

## RULES OF PROGRAMMING WARFARE

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With the fall book already in progress, its time for a look at the rules of programming warfare. Everyone involved with the on-air product should be aware of these rules. If you have ever had a competitor take a shot at you, or you have ever wondered how you should act in a particular competitive situation, the answer most likely lies in these rules of warfare.

1. **PREPARE TO WIN!** Know your target. Who are we shooting at? Guard your P1's. Concentrate your forces! Reinforce your position. Know it. Explain it and most important, **SELL IT OFTEN**
2. **RULES OF SELF CONDUCT:**
  - Decide & Plan **CALMLY**.
  - **ATTACK** with **EMOTION**
  - Study your enemy & know him. Know yourself & your enemy.
  - Avoid **PREDICTABLE** attacks.
  - Muster all natural advantages. Morning Show, better signal, position. Focus on P1's.
  - Favor no one weapon. Learn all the weapons. Use new technology & strategies.
  - Use all available weapons.
  - **GUARD** your planning. Why piss off the competition?
  - Use **PERCEPTION** not **SIGHT**. What it IS versus what it looks like.
  - You are always at war. Accept it & stay ready.
  - Have the **COURAGE OF A WARRIOR**
3. **DEFENSE:**
  - Only **NUMBER ONE CAN PLAY DEFENSE**

- Always play defense first. Defend the base target & base images.
  - Know and understand **USEFUL & USELESS** Attacks.
  - When you are not being attacked, **ATTACK YOURSELF**.
  - If you are being attacked, allow **USELESS ATTACKS**.
  - If you are being attacked with a useful attack:
    - **PARRY IT**
    - **BLOCK IT**
    - **TAKE THE WIND OUT OF THEM**
  - Never assume that the offense is **DUMB** or **SMART**.
  - Power used against an adversary at the right time yields more power to you
4. **OFFENSIVE PRINCIPLES:** (Going against the leader)
- Consider the leaders position. Do not attack if you cannot win.
  - Launch a narrow attack, and then broaden.
  - Attack at the leader's most vulnerable point. This must be a useful point.
  - Catch the **DEFENSE** off **GUARD**
  - Go all out when attacking the market leader.
5. **FLANKING RULES:** (Going for uncontested territory)
- Move into the largest uncontested area.
  - Tactical surprise is important.
  - Attack narrowly and keep **FOCUS**.
  - **PURSUIT** is more important than the initial **ATTACK**.
6. **GORILLA PRINCIPLES:** (*Stations who have nothing to lose*)
- They will find a segment small enough to defend.
  - Never act like the leader.
  - Stay flexible. Be prepared to bug out at a moment's notice.

## 7. GREAT HABITS OF GREAT WARRIORS

- Get a good night sleep every night.
- Reduce caffeine.
- Avoid naps.
- Clear your mind at night.
- Do not force yourself to sleep.
- Stay away from medication where possible.

*Gary Berkowitz is President of Detroit based Berkowitz Broadcast Consulting. Have a programming or marketing question? Ask Gary and he will answer it in the next edition of The Michigan Broadcaster. E-mail your question to Gary Berkowitz at [garyberk@aol.com](mailto:garyberk@aol.com) or reach Gary directly at (248) 737-3727.*