

Rock 'n Talk

Where They Meet

An **EXCLUSIVE**

Special Report

By Michael Packer

Congratulations! You are now the Program Director of a music station who's just been given the additional responsibilities of programming your sister station, the News/Talker.

To give you some idea of just how exciting and challenging you'll find your new position, I'll borrow some terminology from music programming. But you'll quickly see that the execution is very different.

Picking The Hits

In TalkRadio, the list of topics,

events, and issues that were burning up the phones yesterday may be gone today. So you begin each day at ground-zero, figuring out which "hits" will connect with your target audience.

(Continued — See Rock 'n Talk on page 3)

How To Spot Star Quality

You may have a star on your station (or elsewhere in your cluster or market) — and *not even know it yet!* How do you discover stars before it's obvious to everyone?

Exclusive audience (the percentage of audience that listens to only one station when a show is on) is one of the most *penetrating* ways to detect (Continued — See Star Quality on page 3)

Continuing Education For The Dedicated Radio Programmer

Inside "PD" Issue # 32

- Page 2 Hot-Clock Games: The Country Wheel
- Page 2 Hotclock.com Software (CodeWorkshop)
- Page 4 Cut-Through Campaigns: Print (1-Inch Scatter-Ads)
- Page 5 Promotional Art & Science: New For '99 (Contests)
- Page 6 PDQ&A: Tweaking Morale & Sorting Out The Bad Apples
- Page 8 WWWWebWWWise: Rob Flanik, Creative Psycho Soundguy
- Page 8 Leadership: 10 Traits Of Those Who Accomplish The Impossible
- Page 10 Elements Of Stationality: Promos/liners from around the world



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. Reach TW at (602) 443-3500 or e-mail: TW3tw3@aol.com

Country Hot-Clock Games

**"Great teams
keep getting better"**

— John Wooden

(UCLA basketball coach who led his team to 10 national championships)

TW Tip #7192, #6194, and #8151

The Hot-Clock "Wheel"

As promised, a typical Country format midday daypart, in "wheel" form. (For background notes, see "PD" issue #31, pages 2, for explanations and related theory.)

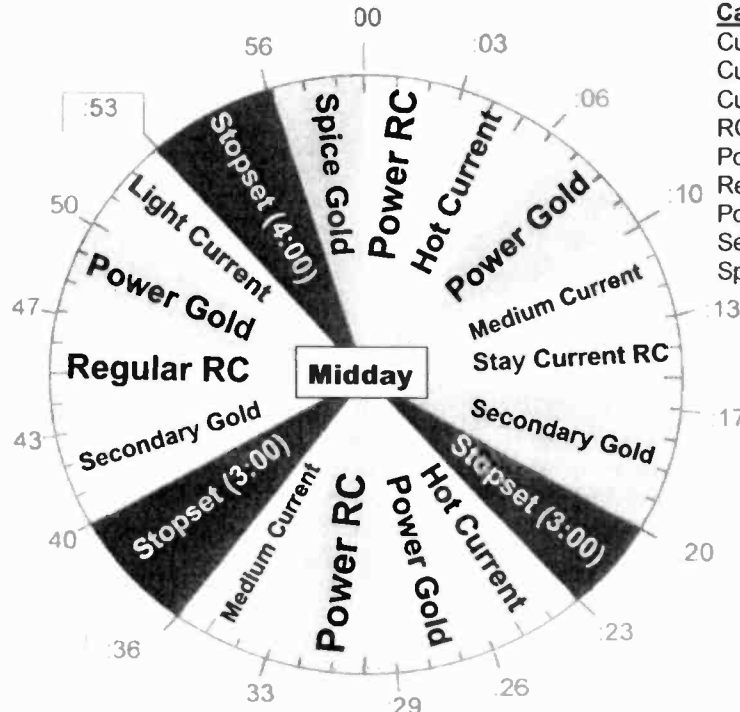
Artist Separation

One more important procedure to build into your clock before it hits the computer: maintaining a reasonable artist separation. When some stations play as many as many 25 or 30 different Garth Brooks or George Strait songs over the course of a week, the need for separation becomes obvious.

Typical separation policies mirror those of CHR and AC:

one hour between songs by the same artist, two hours between oldies by the same artist, two hours between currents by the same artist.

