

## 44 Immutable Laws

### From The "PD" Bookshelf

Al Ries and Jack Trout are probably the best-known marketing strategists in the world. Most of us in Radio learned about the concept of product "positioning" from them in the early 80's (and from their earlier articles in *Advertising Age* in the 70's).

In 1994, Ries & Trout dissolved their professional partnership when Ries launched the consulting firm of Ries & Ries with his daughter **Laura**. But before they went their separate ways, still friends, their last collaboration was a masterpiece — *The 22 Immutable Laws of Marketing: Violate Them At Your Own Risk*.

The father/daughter Ries-team then authored the next logical extension, based around what many consider the marketing buzzword of the late 90's. *22 Immutable Laws Of Branding:*

### How To Build A Product Or Service Into a World-Class Brand.

These books belong on your "must-read" and "re-read" lists. Our examination of the (combined) 44 immutable laws begins on page 2.

### Music Scheduling

## 10 Avoidable Mistakes

One of the most computer-literate radio programmers in the world is **Mike LePetit**, Software Consultant for Radio Computing Services in New Zealand.

Since knowing how to make a music-scheduling system really "sing" is one of the secrets to massaging TSL, I thought Mike's perspective would be particularly useful in examining the 10 biggest music-scheduling mistakes PDs make.

Check out the checklist on page 3.

### Continuing Education For The Dedicated Radio Programmer

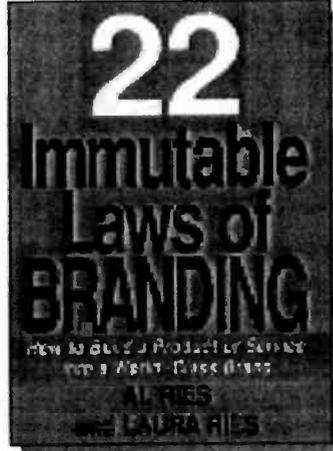
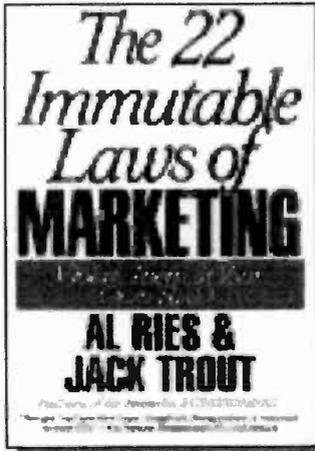
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**Programmer's Digest** Publisher/Editor **Todd Wallace** continues to maintain his Phoenix-based programming consultation firm, **Todd Wallace/Associates**. He has provided programming consultation services to over 100 radio stations in the U.S., Canada, Australia, New Zealand, and the Philippines. Believing that "good logic, solid strategy, and cunning tactics know no boundaries", his clients have included formats of all types in markets of all sizes. Reach TW at (602) 443-3500 or e-mail: [TW3tw3@aol.com](mailto:TW3tw3@aol.com)

# 44 Immutable Laws



Ries and Trout managed to distill their years of working on marketing principles and problems into a concise yet profound set of basic laws that generally govern success and failure in the marketplace.

Though this book was written 6 years ago, each of the 22 laws still ring true today (just as the laws of positioning are still valid all these years later).

Since *22 Immutable Laws Of Marketing* is the older of the two books (one you should have already read by now – several times), our review will be more along the lines of “refresher” points.

## **The 22 Immutable Laws Of Marketing**

### **1 — The Law Of LEADERSHIP**

**It's better to be first than it is to be better.**

Charles Lindbergh was the first person to fly the Atlantic Ocean solo. Who was the second?

(For trivia buffs: “Who Is Bert Hinkler, Alex?”)

It's why consumers remember Hertz over Avis in rental cars. Coke over Pepsi in cola. And Time over Newsweek in news weeklies.

### **2 — The Law Of The CATEGORY**

**If you can't be first in a category, set up a new category you *can* be first in.**

Everyone knows Lindbergh was first to fly the Atlantic solo. No one remembers Hinkler was second. But everyone knows the third – Amelia Earhart (because she was the first *woman*).

Charles Schwab didn't open a better brokerage firm. He opened the first *discount* broker.

### **3 — The Law Of The MIND**

**It's better to be first in the mind than to be first in the marketplace.**

The first personal computer was not the IBM PC (it was the MITS Altair 8800).

**“In order to succeed, you must *know* what you are doing, *like* what you are doing, and *believe* in what you are doing”.**

**— Will Rogers**

TW Tip #7207

### **4 — The Law Of PERCEPTION**

Marketing is not a battle of products, it's a battle of perceptions. Coke doesn't win the taste-test, they win the marketing battle. (Conclusion: the cola-wars are a battle of perceptions, not of taste).

### **5 — The Law Of FOCUS**

The most powerful concept in marketing is owning a word in the prospects mind. IBM owns “computer”. Hershey's “chocolate”. Norstrom's “service”.

### **6 — The Law of EXCLUSIVITY**

**Two companies cannot own the same word in the prospect's mind.** Many companies have paid the price for violating the law of exclusivity. Burger King once tried to become the *fastest* hamburger chain in the country (what they overlooked was that McDonald's was *already* perceived that way).

### **7 — The Law Of The LADDER**

The marketing strategy to use depends on which rung you occupy on the ladder. After years of losses trying to be #1, Avis made an entire campaign out of their position on the rental-car ladder. “We're #2, so we try harder”. 7-Up wasn't the #1 soft drink, so it became the alternative to cola (“The Uncola”).

### **8 — The Law Of DUALITY**

**In the long run, every market becomes a two-horse race.** Coke, Pepsi, and Royal Who? Doesn't mean there isn't a #3. Just that they're way down the ladder in market share.

### **9 — The Law Of The OPPOSITE**

**If you're shooting for second place, your strategy is determined by the leader.** Scope hung the “medicine breath” label on its Listerine competition.

### **10 — The Law Of DIVISION**

**Over time, a category will divide and become two or more categories.** Like computers split into mainframes and minis, PCs, laptops, notebooks, and palmtops. Like the various layers of car wars. And like music formats in Radio! Hybrid derivatives mean most major markets have *several* distinct brands of AC, Country, Oldies, Rock, Urban, etc. Divisions within divisions.

