing expert, #1, your General Manager is going to look at you in a whole new light. But, just as important, the Sales Department is going to start treating you with a whole lot more **respect**. (Talk about job-security in uncertain times – *that's* gonna' help you a *lot*)

It's a real **simple** thing to do – but I make the point, it's a *very important* thing to do.

You've **got** to make the effort! Because, as the bottom-line pressures of consolidation continue, if you're not on the same page with your GM – there could be some trouble ahead (especially if you don't fully understand the business side of things). So — word to the wise — take my advice — and start **learning** these things. And start doin' it **today!**

TW Tip #1062, #3131, #7111, #8031, #17026

Next Week Part 3

- "Playing To Lose" and other Cluster Strategies
- And being **LOCALLY** Listener-Responsive

Nothin' But 'Net

W W W E B W W W I S E TM

News-Talk 2GB

2GB in Sydney (Australia) has put together a very efficient, full-service website that News/Talk stations may want to view as great model (www.2gb.com).



MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
2GB BREAKFAST GRAHAM RICHARDSON AIR TRAFFIC	2GB MORNINGS MIKE GIBSON	2GB AFTERNOONS JON HARKER	2GB DRIVETIME MIKE JEFFREYS	2GB EVENINGS BRIAN O'SHARE OPENLINE - FREE FOOTBALL	2GB OVERNIGHT PETER HARGREAVES	THE WORLD OF FOOTBALL ANDREW MOORE CRAIG SALVATORI

- The personality who is on-the-air right this minute is pictured in the clear spotlight, along with the invitation to listen live via streaming RealAudio (a 1-click process).
- You can click onto other personalities and hear a short RealAudio promo about their show.
- The 2GB on-air schedule is efficiently assembled into a

24/7 programming grid that makes it easy for a listener to understand and find a favorite show (including key reinforcements like "News on the hour and the half", "Air traffic", etc).

- Live webcams give listeners a view of both Studio 1 and



Click for Fullsize
Click for History

Click for Fullsize
Click for History

Click for Fullsize
Click for History

- Studio 3, along with a live weathercam view of Sydney.
- A separate page shows an aerial shot of the area the camera views, for perspective.
- Plus promo pages for News, Weather, and *The 2GB World Of Sport* (isn't that a great branding name for an information element?). Critique: The site does not contain a short news summary of the latest news, like many US stations do (may have something to do with union regs).
- The website enables listeners to quickly submit notices to the Community Noticeboard. Critique: The site does not list all Community Notices (which would be a nice touch to further round-out the "full service" aspect of the site).

Overall, an exemplary site with a clean, slick look.

Makes you want to listen to 2GB! *TW Tip* #3130, #6065, #10038, #15039, #16041

Leadership Cliff's Notes

Outsourcing: Your "Go To" Guy/Gal

One of the keys to functioning at peak-performance, operationally, is knowing who to "go to" for short-cuts and secret weapons when you have a specific need. Why go through a painful, unnecessary learning curve when you can cut straight to the quick with a whole lot less grief? That's where maintaining your "network" can help you save both time and lots of steps.

For example, my computer software guru in the U.S. is **George Briggs**, head of *PC Plex* here in Phoenix. (In his other life, he doubles as the Production Director and AudioVault-Viper at Pulitzer's KKLTV). Some of his specialties include Microsoft Publisher and Microsoft Powerpoint consultation and producing computerized sales presentations. Best of all, unlike most computer consultants, George conducts biz in *English*, not computer-ese (something I, as a non-geek, really appreciate).

Contact info: Phone (602) 494-494-2; e-mail george@pcplex.com

Have you compiled a list of "go to" outsource experts for every area of *your* daily operations? Why not take the time to? It will save you time in the long run. Having an expert to call on, on a moment's notice, even if only as a sounding board, makes you (and your team) more effective.

TW Tip #7110, #14004, #12002, #16040, #17026, #18011

"The Sex Show"

How's that for a great name for a show about sex?

Here's another Aussie original, as networked on Austereo's Triple M stations, across Australia nightly at 11.

Host **Ruth Ostrow** has been writing about sex-related stuff in local papers and magazines and deals with specifics — like a listener's question, "Is it safe to swallow?"

(A: Yes — as long as your partner doesn't have any diseases).

TW Tip #9112, #11009, #13002, and #21002

News & Surveillance Ingredients

Presentation

For smaller market music stations who run ABC's **Paul Harvey**, here's an interesting idea that KQUE/Houston used to do. They would dig through their musical archives to find a song that "matched" the subject of Paul's "For What It's Worth" kicker. A cheap thrill for a music listener that always sounded creative and original (many listeners actually looked forward to it).

You, of course, don't have to have Paul Harvey to do it (though I think the concept works best when it follows a "personality" newscast). If you're so inclined, here are some tips:

- ✓ Save the kicker for *after* you've done your weather package, so it butts right up to your outro-script (otherwise, way too many elements will get in the way, and most listeners won't be able to make the "connection").
- ✓ The new 4th Edition *Green Book* (of songs by subject) is the best song-reference thematic guide that I know of. \$49.95 plus \$4 shipping/handling, by calling (310) 788-1621.