But some PDs and consultants are doing some innovative new things in pushing the envelope on artist separation (like 45 minutes separation between songs of any type).



| Category | Songs | Rotation |
|----------------|-------|----------|
| Current-Hot | 7 | 3:30 |
| Current-Medium | 13 | 6:30 |
| Current-Light | 9 | 9:00 |
| RC StayCurrent | 11 | 11:00 |
| Power RC | 38 | 19:00 |
| Regular RC | 51 | 51:00 |
| Power Gold | 66 | 22:00 |
| Secondary | 104 | 52:00 |
| Spice Gold | 150 | 150:00 |

Around-The-Hour

- :00 Power RC
- :03 Hot Current
- :06 Power Gold
- :10 Medium Current
- :13 Stay Current RC
- :16 Secondary Gold
- :20 STOP (3 minutes)
- :23 Hot Current
- :26 Power Gold
- :29 Power RC
- :33 Medium Current
- :36 STOP (4 minutes)
- :40 Secondary Gold
- :43 Regular RC
- :47 Power Gold
- :50 Light Current
- :53 STOP (4 minutes)
- :57 Spice Gold

TW Tip #2138, #9153, and #12016

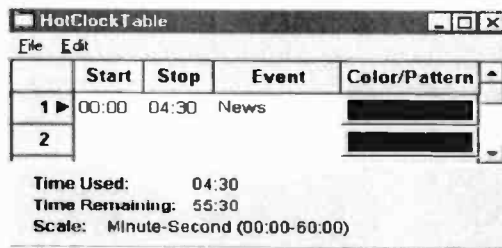


Hotclock.com

Don't you just love it when someone offers a new product that every PD can use for a price so reasonable that it's easy to find a place for it in your programming budget?

(up to 180 events are available for each clock) which automatically produces a pie-slice on the clock. You can then assign up to 16 foreground and background colors and 7 fill-patterns to color-code your categories. (In the above example, I only used the three colors that reproduce best in our black and white format). Further customize your clocks by placing your own pictures and/or text (using any font) anywhere you'd like, drag-and-drop style.

Todd Doren (of Arbitron diary review consulting fame) has launched a new computer software development firm, CodeWorkshop. First product out of the chute: a Windows compatible program designed to save you time in generating professional-looking pie-chart hotclock wheels. So easy any idiot can master it in 5 minutes or less (I used it to create the Country clock above).



Usable for schedules, too (in either 12-hour or 24-hour formats) and for promo or commercial-planning (using a 60-second format).

Download a free trial version 24/7 by visiting www.hotclock.com. While you're there, take the quick tour that shows you what goes where and why. Can be purchased electronically directly from the web-site.

Data-entry is automatic. A hotclock "table" (see inset) prompts you to enter a start and stop-time of each event

For more information, call (609) 547-3939 (or e-mail: tdoren@codeworkshop.com).

TW Tip #2139, #9154, #12017, #16061, and #7189

Rock 'n Talk

(Continued — from page 1)

If you are surrounded with an excellent group of proactive producers and talk hosts, they'll usually be hours ahead of you in discovering what's hot.

"Real-Time" Programming

TalkRadio is just about as close to "real-time" programming as you'll get. There's no putting a hit-list "to bed" and waiting until tomorrow to determine if it should be changed. A successful talk show is alive, surfing the currents of events as *they happen*. Five minutes from now, if a new "hit" breaks out, you've got to break in with it — which, of course, preempts that list you drew up just hours ago.

Spinning The Hits

In music, you can hand an Elton John CD to a jock and when it airs, it sounds exactly like Elton. A talk host's "hits" are in the form of "sheet music". The quality of the sound will be determined by the host's performance — which may range from that heard in Carnegie Hall to a struggling garage band. So, depending on how it's spun, it's possible for a dynamite hit *not* to sound like one.

Music Director —

TalkRadio's MD is the Call Screener

Every call is either an ear-opening, entertaining hit — or it's a bomb. Can you imagine your Music Director opening the studio door every two minutes and tossing another CD to the jock for airing? (A CD the jock has never even heard?) Now you can empathize with the host who is at the mercy of the

Michael Packer is President of Detroit-based



Packer TalkRadio Consulting. Michael's 20+ years of experience in TalkRadio, NewsRadio, and SportTalk includes positions as Talk Host (WOAI/San Antonio), PD (KABC/Los Angeles and WXYT/Detroit), and GM (KTRH/Houston and WXYT). Prior to specializing in Talk, he spent 10 years as a jock at successful music stations like KTSA/San Antonio, KRBE/Houston, and

KYA/San Francisco. As a consultant, he has teamed-up with stations in 17 markets throughout the US and Canada. Reach Michael by phone at (248) 656-4140 or by e-mail at mpacker@aol.com. Visit his web site at www.mpacker.com.

screener, who must decide in 30 seconds or so if the caller will hold the attention of the audience.

And once the call is on-the-air, good or bad, the host has to deal with it. The position requires some very special skills and innate programming abilities. Call-screeners should be well trained and well paid because, moment-by-moment, *they* help make or break a show.

Anyway, congratulations on your new challenge! Don't be surprised if staying on top of the issues and current events every day, helping the talk talent, producers, and screeners with their needs, and keeping the production, promos, and bumper music fresh take up as much time as your music station.

By the way, we haven't even touched on your responsibilities for news programming, but oops, we're out of space.