(Continued — see **44 Immutable Laws** on page 5)

by Mike LePetit, RCS/New Zealand

## **ONE** No Research

If you do not know what your audience wants, your perfect rotations won't count for as much. Don't assume — ask! And ask again, as scientifically as you are able.

## **TWO** No Math

Spend time working out what your rotation patterns will be and look for the bad harmonics. (Use the Harmonic Convergence Plotter™ template found in **TW** issue #27, page 6; follow the instructions in **TW** issue #28, page 6).

Do your rotational categories match with your audience flows? Are you getting the best Reach & Frequency on your top rotations? Are your slower rotations moving too fast? (Or too slow?)

## **THREE** Not Testing Results

Take the time to schedule several days of dry-run logs. Then analyze the results. Are you getting back what you really anticipated? (Or has Murphy struck again?) Try several variations during your dry-runs.

## **FOUR** No Rule-Checks

When using a computer-based system, it is possible to tier rotations so tightly that nothing gets scheduled. Do you have conflicting rules that could cause such paralysis?

## **FIVE** Breaking The Rules

Once you have a set of rules in place, don't be tempted to break them. Live with them. Exercise self-restraint and discipline.

## **SIX** Delegating Responsibility

Or leaving it to the computer. Check what you are getting back from the computer *every day*. Scheduling is the key to your station's success. Do not allow anyone else to sabotage your best-laid plans!

## **SEVEN** Not Starting From Scratch

Do not rely on someone else setting things up for you. Seize control and make sure you understand everything that is happening in the scheduling process — from the selection of the library — to the design of the clocks — and the tolerances you apply to all rules. *Know* what's going on inside your system!

## **EIGHT** Not Monitoring Your Station

Take time to really listen to the product. You cannot hear how it all happens when you are in meetings and only have half an ear on your station. Get out of the station and listen. Often.

## **NINE** Not Reconciling

You *must* reconcile what was scheduled with what actually happened. Are your personalities playing everything as you scheduled it? What kind of "liberties" do you allow them to take?

## **TEN** Not Loving Your Work!

If you haven't got passion for what you do, find something else you are passionate about. But in these exciting times, it's hard not to get excited about your job. When you see how *precise* an excellent computer-based scheduling system can be at executing your perfect music strategy, *that's* something to be passionate about!

*TW* Tip #2143 and #16068

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Manager for the 32-station Commercial Network of Radio New Zealand.

Mike is now based in Christchurch, New Zealand as Software Consultant for R C S (Radio Computing Services)

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## Why The Great Ones Are Great

**“When I played a record, it *stayed* played.”**

— *The late Kenny Everett, British DJ Extraordinaire*

# New For 99

# Promotions Of Distinction

## Cut-Through Contests

Several stations (KGGI/Riverside, WWDB/Philly, WFLY/Albany, Star 100.7/San Diego, among others) are eyeing Y2K in the hopes of being associated with the birth of the Millennium Baby. Doctors have calculated that couples who conceive on April 9<sup>th</sup>, 1999 (and have a normal pregnancy) have the best odds on giving birth to the first baby born in the year 2000. Probably the most original version belongs to **Woody & Shannon**, the morning team at KGGI who'll be using a caravan of 8 stretch limos where couples will "do the deed and plant the seed" while cruising the freeways of the Inland Empire. Contestants will check back next month, and regularly thereafter, to report any progress in the "race". (Woody & Shannon also have arranged an exclusive coverage deal with the syndicated TV show *Extra*.)

**The Bug Patrol.** First, Mix 95.7 (KMSX/San Diego) crammed 19 adult human beings into the Mix Love Bug (on 1/27/99) to break the Guinness world car-stuffing record. Now, Mix continues their obsession with "the millennium bug" by urging listeners to keep a lookout for the Mix Bug Patrol on the streets of San Diego. Reminiscent of the way "Beetle Boards" were used in the late 70's in many markets as a cohesive attention-getter and the way 2ZB put the 2-Zed-Beetle-Brigade on the streets of Wellington (New Zealand) in the 80's.

**Millionaire For The Millennium.** Z100 (WHTZ)/New York just kicked off an insurance game that zeros in on matching 4 digits of listeners' social security numbers. Game covers all dayparts, played at 7:20am, 8:20am, 12:20pm, 5:20pm, and 8:20pm. "If your 4 digits match our 4 digits, in order, you win ONE MILLION DOLLARS - only from Z100".

**The Morning X Subscriber Quiz.** WNNX/Atlanta listeners test their knowledge of the Morning X morning show. Every morning one listener wins a free car payment from **Barnes, Leslie, and Jimmy**.

**The Bomb Squad.** New twist to Beat The Bomb. (For background, see "PD" issue #30, page 2). Fox-FM in Melbourne (Australia) gives workforce listeners chances to "cheat" by sending the Fox Bomb Squad out and about to various workplace locations, to let listeners know the amounts they'll hear in that day's contests.

## New Millennium "Baby Races"

**Homemade Jingle Contest.** WPLJ/New York's morning team, **Scott (Shannon) & Todd (Pettingill)**, invite their listeners to become a PLJ radio star . . .

How to be a radio Star in 4 easy steps 

### HOMEMADE JINGLE CONTEST

- 1. Come Up With An Idea.**  
  
Your jingle could be about anything related to Scott & Todd in The Morning: Scott, Todd, Maxine, Joe - and you could even throw in Kato, Monkey Boy, Jersey Girl Diana, Clifford the Big Red Dog. Just make sure it's understandable.
- 2. Record Your Jingle.**  
  
Make sure it's 80 seconds or less and put it on a standard cassette. DAT or recordable CD.
- 3. Drop Your Jingle In The Mail.**  
  
Send it to The Scott & Todd Homemade Jingle Contest, 2 Penn Plaza, New York, NY 10121. Entries that are not postmarked ON or BEFORE April 2nd, 1999, will NOT be accepted.
- 4. Hope For The Best.**  
  
A grand prize of \$1,000 will be awarded in each of 3 categories: Professional, Amateur and Junior (12 and under). \$300 will be awarded for second-place, and \$100 for third-place.

**"Fun Fun Fun" All Month Long.** New twist to Song Of The Day. (For background, see "PD" issue #21, page 6). K-Best/San Diego gave away \$1,000 every day for an entire month. So easy any simpleton can play: Just listen for the K-Best Fun-Oldie, "Fun Fun Fun" by the Beach Boys. When you hear it, call in and win \$1,000.