TW Tip #9110 and #10037

WWWWeb

For a great example of a great News/Talk website, see WWWWeb-WWWise on page 7

The Most Effective Promotions Of All Time "Here Today, Gone To Maui"



Mix 101, HO-FM in Hobart, Tasmania (Australia) recently ran a cut-through direct-mail promotion that was **exemplary** in its simplicity.

The key: HO went to great pains to *keep it simple*.

The station sent a full color postcard to every household letterbox in Hobart. The front featured 4 typical tropical Hawaiian scenes (along with a subtle co-sponsorship logo from Qantas airlines).

Here's the trick: On the back of the post-card, the contest "pitch" was *hand-written*. Thus, the recipient didn't see it as mere "junk" mail and automatically throw it away. In fact, follow-up research indicated that most people read the card *immediately*, because they wondered who was sending them a postcard from Hawaii. In short, it got past the listener's "filter system" (the gate-

G'day! Just a quick note to let you know you are entered to win a fabulous Hawaiian holiday for two with 5 nights accommodation on the island of Maui - The Valley Isle, flying Qantas, the Australian Airline. Keep this postcard by your radio & listen to mix 101 HO-FM. If we call out your lucky number, give us a call on 34 1017 & if you're the first caller, you are in the weekly draw for a Qantas holiday for two to Maui - The Valley Isle - Hawaii. Good luck!



keeper in a consumer's mind that "susses" all messages).

From that point on, it was a straight-forward lucky-number contest (listeners were instructed to keep the postcard near their radio and listen for their number to be called, several times a day). The front of the post-card itself contained a *visual reminder* of the prize they would win.

HO-FM PD **Rod Spargo** reports it was one of the station's most effective promotions ever, still talked about warmly by Hobart listeners. Many listeners said they stuck the card on their fridge for the duration of the 4-week promotion (just like they would any other card from a friend).

TW Tip #1061, #3128, #4065, #9111, and #17025

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

Ocean Toons®

Check out Bobby Ocean's creative website (www.bobbyocean.com). Full of interesting ideas, links, quotes, production and voiceover demos. E-Mail Osh at oceanvox@pacbell.net
 Jeff Young's Radio 411 (www.radio411.com) is the cyber-home of Ocean Toons and the Bobby Ocean Cartoon Gallery.

DEEP SEATED FEARS OF MORNING PERSONALITIES



THE EARLY BIRD GETS THE BEST PASTRIES, BUT DON'T WORRY. I LEFT YOU SOME WORMS.

Snap!

One of the most respected names in Country music radio is **Jaye Albright**.

Over the course of 36 years, Jaye's radio career has been full of achievements, both as a major market PD and consultant for Drake-Chenault, BP Consulting, and Albright, Hill, and O'Malley (which became the second largest country consultancy in the world).

Last fall, the lure of becoming Corporate Director of Country Programming for Jacor Communications, brought her back "home" to Las Vegas (where she started in Country 25 years ago, a fact that was commemorated recently as she was inducted into the Nevada Broadcaster's Association Hall Of Fame). She is now responsible for the programming of Jacor's 24 Country stations.

Jaye thrives on change and competition. And prides herself on being a workaholic who radiates a love for Radio. And not just Country Radio (she studies all formats as a strategist who loves finding new solutions). As a people person, she motivates her stations by setting an example — of effective time management, achievement, and a passion for great competition.

And is dedicated to helping people grow to be more successful and effective.

TW Tip # 7107 and # 8029

Oz Snap!

One of the truly bright stars of Australian radio programming today is **Cherie Romaro**, who has risen through the ranks to become Director Of Programming of the Australian Radio Network (one of Clear Channel's 50% ownership interests).

In addition to responsibility for the programming on ARN's 9 stations in Australia, her influence is also felt throughout New Zealand (where ARN and Clear Channel have a substantial interest in the NZ Radio Network, which operates 41 stations).

Cherie's personality is said to engender loyalty on a friendship basis. While she's enjoyed success at a corporate level for several years now, her programming roots as an MD and PD are evident — she can still pick a hit in an instant and knows how to set up a creative environment that brings out the best from talent. As a result, she has seen success with some formats where others haven't (by taking the long-term view, knowing it's a marathon, not a sprint).

TW Tip # 7108 and # 8030

A recent study by Britain's Radio Advertising Bureau revealed how captive British radio audiences are, compared to TV.

Only 10% of radio listeners in the UK say they generally switch radio stations when commercials come on, compared to 44% who zap out of TV commercials.

Instead of zapping, Radio listeners tend to deal with the various types of radio programming by "zoning in and zoning out" —

■ They zone-in when the content or output *engages them* (be it a song they like, compelling content or delivery, or

■ They zone out when they really don't like what they're hearing, are offended, or experience obvious frequency (if listeners feel they've already heard something,

particularly an ad, they often feel there's nothing left to listen for)

TW Tip #1060, #9110, #19040

"On Radio, (commercial) zapping is not a physical process, it's a mental one".

— Chuck Blore

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