TW Tip #7190, #9155, #13009, and #10053

How To *Star* Spot Quality

(Continued — from page 1) "star quality" in your ongoing measurement of radio personalities. The higher the percentage of exclusive audience that a personality retains, the bigger their shadow (and potential). This is a particularly useful exercise for News/Talk stations, but it also works for music stations with high profile personalities (especially when measuring the performance of breakfast/morning stars).

The Drill:

- ✓ Use Arbitron's *MaximiSer* program, or any other research source that gives you the capability of isolating specific hours or quarter-hours of audience ratings, so that you can construct customized "dayparts" based on the hours your shows are on-the-air (don't use the "arbitrary" standard dayparts, unless that's how your shifts happen to align, or your results will be too fuzzy to be truly useful). (Continued — see *Star Quality* on page 9)

Cut Through Campaigns

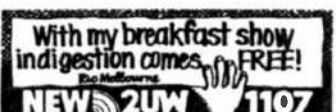
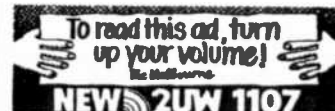
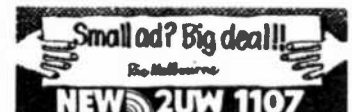
Print

One-Column-Inch Scatter-Ads

Many advertising agencies would love for you to think that you have to go page-dominant, full-page, or double-truck to make an advertising impression in newspapers or magazines. (The bigger the ad, the more it costs, and the more they commission they take!) But a few years ago, one of my clients, 2UW in Sydney (Australia), used inexpensive 1" high x 3" wide scatter-ads in the city's two top newspapers (scattered through all sections of the papers) as a way of making multiple impressions on potential listeners.



The Objective: Build Breakfast cume. The ads promoted then brekky host **Ric Melbourne** (and had a "personality" flavor to them).



The Result: Follow-up in-house callout research revealed that indeed the ads *had* been noticed, especially by new cumers. (This runs counter to the standard claim that inch-ads don't work).



Breakfast-daypart cume increased (slightly) during the period.

TW Tip #3171 and #5106

The "PD" Bookshelf

Every month, 800-CEO-READ (a division of Schwartz Business Books) compiles a list of best-selling business books based on purchases by its more than 10,000 corporate customers nationwide.

FYI, here's the latest list . . .

- 1) *Getting To Yes, 2nd Edition* by Roger Fisher
- 2) *Every Business Is A Growth Business* by Ram Charan & Noel Tichy
- 3) *How To Get Your Point Across In 30 Seconds Or Less* by Milo O. Frank
- 4) *Winning Every Day* by Lou Holtz
- 5) *The Elements Of Style, 3rd Edition* by Kevin Cashman
- 6) *The One Minute Manager Meets The Monkey* by Kenneth Blanchard, William Oncken, & Hal Burrows
- 7) *Leadership From The Inside Out* by Kevin Cashman
- 8) *Discovering The Soul Of Service* by Leonard L. Berry
- 9) *Gung Ho!* by Ken Blanchard & Sheldon Bowles
- 10) *The Leadership Moment* by Michael Useem
- 11) *Getting Past No* by William L. Ury
- 12) *Spin Selling* by Neil Rackham
- 13) *World Class Teams* by Linda C. McDermott, Nolan Brawley, & William W. Waite
- 14) *Customers.com* by Patricia B. Seybold with Ronni T. Marshak
- 15) *The Leadership Engine* by Noel M. Tichy & Eli Cohen
- 16) *Customer Centered Growth* by Richard Whiteley & Diane Hessian
- 17) *Focus* by Al Ries (see "PD" issue #1, page 10)
- 18) *The Five Temptations Of A CEO* by Patrick Lencioni
- 19) *True Professionalism* by David H. Maister
- 20) *How Hits Happen* by Winslow Farrell
- 21) *Upstart Startups!* by Ron Lieber
- 22) *The Re-engineering Revolution* by Michael Hammer
- 23) *Managing Transitions* by William Bridges
- 24) *The Wizard Of Ads* by Roy H. Williams
- 25) *Inside The Tornado* by Geoffrey A. Moore

For more information call 1-800-CEO-READ (236-7323).

TW Tip #7186 and #22019

Programmer's Digest

The Insert

Promotion/Marketing Consultation

Looking for contests that drive numbers?

Contest

**1-800
528-
Central 6082**

Building
Blocks
To
Better
Ratings

Audience Growth

You already know... first-in a format gives you the edge.

Act on what you know: Turn that poor performing FM into the first-in Targeted Talk[®]. Sabo Media has created a proven, step-by-step system for making talk work on FM. You will reach exactly the demos you want. Your owner will see the performance they demand. What do you want to run? The third AC? Go for first-in-the-money with Targeted Talk[®]! Call right now for a confidential meeting.



Not "talk"...Targeted-Talk[®]
SABO MEDIA
Programming. Marketing.
212.808.3005
email: Saboedia@compuserve.com

IMAGE VOICEOVER PRODUCTION

moftett

MOFFETT PRODUCTIONS, INC.