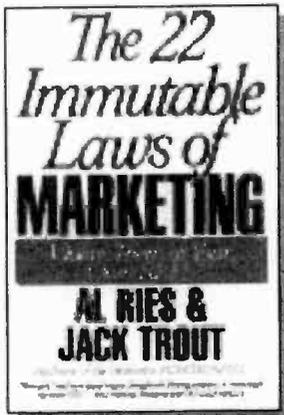
**The Home Run Inning.** KRLD/Dallas reinforces their status as the flagship station of the Texas Rangers (Major League Baseball) Network by designating one inning of each game as "The Home Run Inning" (announced in that inning by their play-by-play team). Three pre-chosen contestants (registered earlier in the day) will receive a 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> prize if a home run is hit by the Rangers in that inning.

**10 Grand In 10 Hours.** Classic case of use it or lose it. KMXV/Kansas City chose a winner, who was picked up in a limo at 7am to spend \$10,000 in 10 hours at a local mall. Coupla' catches: can't buy gift certificates and can only spend \$200 per store. (That works out to about 10 minutes in each store!)

(Continued — See New For 99 on page 6)

# 44 Immutable Laws

## 11 — The Law Of PERSPECTIVE



Marketing effects take place over an extended period of time. Often the long-term effects are the opposite of the short term effects.

When Coke clothing was introduced, sales shot up for two years — then dried up almost overnight.

In radio, it's not unusual to see a new station's "curiosity come" surge often attain greater heights than its sustained come later on in its product-life-cycle.

## 12 — The Law Of LINE EXTENSION

There's an irresistible pressure to extend the equity of the brand. The IBM PC Jr. Life Savers gum. Bic pantyhose. Wherever you look, you'll find line extensions (which is one reason stores are choked with brands — 1,300 shampoos, for instance).

## 13 — The Law Of SACRIFICE

You have to give up something in order to get something. Good things come to those who sacrifice. FedEx became a success by concentrating their focus on "small packages, overnight".

Maybe that's why most radio stations that "mass out" musically are no match against a competitor with a well-defined narrower music stance.

## 14 — The Law Of Attributes

For every attribute, there is an opposite, effective attribute. Attacking the leader's strengths rarely produces a marketing win. Marketing is a battle of ideas. All attributes were not created equal — you must try to own the most important attribute for your category. (Owning "best music" in listener's minds will win more P1s partisans than owning "best morning traffic").

## 15 — The Law Of Candor

When you admit a negative, the prospect will give you a positive. "Listerine: the taste you hate twice a day". "With a name like Smucker's, it has to be good." Proving the old maxim: honesty is the best policy.

## 16 — The Law Of Singularity

In each situation, only one move will produce substantial results. Concentrated marketing force is most successful. Successful field generals study the battleground and look for that one bold stroke that is least expected by the enemy. ("The line of least expectation.")

## 17 — The Law Of Unpredictability

Unless you write your competitor's plans, you can't predict the future. Living from quarterly report to quarterly report is a recipe for problems.

In Radio, you can't count always count on your competition to do the logical thing. (This can often present as many opportunities as it might problems!)

## 18 — The Law Of SUCCESS

Success often leads to arrogance, and arrogance to failure. Ego is the enemy of successful marketing. Objectivity is what's needed.

Donald Trump put his name on many things, but is not particularly known for any one of them.

Small companies are closer to the battlefield than big companies (maybe one reason why many of them have experienced explosive sales over the past decade).

## 19 — The Law Of FAILURE

Failure is to be expected and accepted.

"Reorganizing to save the situation" is a way of life at too many companies. Like radio stations that have tried every possible avenue of approach to achieve success in AC, only to change to Young Country or Jammin' Oldies and find a sudden gold mine.

## 20 — The Law Of HYPE

The situation is often the opposite of the way it appears in the press. When things are going well, a company doesn't need much hype. When you need the hype, it usually means you're in trouble.

For the most part, hype is hype. Real revolutions don't arrive on the 6 o'clock news — they arrive unannounced in the middle of the night (and kind of sneak up on you).

## 21 — The Law Of ACCELERATION

Successful programs are not built on fads, they're built on trends. Fads don't last long enough to do a company much good.

The most successful entertainers are the ones who control their appearances so they don't wear out their welcome. (Ask Anne Murray what good it did her career to be over-exposed in Canada, thanks to CanCon.)

## 22 — The Law Of RESOURCES

Without adequate funding an idea won't get off the ground. A lot of entrepreneurs think all their good ideas need is professional marketing help. Marketing is a game fought in the mind — and you need money to get into the mind.

Make sure you spend enough! In war, the military always errs on the high side. Know how many rations were left after Operation Desert Storm? (A lot!)

Continued —

Turn to page 8 for a review of



# New For 99

# Promotions Of Distinction

**Win Bruce Kelly's Cash.** KZZP, which recently evolved from Modern/Hot AC to CHR, is bettin' the farm on their morning personality, giving away \$1,000 an hour every morning (plus a weekly \$5,000 winner every Friday). To win: listen for the cue to call in, be the right caller to say "I wake up with Bruce Kelly in the morning and my hit music on KZZP 104.7FM". (See related story below)

**Fax Us Your Taxes.** WNCI, "your official tax-break station", invites listeners to fax-in the amount of taxes owed (or to be refunded). Listen for NCI to announce your amount, call in and win DOUBLE the amount.

*TW Tip #3196, #4107, #5111, #6199, and #11017*

## Public Service Projects

## Grassroots Fund-Raiser

A Phoenix police officer was recently shot by drug suspects. The fact that he was survived by a wife and 6-month-old son really touched a nerve and led to an incredible outpouring by local residents (who began leaving flowers by the thousands at the scene of the crime).

- ✓ Seeing reports of this on TV over the weekend so touched KZZP/Phoenix morning personality **Bruce Kelly**, that he took it upon himself to cancel the station's planned \$1,000-an-hour contest on Monday morning (see above), donating the day's \$3,000 prize-pot to establishing a trust fund for the slain officer's infant son. Kelly flushed the normal format and vowed to stay on-the-air to become the conduit for a good old fashioned, low-tech, grassroots fund raiser.
- ✓ Sidekick **Jackie West** and other ZPP jocks set-up make-shift drop-off points all over Phoenix (made more difficult by the fact that all the ZPP PrizeVans were in the shop, being painted, which actually added to the perceived legitimacy of the spontaneity of this action).
- ✓ Kelly stayed on-the-air, taking pledges from listeners and literally opening up the KZZP studios to anyone who wanted to drop off a donation. He

managed to stay on-air non-stop until 11pm that night before taking a short nap-break, and then continuing the crusade the next morning.

