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Consolidation hurts record companies

The industry flocked to the new music video cable channel, Access Entertainment Network

By David Bauder

NEW YORK - Music you've never heard before is turning up in the strangest places.

You can hear it over the loudspeaker at minor league basketball games, on TV sets displayed in department stores or in movie theaters before the trailers begin.

Every note is a measure of the desperation that record companies feel about having their new music heard by possible buyers in a radio climate in which decisions on what to play are made by fewer and fewer people.

The search for new ways to expose music even revived a practice that once shamed the industry: a record company paying a radio station to play a song. The practice was called payola decades ago. Now it's called busi-

Songs will always be able to capture the public imagination, like this summer's duel between Brandy and Monica on "The Boy Is Mine" or Shania Twain's genre-smashing "You're Still the

But for every hit, there's a bigger pile of misses. The business of making a hit record is complicated today by changes in how radio stations operate, the fragmentation of public tastes and the sheer volume of music competing for air time.

'You can't just count on people hearing it on the radio and going to the store on Saturday,' sighed Ron Shapiro, executive vice president and general manager of Atlantic Records.

Subject to the whims of public taste, creating a hit record has never been a science. Who knew

that so many teen-age girls would swoon over "My Heart Will Go On," or that teen-age boys would emphatically reject the new Van

At least the process was relatively simple: Get a few key radio stations to play the record, make sure MTV airs the video, and let music fans decide.

Consolidation of the radio industry has changed the rules. Dominant companies like Chancellor Media, Jacor Communications and CBS have bought hundreds of stations across the country. Executives for these companies often decide what songs will or won't be played on dozens of stations.

It's rare now for one disc jockey to take a liking to a song, champion it in defiance of industry experts, and see it catch fire. That's how a hit like Marc Cohn's "Walking in Memphis" got its start a few years ago.

"What made music exciting is when a station somewhere decided to play one song that nobody else was playing. Now it's so well-organized and so well-researched," said Andy Allen, president of Alternative Distribution Alliance, a company that delivers music to record stores.

This year, Flip/Interscope Records reportedly paid a radio station in Portland, Ore., \$5,000 to repeatedly play "Counterfeit" by its band, Limp Bizkit.

The arrangement raised uncomfortable memories. In the late 1950s pavola scandal, popular disc jockey Alan Freed's empire collapsed in disgrace after it was revealed he had accepted money from record companies to play their songs

The practice was made illegal, but not if the arrangement is disclosed upfront to listeners. A radio DJ might say, for example,

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