THAT SAYS IT!

281-440-0044

Save \$\$\$ By Renewing NOW

\$-t-r-e-t-c-h your budget by renewing your
Programmer's Digest subscription today

Pay by March 1, 1999 \$US270
(a \$295 value!)

International Air Mail Surcharge \$US65

"PD" Volume 2
will encompass
issues #51-101

Call:
(602)
443
3500

Consultation — Urban Specialists

30 YEARS EXPERIENCE - ALL MARKET SIZES

URBAN FORMAT SPECIALISTS

- ⇒ Programming/Ratings Improvement Strategies
- ⇒ Unique Proven Localized Promotions
- ⇒ Money Making Special Events
- ⇒ Concert Productions
- ⇒ On-Air Talent, MD/PD Placement
- ⇒ Website Design Guaranteed to Generate Listeners & Revenues

FREE CONSULTATION

Call John K. Wilson (800) 256-5317

ASK ABOUT OUR STATION WITH A 21 SHARE!

More Useful Products & Services On Back

Programmer's Digest

The Insert

Computer Presentations/Consultation

Simple Math:

22 years of radio experience
 +
 today's multimedia technologies
 =
 powerful communications with
 clients and listeners!



PowerPoint consulting, production and training for radio!

602-494-4341

Email: info@pcplex.com

Voice Imaging & Production

LINERS • PROMOS • IDs • SWEEPERS

BOBBY OCEAN®
 EXCEPTIONAL
VOICE IMAGING
ISDN

WEBSITES • SPECIALS • PRESENTATIONS

SAME DAY SERVICE

office (415) 472-5625
 demo (415) 472-7045
 email: ocean@nbn.com

News & Lifestyle Syndicated Features

Ever Wish You Had The Staff To Do "Sweeps-Series" Like TV?

NOW You DO! "Nelson's Lifestyle File"

Weekly sponsorable feature



- ✓ Influences two diary-weeks when scheduled over Wed/Thur
- ✓ Hot-button issues sharply written & presented in conversational style
- ✓ Appointment-marketing at its best: W25-54 go out of their way to listen
- ✓ Flexible deployment: slot within a newscast, as a standalone feature, or customized script for your staff

For A Free Demo —
 1-888-873-6217

Monica Nelson Media

"Your New Team Member With A Polished Hometown Sound"

Media Brokerage Services

Curtain Coming Down On The End Of An Era

As we begin 1999, radio folks are looking at an industry that has changed so completely it's hardly recognizable. As one of the last of the inefficiently organized business sectors, radio has finally found itself in consolidation.

In most major markets it is not uncommon to have over half of all listening attributable to just two companies.

The good news: rate structures have firmed and stations are actually realizing the value of their franchises with bigger profits.

Independents who haven't yet sold find themselves at either the high or low end of the value scale, depending on whether the in-market consolidators have room for them.

To navigate these currents, one person stands out. That's why for strategic advice, smart owners of all sizes rely on America's leading independent broker —

Gary Stevens & Co. 203-966-6465

Audience Growth

You already know ...
 first-in a format gives you the edge.

Not "talk"...Targeted-Talk®

SABO MEDIA
 Programming. Marketing.
 212.808.3005

Turn Over To See *More* Useful Products & Services



The Freeloaders Program. Star 100.7 (KFMB-FM/San Diego) is the latest station to lock-up FairWest Direct's Listener Rewards program (see **"PD"** issue #20, page 4), putting an interesting attitude spin on it, inviting listeners to become freeloaders. Cleverly unveiled with "the freeloaders jingle" (in a cool Big Bad Voodoo Daddy swing style). (Hear it on their web site, www.histar.com). Star rifle-targets P1s by promising listeners: "The Star 100.7 Freeloaders program is designed to reward you for what you do best . . . LISTENING! The MORE you listen to Star 100.7 and the MORE you participate in Star 100.7 events — the MORE opportunities you have to WIN".

TW Tip #3172 and #4093

Get On Board Fox-FM's "7 4 7". Fox FM in Melbourne (Australia) is running a clever long-listen/listening-appointment promotion, a take off on the old "\$1,000 9-Two-5" routine many U.S. AC stations used in the 80's. In this case, the listeners write down the songs played at 7am, 4pm, and 7pm. When the 7pm song starts playing, first caller through wins \$100. (Another possible twist to consider: Win 2 seats on our 747 to Hawaii, tie it in with a tour group or travel agency to liquidate).

TW Tip #3173 and #4094

\$50,000 Birthday Game. Austereo's 2DAY-FM in Sydney (Australia) is doing an interesting new twist to the birthday game. Five times a day, they announce the complete date on-the-air during the solicitation (no spinning of wheels, opening sealed envelopes, magic birthday machines, or any other insurance-based hocus-pocus). First person to call-in with a matching month, or month-and-day, or month-day-&-year wins.