- ✓ He urged listeners to drive with their headlights on during daylight hours (to show solidarity and respect for the memory of the officer).
- ✓ He even called competing radio stations (live, on-the-air) inviting them to put aside the petty radio wars for a day or two and join him in raising money for the officer's son, which resulted in KMLE, KKFR, KTAR, and KNIX promising their support. One such station refused to talk with him, issuing a terse statement via their receptionist that "we don't want to participate in your promotion". (Wrong answer! That station may now be in the penalty box of many listeners' minds!)

### The net result:

- \$28,000 was raised over the course of 30 hours
- Listeners perceived that Kelly mobilized the whole town, even the competition, to get it done (accentuated by TV coverage and pics in the paper)
- Every time a listener saw a car with its headlights on (in the daytime), it was a subliminal reminder of the good deed KZZP was doing.
- *Exemplary*, heartwarming, local radio at its best. One of those great moments that proved the power and immediacy of Radio!

**Dental Clinic For Kids.** Another Phoenix personality, **Dave Pratt**, KUPD's "Morning Mayor", recently celebrated a one-year milestone of one of his major charities, the Pratt Dental Clinic For Kids. Over the past year, listener and corporate donations have made it possible for 1,200 underprivileged kids to obtain much needed dental care (at no cost to them).

**Cops and Lobsters.** WNCI/Columbus set-up a special night at area Red Lobster restaurants where Columbus police officers served as waiters. All tips benefiting the Special Olympics and the Central Ohio Law Enforcement Run.

*TW Tip #3196, #4107, #5111, #6199, and #11017*

**"When you are a parent, It takes 9 affirming, positive comments to overcome one critical, negative comment you make to your child."**

*TW Tip # 6200 and #21032*

— **Dr. James Dobson, Focus On The Family**

**Wallace Wisdom:** Do you think this might also apply to talent critiques and dealing with staff?

**Tracy Johnson — Part 1**

One of the hottest radio stations on the planet is Hot AC KFMB-FM (Star 100.7) in San Diego.

And one of the hottest radio promotions these days is Fairwest Direct's *Listener Rewards Program*, which makes the most of P1 and top-TSL-quintile listeners in much the same way that airlines target their most frequent flyers.

Put the two together and you've got a winning recipe for ratings success — and a case study we can all learn some great promotional lessons from.

We know that Frequent Flyer programs are so successful at incenting consumer-loyalty that literally every major airline in the world has one. They're literally afraid not to — for fear of losing market share (and thus revenue and profits).

Radio has never had such a mechanism in place, that allowed stations to track the "listening transactions" of their listeners in a similar manner — until, that is, Fairwest Direct came out with the Listener Rewards Program last year. Now it's licensed to 63 stations around the world, with more coming on board every week.

I've been monitoring the success of this program with great interest\* because I'm attracted to the idea of rewarding listeners based on *real* listening. That way, not only do you get listeners to listen more, and listen longer, but you don't run afoul of Arbitron Law as you do it.

\* For further background, see "PD" issue #20, page 4 and issue #32, page 5

To get more first-hand knowledge about how this promotion works, operationally, I called on the VP/General Manager of KFMB AM & FM, Tracy Johnson, whose reputation as one of the world's most knowledgeable and successful radio programmers precedes him.

**PD:** Tracy, first, tell us a little about Star 100.7 — its heritage, its angle of attack, and what makes up the Star stationality.

**TJ:** We're known as one of the country's first "Modern AC" stations, having debuted in June 1994. Since then, we've built the station on an up-tempo mix of contemporary pop music for adults and what I consider the best lineup of personalities in America. And we pride ourselves on our bigger-than-life promotions and interactive approach with listeners.

**PD:** What kind of marketing has Star done in the past?

**TJ:** In addition to mass marketing such as outdoor and television, we have concentrated most of our resources on the product itself. One of the most effective methods of marketing is simply creating talk in the market through what happens on-the-air, from our "Whirl Til You Hurl" roller coaster marathons to our on-air "Say It And Win" campaign, to a bumper sticker promotion we titled "Put Star on Your Car".

**PD:** How involved in *contest*-marketing, specifically, has Star been in the past?

**TJ:** Very involved, but the emphasis has been on how those contests can increase the **personality**, the **stationality**, and **presence** of the personalities on Star. It's not so much the prize we give away, or the listeners who play those contests, but how we can *involve non-participants* in the *entertainment value* the contest-marketing affords.

**PD:** I'm assuming that *winning the workplace* is important to Star's programming strategy as it is to most other AC stations — how would you elaborate on that?

**TJ:** Jeff & Jer give us a great start in the morning and a large part of our strategy has been to capitalize on their strength. Therefore, converting Jeff & Jer listeners to midday TSL is a primary objective. As you

**"It's not so much the prize we give away, or the listeners who play those contests, but how we can *involve non-participants* in the *entertainment value* the contest-marketing affords"**

know, that's as much a function of making the station prominent to listeners as it is simply providing the mood that matches the workplace. So, while we spend a lot of time and money in making sure the music is perfectly compatible with at-work listening, we look for hooks, or benchmarks, that help listeners use the station in that key daypart.

**PD:** Obviously Star's promotional heritage means you can afford to do practically anything you want to target the workplace.

So, with everything from telemarketing to direct-mail and fax-back promotions available to you, what prompted to you look at the Listener Rewards program for Star?

**TJ:** Part of our appeal has been the emphasis on making the station *personal* and *interactive* with listeners, creating a station that is easy for them to participate. Traditional contests, like "listen for the winning song-of-the-day and be the 10<sup>th</sup> caller to win" or "listen all day at work for your name and you could win" just don't get it done for us. It's not fun, and it *eliminates* a large part of the audience — they just won't jump through all those hoops to play the game. When Fairwest presented the Rewards program, we knew it was exactly what we were looking for. It's easy to play, it's fun, and listeners don't have to compete with other listeners to win. They can *all* win, and control their own destiny in earning points and choosing what *they* want to win. (Continued on back)

# Deep Background

(Continued)

**PB:** Why don't you explain how the program works.

**TJ:** The listener gets a freeloader computer disk, which they can either pick up, have mailed to them, or download from the HiStar web-site ([www.histar.com](http://www.histar.com))

✓ The instructions are — just install this screensaver on your computer to see if you've won \$10,000, which is a *strong* call-to-action.