The catch: 2-DAY-FM opens-up their contest-lines as they announce,

"If you were born in the month of (March)", especially if you were born on (March 17th, 1961), call now". You'll win \$100 for being born in (March). Win *double* if you were born (March 17th). And win you'll \$50,000 if you were born on (March 17, 1961)."

The usual contest-pigs (born in March) clog-up the lines immediately preventing the big winner from getting through (even though, of course, they still have an equal chance of getting through).

TW Tip #3174 and #4095

Give Away 100,000 1-Cent Stamps. That's what "Mr. KABC" did on his morning show on KABC/Los Angeles. Great topicality because everyone has lots of 32 cent stamps that are obsolete now that 33 cents is the new 1-ounce postage rate in the U.S. and many post offices can't keep the one-centers in stock). Best of all: the cost (only \$1,000). (Sure *sounds* bigger, though, doesn't it?)

TW Tip #3175 and #4096

The Top 1001 Rock Countdown. 2MMM in Sydney (Australia) invited work-force listeners to vote for the Top 1001 Rock songs of all time (via requests and e-quests). Now they're counting them down. Each day, workplace listeners are asked to listen for the \$1,000 Cash Track, which is interspersed amongst them.

TW Tip #3176 and #4097

Concerts Around The World. KRQ in Tucson is offering listeners "the hottest concerts, the coolest destinations" with "Concerts Around The World". Listeners call a registration number to make their "reservations", then listen for the KRQ "boarding call" to win. Similar mechanics to a promotion 2UW/Sydney used in the early 80's, "Round The World Rock-Trips" where listeners could choose which group they could see and where they wanted to see them.

TW Tip #3177 and #4098

The Super Bowl Of Soul Weekend. Cool! 92.9 (KWFMTucson) spiced up Super Bowl weekend by adding a few more "jammin' oldies" to each hour.

TW Tip #3178 and #4099

On "What It Takes"

"The difference between a *successful* person and others is not a lack of strength, not a lack of knowledge, but rather in a lack of *will*."

— *Legendary Green Bay Packer Coach Vince Lombardi*

TW Tip # 7187 and #8148

PDQ&A

An American News/Talk PD (name withheld) asks . . .

Q:

Morale at our station seems to always be low, mainly because of a few malcontents who seem determined to spoil the fun and poison the good morale of others. Any suggestions on how we can improve morale?

A:

I call them "grumpies". And you tend to find more of them at News/Talk stations than music stations — maybe because of the presence of so many journalists, whose very job many times is to be a little skeptical or cynical of anything they hear, so they can get to the root of "the real story".

Perhaps it's comforting to know that this problem is not exclusive to radio (most TV station and newspaper newsrooms are constantly wrestling with the same problem, too). Even Disney has a few skeptics and cynics mixed in amongst the rest of their theme park "cast-members" who generally possess "Up With People" attitudes. (A VP/Personnel at Walt Disney World once said it's very difficult to weed them out once they're in, which is why Disney places such a high priority on making the right choice *during the hiring process*). (For a similar perspective, see "PD" issue #5, page 1, for a look at how Phoenix Suns CEO Jerry Colangelo applies what he calls "The O.K.O.P. Factor" to recruiting/hiring)

Action Steps

The first thing to do is to implement a few of the tried-and-true morale-builders, like . . .

- Rewarding teamwork (see Team Productivity Bonuses on page 5 of "PD" issue #2). It tends to get everybody pulling together, rooting for each other, and helping one another.
- Casual Fridays (maybe with the occasional theme, like Hawaiian shirt day)
- Scheduling an ongoing (monthly) series of "potluck" lunches or happy hours (like a salsa-and-chili cookoffs, potluck salad day, picnic lunch in the park, etc.). One of the most important ones for Americans, in terms of generating warm fuzzies, is a Thanksgiving potluck (the Friday before) — really goes a long way toward making everyone feel like "family". On that note: try to make sure no one on your staff is stranded "home alone" on Thanksgiving consider inviting the "orphans" to your home for turkey dinner.
- Organize fun activities that build camaraderie (see

It's rare that you see a station that's always having real fun that isn't, coincidentally, winning in the ratings.

Steve Allan's excellent article in "PD" issue #31 for some ideas)

- A staff suggestion box (where employees are regularly rewarded for good ideas with cash, suite tickets, etc.)
- An employee-of-the-month recognition (make sure you announce it in a timely manner, though, or it will send an opposite message to staff)
- Making sure "munchies" (of some kind) are part of all staff meetings. Employees can't quite put their finger on *why*, but for some reason they tend to "look forward to" staff meetings that include a decent spread of food.
- Issuing praise memos regularly (personal, hand-written thank-you-grams, especially)
- Funny memos, jokes, totally harmless pranks, etc.

Other little tips . . .