✓ The screensaver self-extracts and instantly tells you if you've won, and also contains "how-to" directions about other ways to win.

✓ Then it gives you a *second* chance to win \$10,000 just by distributing copies of the disk to friends. So you've got the dynamic going of listeners

telling their friends about your station. If someone you give a copy to wins 10 thou, so do you (using sponsored cash to make the prizes liquidatable).

✓ Then there's a loyalty-listening plan where listeners accumulate what we call Star Listener Points, just like you would frequent flier miles.

✓ You do it immediately by making copies of your disk. Also by listening for the password of the day, by listening for the song of the day, and for other on-air points giveaways at strategic times of the day.

✓ Then you can use your Listener points to get rewards such as free CDs, concert tickets, movie passes, trips, or a new car from Pacific Honda.

**PB:** And the general "pitch" to listeners subtly *encourages* them to listen longer.

**TJ:** Right, the explanation to listeners is that "the Star Freeloaders Program is designed to reward you for what you do best — listening. The more you listen to Star and the more you participate in Star events, the more opportunities you have to win".

**PB:** I understand the first listener to reach 100,000 points wins a Honda S.U.V. from one of your sponsors, Pacific Honda. What are some of the other big prizes and how are they won?

**TJ:** We've sent listeners on concert trips all over the country, to the Grammy Awards, the American Music Awards. We've given away DVD players, a private meeting with Alanis Morissette at her concert, offered tickets to every concert that's come through town, CD's, lunches, dinners, movies, books. You name it, we've offered it. We're now working on putting up some really cool things, like laser surgery to correct vision and more. We like to find things that listeners can use points for that they can't, or won't, be able to get on their own.

**PB:** You launched the "Star Freeloaders" program with some very clever creative, including a custom jingle that was done in a Big Bad Voodoo Daddy swing style — which I thought was very effective in dumbing down the essence of the promotion into a 60-second song that any idiot can understand. Who produced the song for you? Was it an in-house job?

**TJ:** Most of our production elements are created in house by Tom Watts, who is simply the best there is! The song you mention is actually a parody of the song "Zoot Suit Riot" by Cherry Poppin' Daddies, and it *is* terrific. Our production partner, Premiere, produced it for us. Tim Pilcher should get all the credit. He's a true genius. The whole key is making this easy and fun to play. Our production elements help create the sizzle and explain the contest simply.

**PB:** And I understand your follow-up explanation promos were also very effective at explaining how easy it is to join the program. What's "the secret sauce" in your explanation process?

**TJ:** The contest is pretty easy to play, but has a lot of "moving parts" . . . and that can be complicated if you let it be. We follow the recipe of "keep it simple". We put a lot of effort into *breaking the whole program down into the most significant parts*, and then we focus *most* of the attention on *that* part of the execution.



That's simple:

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For more information: Contact Reg Johns at Fairwest Direct (619) 693-0576. E-mail: [reg@fairwest.com](mailto:reg@fairwest.com)

TW Tip #3194, #4106, #7206, #15059, #16067, #17046, and #18021

**Next Week** Part 2 of the Tracy Johnson Interview

- The long-term possibilities of Star's Freeloaders program
- How to make the Listener Rewards program pay for itself
- "Addictive" listening-patterns
- How to sell Listener Rewards to staff (the key benefits)
- How targeting computer-users infiltrates the workplace
- And Tracy Johnson's cogent advice about how to make any programming or promotional element work

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... in this issue of "TV"

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As the radio industry rapidly consolidates, the first phase appears to be pretty well over. Most markets are now controlled by a handful of players.

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## Fresh Up To Date



Many stations have acquired a bad habit with regard to their web-sites. They think you can just "set it — and forget it". It's not as simple as that. Web-surfers need to be regularly titillated, the more interactively the better, or they won't return (and this may impact on their perceptions of your station — you don't want to be thought of as a "dinosaur" when it comes to switched-on marketing).

That's why it's refreshing to see a station like KISS-FM/LA regularly re-inventing their web-site ([www.kissfm.com](http://www.kissfm.com)). Not only do they keep adding new links and deeper features, they totally redesign their homepage, too (probably more than they need to).

**End result:** If a listener/web-surfer thinks the KISS-site is cool and full of new surprises, they're more likely to tune-in the station more regularly (just to make sure they're not missing something else that could amuse them).

Does your web-site look like yesterday's news? (Or worse yet, last year's???) *TWTip #3198, #15060, and #16069*

## Oldies Not-Clock Games

### The "PB" Music Science 101 series continues

Like most other formats, the Oldies format is experiencing fragmentation, with four derivative formats of old favorites shaping up in most of the Top 30 markets in the U.S.

**Traditional Oldies.** Pop-flavored "good time" or "fun" oldies using the early-Beatles era as the core pivot point (super-concentrating on the years 64-67, with a secondary target 61-69, and a tertiary bubble encompassing 55-73).

**70's Oldies.** Usually more rock leaning and male appeal (arguably closer to Classic Rock than Oldies)

**Rhythmic Oldies.** Concentrating on Classic R&B with much broader era boundaries (usually spanning the mid-60's through the mid-80's). It's the hottest "new" format of the past year (in several markets, the "Jammin' Oldies" outlet is now actually *beating* the Traditional Oldies heritage station, and sporting a more appealing younger demo-profile).

**50-60's Oldies** Usually an AM station (or limited-signal FM), mixing in liberal doses of do-wop and pre-Beatles gold. Often these stations are used as spoilers (to siphon off a share-point from the heritage Oldies station in a competing group's cluster) or to totally seal-off the "oldies" position in your own cluster (freeing a Traditional Oldies FM station in your cluster from having to play otherwise obligatory pre-61 stuff).

This week and next, we'll concentrate our focus on the Traditional Oldies genre.

### Traditional Oldies

Traditional Oldies stations are feeling the heat (not only from fragmentation but from a format burnout that is occurring even in unfragmented markets). A recent book-to-book (Summer to Fall '98) analysis of the Top 50-rated Arbitron markets revealed an ugly trend: the

advance/decline ratio for Traditional Oldies was decidedly negative (only 15 increases to 34 decreases).

Some suggest that this could be due to the hyper-tight playlists in place at most heritage Oldies stations (some stations are playing less than 300 songs). If there's a homogenized, cookie-cutter format in America, Traditional Oldies would be it (the way it's done on most stations).

WJMK/Chicago night personality, the legendary Dick Biondi, still does over 300 "sock hops" every year (which results in his talking, person to person, to a gigantic "focus group" of many thousands of Chicagoans every year). He reports that the top complaints about Oldies Radio is "you keep playing the same old stuff over and over" and "why don't you play (one of the totally familiar songs that didn't make your station's top 500 cutoff)". (We could get into the hackneyed, anemic stationality found on most Traditional Oldies stations but that's a subject for another rant!) By the way, one of Biondi's ways of being responsive to the "focus group" participants he's spoken with is to play what he calls *Forgotten Oldies* — after 9pm, he dusts off hits from his own private collection.

### The First Filter

As we look at the conceptual filters that apply to Traditional Oldies music content, I believe every song should be judged on the following criteria:

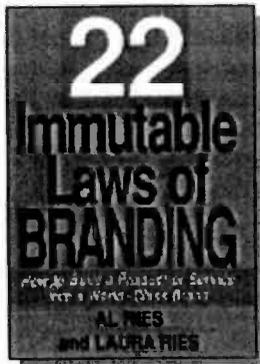
- ✓ **Was it a Top 5 hit when it was out?** There are a few exceptions to this rule, but it generally serves you well. In any given year, there will usually be 50 "top 5" hits (so if your year-span zeroes-in on 12 years, you'll have a hit-pool of 600 songs from which to choose). Expand the window to 15 years and the pool of potential gold grows to 750.
- ✓ **Was it a TEEN hit when it was out?** This eliminates Dean Martin's greatest hits (many of which actually did chart Top 5 when they were out). Hugo Montenegro where are you? (Those "adult" songs belong on the Music Of Your Life. (Continued — see Oldies on page 11)

# 44 Immutable Laws

## What is a brand?

A brand name is nothing more than a word in the mind. Any and every proper noun is a brand.

## Brand buys vs. Commodity purchases



Some products lend themselves more toward brand consciousness than others. Beer, cola, and cigarettes are brand buys. Bread and milk are generally commodity purchases. But you can build a brand even in commodity categories. Like water. Everyone has access to good, clean water straight from the tap. Yet Evian sells for more than Budweiser, Borden's milk and Coke!

## What is branding?

Successful branding is based on the concept of singularity — that there is no product on the market quite like yours. Can a successful brand appeal to everyone? No. The concept of singularity makes certain that no one brand can possibly have a universal appeal.

### 1 — The Law Of EXPANSION

The power of a brand is inversely proportional to its scope. Chevrolet used to be the largest-selling auto brand in America. But the Chevy division of GM wanted to be all things to all people, undermining the power of the Chevy brand. Net result: loss of market share and leadership to Ford.

### 2 — The Law of CONTRACTION

A brand becomes stronger when you narrow its focus. Starbucks has quickly become one of America's best known and most popular brands. But narrowing focus doesn't mean carrying a limited line. (Starbucks offers 30 different types of coffee.)

### 3 — The Law of PUBLICITY

The birth of a brand is achieved with publicity, not advertising. Like the success of the Body Shop, created around the concept of "natural" cosmetics (made of pure ingredients, not tested on animals, etc.). With virtually no advertising, but tons of publicity, the Body Shop has become a powerful global brand. The best way to generate publicity is by being first in a new category. Like Band-Aid, the first adhesive bandage. Schwab, first discount stockbrokerage firm. CNN, first cable news net. Hertz, first car rental company. Jell-O, first gelatin dessert. Q-Tips, first cotton swab. Xerox, first plain-paper copier. And so on.

### 4 — The Law Of ADVERTISING

Once born, a brand needs advertising to stay healthy. A consistent theme of Goodyear advertising over the years has been "#1 in tires". So who makes the best tires? "Must be Goodyear," thinks the consumer, "they're the leader". (Perhaps the secret behind why many CHR stations that bill themselves as "your #1 hit music station" keep fulfilling that promise.) Leadership is the single most important motivating factor in customer behavior.

### 5 — The Law Of THE WORD

A brand should strive to own a word in the mind of the consumer. Like Mercedes-Benz = "prestige". FedEx = "overnight". Kleenex = "tissue". To be successful in branding a prestige product or service, do two things:

- Make your product/service more expensive than the competition
  - Find your own unique code-word for prestige.
- Example: Because Mercedes priced its cars at twice the price of a Cadillac, buyers think "Mercedes must be better than Cadillacs, they're twice as expensive". Mercedes' powerful code word: "Engineered like no other car in the world".

### 6 — The Law Of CREDENTIALS

The crucial ingredient in the success of any brand is its claim to authenticity. Coke first launched its "the real thing" concept in 1942, reprising it in 1970. You see credentials at work in everyday life. Most people prefer to wait for a table at a crowded restaurant rather than eat in an empty one. (If this place was really good, goes the thinking, there'd be a line out the door.)

### 7 — The Law Of QUALITY

Quality is important, but brands are not built by quality alone. Everybody thinks they can tell a high-quality product from a low-quality one. But in reality things are not always so obvious. Rolex is the world's best-selling brand of expensive watch. Because it's higher quality? Probably not — customers who wear a Rolex don't want to be more punctual, they do so to let others know they can afford one. One of the secrets to perceived quality is distinctiveness: Rolex, for example made its watches bigger and heavier with a unique-looking wristband.

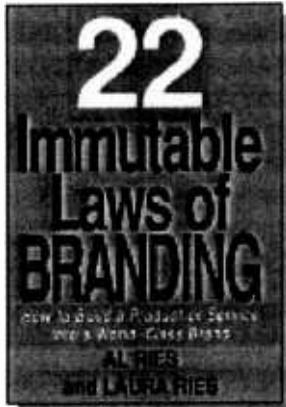
Does Coke taste better than Pepsi? Most people think so because Coke outsells Pepsi. Yet in taste-tests, most people prefer the taste of Pepsi. (You may recall one of the more effective ad/promotional campaigns Pepsi has used over the years is The Pepsi Challenge which exploited taste-test results).