- ✓ Whenever possible, try to keep your door open. Nothing fuels rumors and cynicism faster than a staff wondering what's being plotted behind closed doors (behind *their* backs, or so many of them think).
- ✓ Add the principles of Participative Management to your management style, which tends to get your whole staff more "involved" in devising solutions and/or raising the bar (see related articles in "PD" issue #7, page 1 and "PD" issue # 8, page 7)
- ✓ Set a positive example. If you're always grumbling about "the crummy state of radio today", no wonder you have a problem; conversely, if you're always up and positive about the great opportunities and efficiencies new technologies are presenting, even "opportunities for solutions", *that* vibe will rub off on your staff. Sooner or later, invariably, radio stations tend to take on the "personality" of the person at the top. Colin Powell says it best, "Perpetual optimism is a force *multiplier*". (In my experience, he's absolutely right!)
- ✓ Above and beyond all else — make sure you're always having FUN of some kind. It's rare that you see a station that's always having fun that isn't, coincidentally, winning in the ratings. (Cont— pg 7)

Nothin' But 'Net

W W W E B

W W W I S E TM



Rob Flanik — Creative Psycho Soundguy

Jerry Clifton's Xtreme Radio (KXME/Honolulu) features a "sound page" full of on-the-edge soundbites in both .wav and RealAudio form. The following disclaimer is guaranteed to make everyone in Xtreme's 12-24 audience target want to check 'em out immediately.

"The sounds you hear on this page do not necessarily reflect the good taste of the management of Xtreme Radio. These are sounds that could only come from the mind of **Rob Flanik**. Feel free to download any sounds for your own personal use, but if you make any money using these sounds, Rob will find you and kill you."

Xtreme's web-site-with-attitude is located at www.xtremerradiohawaii.com. Just click on the mixer to hear or download the sounds.

TW Tip #3179, #6190, #15052, and #16059

Interactive Lunch

Chancellor's Z100 in New York features an Interactive Lunch, Noon til 1 every weekday.



Web-surfers can submit requests/dedications to midday personality **Lisa Taylor** via the Z100 web-site (www.z100.com).

TW Tip #3180, #6191, #15053, and #16060

Related "PD" Articles With Web-Sites:

How To Do The Impossible (page 8), Star 100.7 (page 5), Michael Packer (page 3), Hotclock.com (page 2).

PDQ&A

Continued —
from page 6

Still Stuck In The Pits?

If all this still hasn't lifted your morale-o-meter into the "healthful" range, you need to find out if someone (or some small group) is poisoning the experience for everyone.

As Boston Celtics President/Head Coach **Rick Pitino** points out in his book *Success Is A Choice* (which will profiled soon in "PD"): the ten positive team-members rarely influence the one bad apple, the one bad apple usually manages to bring down the morale of the other ten.

Some people just don't feel "active" unless they are constantly looking for negatives in even the most positive news. They seem determined to wallow in shit, seemingly always organizing little mutinies, etc. Some even go as far as sabotaging their station with little (and some not so little) "pranks" that contribute to a bad air-sound or a harried behind-the-scenes situation.

Pitino takes the firm stance that these people need to be weeded out quickly (he likes to have it done before he

arrives at a new job). When you're already in the job, though, this is no simple task.

Certainly, you should try everything possible to "reach out" and "get through" to such a troubled employee. Win them over in any way you can -- there's no higher high for a people-person than being successful at helping a grumpy "see the light" and *redirecting* all the creative energy that used to be wasted on negative stuff. Sometimes their negativity is nothing more than a cry to be noticed -- or wanting to be more included in the decision-making process.

Because we're all part of the "new world order" in Radio, you may find it useful to have a one-on-one "truth and honesty" session with your troublemaker about negative attitudes, during which you can point out that, with more and more unemployment in our business, it's getting easier and easier to hire an out-of-work *positive*-thinker who's just as talented, so maybe it's time for a major "attitude adjustment".

But sometimes it will boil down to the simple fact of life that **you don't reckon with a cancer, you excise it**. This is when "downsizing" can truly be viewed as *right*-sizing (and thus, a good thing for your staff). Often you'll be amazed at how suddenly the air clears and how smoothly things run -- *after* a cancer has been removed.

TW Tip #6192, #7188, #8149, #10052, and #21030

Steve Jones, PD of Mix 96 and 97.3/K-Rock in Edmonton, passed along a motivational piece he recently distributed at a staff meeting. Adapted from the book *How To Do The Impossible* by Andy Nulman (a Canadian, who is CEO of the "Just For Laughs" comedy festival in Montreal which he has taken from the brink of bankruptcy to becoming the most successful annual comedy festival in the world). The 100-page paperback is available from Amazon.com at a 20% discount (\$US14.36). Andy's web-site also worth checking out (www.howtodotheimpossible.com).

1) Extra-thick skin

To insulate you from those you say "can't".

2) Ear plugs

So you won't hear those who don't believe in you.

3) Blinders

A "shield of dreams" against distractions and detractors, allowing you to stay focused on your mission and your goals.