### 8 — The Law Of The CATEGORY

A leading brand should promote the category, not the brand. Can you narrow the focus to such a degree that there's no longer any market for the brand? This is

# 44 Immutable Laws

(Continued — from page 8) potentially the best situation of all. What you've created is the opportunity to introduce a *brand new category*.



What was the market for expensive cars before Mercedes? Almost nothing. Or cheap cars before the VW Beetle? Almost nothing.

Such is also the case with radio format narrowcasting. Your target must be realistic however. (Playing all Hawaiian music in Houston, Texas represents a narrowcasting opportunity to

super-serve a very small core — but the core would be so small there's not much upside potential.)

## 9 — The Law Of The Name

In the long run, a brand is nothing more than a name. Xerox, one of the world's power brands, demonstrates many of the most important laws of branding. They were first in a new category (plain-paper copiers) with a short, unique name. Yet when Xerox tried to put its powerful copier name on computers, the result was billions in losses.

## 10 — The Law Of EXTENSIONS

The easiest way to destroy a brand is to put its name on everything. With a powerful marketing program, Miller High Life was rapidly gaining on market leader Bud. Then Miller introduced a bevy of line-extension brands which stopped Miller High Life cold.

One reason 90% of all new brands are line extensions is: management measures results with the wrong end of the ruler (measuring only the success of the extension, not the erosion of the core brand). Who drinks Diet Coke or Diet Pepsi? (Do you really suppose these diet drinkers used to drink beer, ginger ale, or orange juice?) Could line extensions plant dangerous thoughts in a consumer's mind? Does Heintz Light Ketchup lead consumers to think that regular ketchup is loaded with calories? Or maybe Campbell's Healthy Request soup (is regular soup unhealthy?) Before launching a line extension, ask: what will customers of your current brand think when they see the line extension? If the market is moving out from under you, stay where you are and launch a second brand. If not, stay where you are and continue building your brand.

## 11 — The Law Of FELLOWSHIP

In order to build the category, a brand should welcome other brands. One of the best locations for a #2 brand is across the street from the leader.

Best place for a Planet Hollywood: right across the street from its biggest competitor, the Hard Rock. Both brands benefit.

Choice stimulates demand. The competition between Coke and Pepsi makes customers more cola conscious, so per-capita-consumption goes up.

What happens when a new Country station goes after the only Country station in town? (Usually Country shares increase)

How much market share can a dominant brand achieve? Realistically, about 50% is the upper limit. (FedEx has 45% of the domestic overnight package delivery market; Coke has a 50-share of the domestic cola market).

For market shares higher than 50%, you need to launch multiple brands (not line extensions, but separate individual brands).

## 12 — The Law Of THE GENERIC

One of the fastest routes to failure is giving a brand a generic name. Blockbuster Video is a good brand name for a video store, while General Video Rental is not. Brands should avoid generic names like the plague. Yet, everywhere you look, you see a raft of generic names (especially in the retail area).

## 13 — The Law Of THE COMPANY

Brands are brands. Companies are companies. There is a difference. Does the Tide brand need the corporate endorsement of the company name (Procter & Gamble)? Probably won't hurt, but it's not needed. Corporate endorsements are primarily for the trade, not for the enlightenment of the consumer.

Brand names should almost always take precedence over company names (because consumers buy *brands*, not companies). No one says, "How do you like my new General Motors luxury car?", they say, "How do you like my new Cadillac?" Gillette's introduction of its new Mach 3 razor is a good example where Gillette takes a backseat to let the Mach 3 name dominate.

## 14 — The Law Of SUBBRANDS

What branding builds, subbranding can destroy.

Holiday Inn has attempted to become a megabrand with the launch of subbrands like Holiday Inn Express, Holiday Inn Select, Holiday Inn SunSpree Resorts, and Holiday Inn Garden Court. This subbranding is eroding the power of their core brand.

What sounds right in the boardroom often doesn't make sense in the marketplace (Does anybody ever walk into a Cadillac dealership and ask, "Don't have you have any smaller Cadillacs?")

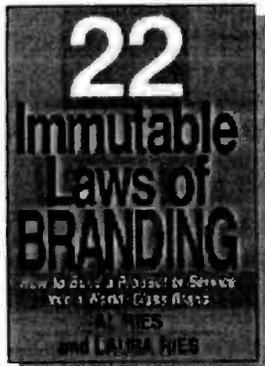
Subbranding and megabranding are not customer-driven concepts (they have no meaning in the minds of most consumers).

(Continued — See 44 Immutable Laws on page 10)

# 44 Immutable Laws

## 15 — The Law Of SIBLINGS

There is a time and a place to launch a second brand.



When Honda wanted to introduce an expensive car, it didn't call the brand a Honda Plus or a Honda Ultra. It developed a new brand called Acura, which became a success (largest selling import luxury car in America). Time Inc. became the world's largest magazine publisher not by launching line extensions of its core brand, but by launching totally separate publications. Fortune (not Time Business).

Sports Illustrated (not Time Sports). Launch a new sibling only when you can create a new category.

## 16 — The Law Of SHAPE

A brand's logotype should be designed to fit the eyes. Both eyes. A customer sees the world through two horizontally mounted eyes peering out of his/her head. Like looking out the windshield of a car. For maximum visual impact, a logotype should have the same shape as a windshield, roughly 2¼ units wide and one unit high.

## 17 — The Law Of COLOR

A brand should use a color that is the opposite of its major competitor's. What color is a Tiffany box? All Tiffany boxes are that distinctive robin's egg blue. Had Tiffany used a variety of colors for its boxes, it would have lost a marvelous opportunity to reinforce the brand name with a distinctive color. White is the color of purity. Black the color of luxury. Blue the color of leadership (the blue ribbon award). Purple the color of royalty. Green the color of environment and health. Look what red has done for Coke, blue for IBM, brown for UPS. The right color can do the same for your brand.

## 18 — The Law Of BORDERS

There are no barriers to global branding. A brand should know no borders. Many companies think the only way to grow is to expand their brands into other categories. They'd be better served to keep their brand's narrow focus in its home country and go global (with the same narrow focus).

## 19 — The Law Of CONSISTENCY

A brand is not built overnight. Success is measured in decades, not years. BMW has been the ultimate driving machine for 25 years. What's more remarkable is the fact that BMW retained its strategy through three separate ad agencies. (A change of agencies usually

signals the end of a brand's consistency.) Run up a red flag whenever you hear the word, "Why should we limit ourselves?" You *should* limit your brand. That's the essence of branding. Your brand has to stand for something both simple and narrow in the mind. Limitation combined with consistency is what builds a brand.