4) Love of RISK

Not the board game. You win, you laugh. You lose, you chalk it up to experience and try it again. To do the impossible, you can't be looking for a sure bet.

5) Never get too up, never get too down

Nothing lasts forever. Not success – and not failure. The road to success is a roller coaster. Don't be obnoxious when you win. Don't cry when you lose.

6) Flamboyance

Without being obnoxious, you've got to have flair. You have to stand out. Those who do not stand out in a crowd never accomplish the impossible.

7) Self-confidence

Ultimately, to do the impossible, you'll need to get people to believe in you. The only way to do that is to believe first in *yourself*.

8) Active dreaming

"Some men see things that are and say 'why?'. I dream things that never were and say 'why not?'"

— Robert F. Kennedy

9) Intense Drive

The impossible doesn't come to you, you have to go out and grab it. To make your dreams reality, you've got to live them every day.

10) Unlimited energy

There is no "night and day" or "today and tomorrow". For you, there is just one measurement of time — the span of time between TODAY and SUCCESS.

TW Tip #7191, #8150, #17039, and #22022



Subscriber **Sean Michael Lisle** (OM/PD of KGRT/Las Cruces, NM) has been doing Virtual Radio in almost every way imaginable for the past 20 years. He passed along a few ideas that can really help you deal with today's systems.

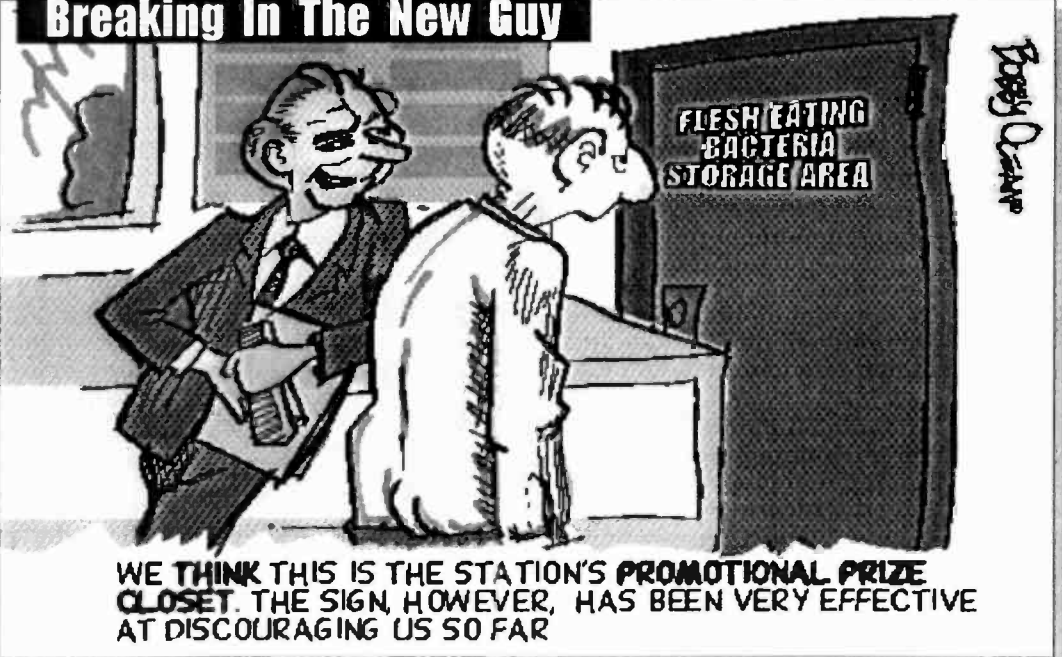
- **Multiple Stations or Longer Shifts.** Having DJs on during the same time on several stations is generally *less* confusing than having them on over many dayparts on one station. Those few listeners who are long-listeners can burnout on hearing just one jock seeming to always be on the air. The perception: they appear to be overworked slaves. (Sean says that, as the PD of multiple stations, he has been chewed out by long-listeners for having people "working" 12 hours straight on sister stations).
- **Adding Extra Immediacy/Topicality.** Most computer systems have "estimated play time" features that tell when each event file will run. These are only accurate for about 30 minutes into the future and no more (because estimates don't include cross-fade times) but are useful in helping you add immediacy and topicality. While the "bits" and stopsets are all recorded beforehand, the jock can check the computer each half hour (presumably during his "live" show on another station) and cut fresh music-segue talkovers that, for example, might give a time check. Or he/she could include current temps or other weather conditions ("Hey, it just got cloudy!"). Or a reference to that big (preferably local) news story that just ran at the top-of-the-hour. Certainly, being local is vital, but it's *immediacy* that has always set radio apart from all other media. VR can be just as immediate as live — and just as local! TW Tip #1088, #9157, #6193, #12018, #16062

Ocean Toons®

Check out Bobby Ocean's creative web site at www.bobbyocean.com. Full of interesting ideas, links, quotes, production samples, 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.

Breaking In The New Guy



How To Spot Star Quality

✓ Measure your station's exclusive audience. Then measure your competitors' exclusive audience. Compare the scores.

✓ If the sample size is sufficient, consider running a month-by-month or first-half vs. last-half isolation, to identify the direction of the trend. (Wallace Wisdom: Compare this over

several books and be cautious not to overreact to survey wobbles, which are easier to spot when looking at a longer track).

✓ To get another camera-angle viewpoint, you may also want to include this in your weekly in-house tracking research and/or your annual perceptual research studies. (The *Radio Index* program, for example, gives you the capability of building customized-dayparts, from which you can then run a Daypart P1 Retention/Splash Study.)

True stars (Rush, Dr. Laura, Howard) maintain 50-70% exclusive audience depending on the market (this means better than half of their audience uses nothing else when they're on-air). Using telephone tracking, a star performer can deliver daily-cume retention-levels in excess of 90% (in other words, less than 10% of your P1s aren't regular listeners).

When you see one personality's show consistently outperforming other shows (in exclusive audience percentage or daypart retention/splash, or both), you probably have a star-in-the-making. If you see this on a competing station, there's a good possibility *they don't know it yet*.

The idea is to know your competitor better than they know themselves. Do this regularly and you'll know who to poach next time you have an opening (or who to get hired out of town before they make too big an impact).

TW Tip #1089, #5107, #6195, #7193, #10054, #13010, #19064. and #20027

On "Experience"

(Thanks to David Gleason, VP/Programming, Heftel Broadcasting)

"The Devil knows more because he's *old* than because he's the Devil."

— Old Spanish Saying

TW Tip #7194 and #21031

Programmer's Digest

Elements Of Stationality

Promos/Sweepers/Liners

— from New York, LA, and around the world

"No rap, no hip hop, and none of the sleepy elevator stuff. 100% PLJ music – the songs you know and love from the Dave Matthews Band, Shawn Mullins and Sarah McLachlan. The NEW sound of 95-5, P L J."

Music reentry bumper coming out of stopset:
"MORE of the new sound of PLJ in 3 . . . 2 . . . 1 . . ."
(song starts) (This is an excellent counter-move to a competitor who does "more music in 60 seconds" bullet promos within long stopsets)

We can't rescue you from teams of DJs with endless talk unless you *set a button for us* in your car. So go on and do it right now. Set a button for K-Lite, 98.7FM

"Hi this is Tracy Austin, KIIS-FM Music Director. Normally I put together the KIIS playlist each day. Right now, *you're* doing it. This is Radio Free KIIS. And every song is being selected from the comments and requests that you are sending in. It's *your* time to shape radio for the future and vote for the music you want to hear on LA radio. So get in touch. Phone or fax KIIS now or log-on to www.kiisfm.com. Radio's future . . . starts *here*."

TW Tip #3181, #9156, and #18020

"Hi this is Dan Kieley, Program Director of KIIS-FM. What you are now experiencing is Radio Free KIIS. Wall-to-wall music and *you're* controlling it. Our playlist is being fed directly by the requests and comments coming in by phone, fax the internet, and even mail. *You've* taken over. But it's a revolution for radio's evolution. Contact KIIS now and tell us about the music you like. What you think about the playlist. And how you think radio should sound in the 21st century. This is your moment to shape radio for the new millennium. Radio Free KIIS. Radio's future . . . starts *here*."

"This just in — more people with radios listen to 106.1 Kiss FM than people who don't have radios. If you have a radio, thanks for listening."

Nobody gives away more money and nobody plays more new . . . (listener bite interrupts): "Uh, excuse me, could you just shut up now and play the music."
Ohhhh- sure "Cool!" New Country K102.

"SA-FM's 107 minute music marathon"
(penetration EQ:) "Warning! Daylight Savings Time!"
Music may appear longer than it actually is!

This is LA's #1 radio station for music variety — the new K-Big 104. Picking you up and making you feel good with the best mix of the 70s, 80s, and 90s. Set a button for variety at 104.3FM — the new K-Big 104.

Coming Next Week **In The World's**
Fastest Growing
Programming Newsletter

Now in 18 countries!

Just 2 Things
That Can Advance Your Ratings in '99
Special Report by **Bill Moyes**

And . . .
A Research "Secret"
about
Branding Correlation & P1s

Also . . .
How To Monitor
Top 10 Markets
Live!

Subscriptions

Your Investment

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

How To Reach Us

By Phone: (602) 443-3500
By Fax: (602) 948-7800
By E-Mail: Tw3tw3@aol.com
By Snail Mail or Fed-Ex:
6044 E. Foothill Drive N.
Paradise Valley, AZ 85253

© **Copyright 1999**

Programmer's Digest and
Todd Wallace/Associates.

All Rights Reserved. No form of this
publication may be reproduced without
the written consent of the Publisher.