## 20 — The Law Of CHANGE

Brands can be changed, but only infrequently and only very carefully.

Three situations where changing your brand is feasible:

- Your brand is weak or nonexistent in the mind
- You want to move your brand down the food chain
- Your brand is in a slow-moving field and the change is going to take place over an extended period of time.

## 21 — The Law Of MORTALITY

No brand will live forever. Euthanasia is often the best solution. Film photography is slowly being replaced by digital photography. But Kodak refuses to face that reality. Instead, it is trying to save its brand by using the Kodak name on its digital products.

## 22 — The Law Of SINGULARITY

The most important aspect of a brand is its single-mindedness. Volvo has been selling "safety" for 35+ years — in the process becoming the largest-selling European luxury car in America.

### What's a brand?

A proper noun that can be used in place of a common word. (I'll have a Coke. I need a Kleenex. Make a Xerox copy. I'll FedEx it. I was listening to X109.)

**Wallace Wisdom:** Notice the way these two books nicely inter-twine? I urge you take the time to re-read them and/or listen to the tapes (especially if you haven't for awhile). And buy a few copies for key members of your management team, so everyone can be thinking about how many "laws" apply to your immediate competitive battle. The great thing about such "reminders" is that they often make "solutions" or "opportunities" more obvious and spawn "new" ideas about your specific situation that you otherwise might never have thought of.

*TW Tip #3197, #7208, and #22021*

Both books are readily available. The Amazon.com discount price for *22 Immutable Laws Of Marketing* is \$11.20; for *22 Immutable Laws Of Branding* is \$16.10. Audio cassettes of each are also available. (See "PB" issue #1, page 10, for a review of Trout's *The New Positioning* and Ries' *Focus: The Future Of Your Company Depends On It* which are also available.) Ries & Ries feature an abridged version of *22 Immutable Laws Of Branding* on their web-site ([www.ries.com](http://www.ries.com)).

**Special thanks** to subscriber Michelle Stevens for making us aware of the Ries & Ries bible of branding. (See "PB" issue #26, page 7, for highlights of Michelle's presentation at the NAB Radio Show in Seattle on how to apply the basics of branding to radio programming).

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## Sage Advice From "The Old Scotchman"

Prepare one hour OFF-the-air for every hour you're ON-the-air

TW Tip #6201, #7209, #9165

— Gordon McLendon

## Oldies Not-Clock Games

| Songs-Per-Hour | Format             | Songs-Per-Hour |
|----------------|--------------------|----------------|
| 17-19 songs    | Traditional Oldies | 17-19 songs    |
| 14-15 songs    | Rhythmic Oldies    | 14-15 songs    |
| 11-12 songs    | 70's Oldies        | 11-12 songs    |
| 13-15 songs    | Country            | 13-15 songs    |
| 11-12 songs    | Hot AC             | 11-12 songs    |
| 12-13 songs    | Soft AC            | 12-13 songs    |
| 12-13 songs    | Mainstream CHR     | 12-13 songs    |
| 9-11 songs     | Rhythmic CHR       | 9-11 songs     |
| 10-11 songs    | Album Rock         | 10-11 songs    |
| 10-11 songs    | Classic Rock       | 10-11 songs    |
| 11-14 songs    | Alternative        | 11-14 songs    |
| 11-12 songs    | Urban              | 11-12 songs    |
| 10-11 songs    | Urban AC           | 10-11 songs    |

(With every average there is distribution)

✓ **Does it have 35-to-49 appeal today?** This is where your music research becomes an important part of your decision-making process. There are many different ways to skin this cat (which we'll talk about in-depth in coming weeks).

**Bottom Line:** If an Oldie doesn't meet ALL THREE of these criteria, it shouldn't be on your stress playlist. However, that does *not* necessarily mean that it should never be played. (More on that next week).

### More Songs Per Hour

The good news — the Traditional Oldies format is able to play more songs-per-hour than any other primary format in Radio. (This is one format where the songs are not getting longer!) Most Oldies stations are able to squeeze in 16-19 songs an hour, in an unencumbered\* typical music hour

\*not containing many time-consuming service ingredients such as newscasts or traffic reports — like, for example, most hours of the midday daypart).

See the Songs-Per-Hour sidebar to see how this stacks up against other formats.

TW Tip #2144, #12020, #16070

### Next Week

Stacking the Categories, Hyper-Tiers, Artist Separations, "Presidential" Year-Spans, Beatle-rotations, & "The Wheel"

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(Soundbite): "We got to rock, we got to roll."

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(Soundbite) "Let's rock this joint!"

Ohio's best Rock, QFM-96!

KOLA 99.9, where that same good feeling you get in your car can make you feel good all day *at work!*

Q95, if we didn't like havin' fun, we'd get real jobs. Jingles

(Jingle) Sunny shines!

Please remain seated until the music comes to a complete stop – and that could be awhile. Another 25 minute long set of music variety is on Sunny 95. (Jingle) Sunny 95

The Matty World Tour — on its way to (Medford), brought to you by (sponsor), from the station that may send Matty to *your* town next, Kiss 108.

KMXP/Tucson's before, during, and after work station. 94.9 Mix FM.

WHOK, Ohio's hit Country Station K95.5, always playin' a bigger hit song.

Helping count down to that day when you won't put a 19 on every check ya' write. 12 in-a-row K-Frog 95.1 KFRG.

(Jingle): "Oldies B-97"

(Soundbite from Ed Sullivan TV Show) "Ladies and gentlemen, the Beatles!" (followed by Beatles song)

Celebrating 20 years of jammin' the I-E.

(Soundbite) Pump this party!

(Female) Partyin' with the best music...99.1

(Male) KGGI

The new Star 107.9, where another super long 40 minute Star-A-Thon of the greatest hits of the '80s and more starts now. (Jingle): Star 107.9

Attention – for those of you with fingers, Classic Rock Big 106 can now be reached from *anywhere* in South Florida! 930-1059 in *any* area code. Now, *that's* big. Big 106 South Florida's Classic Rock.

(Male) 94.9 Zeta.

(Female) The cutting edge of rock.

(Male) For *all* of South Florida!

(Female) The Rock station, Zeta!

TW Tip #9164

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