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Thesis in Business

Positioning

Of

News & Information Network

The Case of

Alhurra Television

A Non-profit Organization funded by the

Broadcasting Board of Governors (USA)

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Masters of Business Administration

by

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Disclaimer

The opinions expressed in this research are those of the author and do not represent the position of the school (Lebanese American University) nor of the readers (faculty of LAU) .

Table of Contents

Chapter 1 - Introduction

I. Introduction

II. Statement of Purpose

a) Alhurra TV & Mission Statement

b) Purpose of the study

c) Hypothesis

Chapter 2 - Managing Alhurra TV

I. BBG - Alhurra TV (MBN)

a) Background - BBG Organization

b) BBG Mission

c) MBN - Middle East Broadcasting Networks

II. Management of Alhurra Television

a) Identifying Management role

1. Mission: opportunity; competence; &
commitment

2. Implementation:

i. Strength & performance

ii. Opportunities & needs

iii. Commitment

III. Structure Fundamentals of Alhurra Television

a) Planning

1. Pre-Launch

2. Existing (Post-Launch)

b) Human Resources & Financing

c) Marketing

IV. Marketing Alhurra Television

a) Defining Marketing

1. Mission Based vs. Profit Driven

2. Rules of Marketing

3. Focusing on audience

b) Alhurra: Marketing Execution

1. Interview Public Relations Director
Deirdre Klein
2. Marketing techniques utilized by
Alhurra Television 2003-2006

c) Board members Promoting Alhurra Television

1. Primary Focus
2. Determining audience wants
3. Board's role in Marketing
 - i. Link marketing to strategic Planning
 - ii. Sustain the marketing mindset
 - iii. Demand a marketing mindset in all
functions
 - iv. Insist on research-based marketing
 - v. Support the Marketing function
Adequately
 - vi. Recruit board members with a
marketing orientation

Chapter 3 - Alhurra, Al Arabiya & Al Jazeera

I. Identifying Competitors

a) Al Arabiya

1. Mission Statement
2. Background & Programming

b) Al Jazeera

1. Mission Statement
2. Background & Programming
3. Code of Ethics

Chapter 4 - Methodology

I. Sources of Information

a) Primary Source of Information

- i. Survey Design
- ii. Sample and Data Collection

b) Secondary Source of Information

II. Limitations of the Study

Chapter 5 - Research Analysis and Findings

I. Analysis of Data

- a) Comparative Study (200 Surveys)
- b) Dependent & Independent Variables

II. Findings

Chapter 6 - Conclusion

I. Conclusion

II. Recommendations

Appendices

- a) ACNielsen Alhurra Report - Appendix I
- b) Survey - Appendix II
- c) Frequencies: Cross Tabulation - Chi-Square test - Appendix III
- d) Interviews - Appendix IV

References

ABSTRACT

Alhurra (Arabic for "The Free One") is a 24-hour Arabic-language satellite television channel operated by the Middle East Broadcasting Networks, Inc. (MBN). Launched on February 14, 2004, Alhurra broadcasts studios near Washington, D.C. and bureaus throughout the Middle East. Its sole purpose and mission is to broadcast accurate, timely, and relevant news and information about the world with the main focus on Middle East events in the hopes of propagating democracy in the Middle East.

The following thesis will generically identify Management fundamentals of the planning and structuring of Alhurra TV. It will then contrast Alhurra's audience-interest effectiveness based on its programming and relative to its two main Profit business organization competitors, Al Jazeera and Al Arabiya.

The research is divided into two dimensions: The theoretical framework, that helps an organization plan and execute its positioning strategy. And the second dimension, the empirical study based on a survey of 200 random respondents will sample the demographical factors,

viewership trends, and personal characteristics to help correlate Alhurra's success in its broadcast strategy. The collected data will be tallied and analyzed by using Descriptive analytical models. Recommendations will be based on the scores.

This thesis paper aims at answering the following: What is the correlation between the credibility of a startup "political" television station and audience acceptance?

Chapter One

Introduction

In a world ruled by technology, media is by far the fastest medium by which most people obtain news and information from. It is also a double edged sword often used as a propaganda tool to steer public opinion. How much is one news and information television channel apt to influence viewers?

Over the past two decades, globalization has altered views and understanding of societies towards one another. However, there still remains a considerable gap in the way the Western and Eastern cultures view the world. As right and wrong can be relative given certain demographics, it naturally follows that the audience of the Middle East has a different looking glass at current politics than does the Western world.

All organizations serve a purpose, however there are different ways of running these institutions. For example, a profit organization is Business-Profit-driven, while a non-profit organization is Mission-Ideology-driven. Both

cater to a specific target audience, and both offer services or goods,

The formation of a non-profit organization usually stems from people's willingness to 'come together to make something happen', or to make a difference. This is, in most cases, an ideology formed as a response to a tragedy, a set of catastrophes, or a strong belief in a certain philanthropic cause that bestows upon actualized individuals a feeling of fulfillment and gratification.

In the United States, there are many government and non-profit media organizations aimed at promoting public awareness such as PBS (Public Broadcasting Services), and delivering specific mission ideologies such as the Voice of America, MBN (Middle East Broadcasting Networks Inc,.); the parent institution of Alhurra TV, Alhurra Iraq, and Alhurra Europe.

These non-profit media organizations have a common purpose - to bridge the gap between cultures and civilization since in their vision it is the better consolidator of extreme and opposite ideologies.

In this study I will examine that there is a correlation between the thirst for informative programs based on facts and television viewership in the Arab world. I will also examine that there is a high correlation between the outlook of viewers towards a news & information channel and the ratings in terms of viewership of its news.

Hypothesis

By producing and airing documentaries, programs that engage in social issues, and a well-balanced nightly newscast, Arab News Channels strategize to gain viewership through these factors. Over the course of three years, Alhurra Television claims that it has proved successful in its mission in building a healthy audience, large enough to compete in the Arab News and Information Television broadcast arena, by broadcasting the type of programs mentioned above.

As will be seen in the latter part of this research, methodology (Chapter 4), the first part to the presentation of a theoretical framework is that it can be methodically and systematically used in planning and the positioning of an organization.

However, the following section presented is the hypothesis that responds to the empirical part of this study:

How does Alhurra Television compare in relation to its two main profit-driven competitors Al Arabiya TV¹ and Al Jazeera² TV in terms of viewership ratings?

¹ **Al Arabiya** (Arabic: العربية) is an Arabic-language television news channel. It was established on March 3, 2003. The station is based in Dubai, and is owned by the broadcaster Middle East Broadcasting Center (MBC) (http://en.wikipedia.org/wiki/Al_Arabiya).

² **Al Jazeera** (Arabic: الجزيرة /æl dʒæziˈra/, meaning "The Island", is a television network headquartered in Doha, Qatar. Al Jazeera initially launched as an Arabic news and current affairs satellite TV channel of the same name, but has since expanded into a network of several specialty TV channels (http://en.wikipedia.org/wiki/Al_Jazeera).

The research paper examines the following four hypotheses:

H1; The more the credibility of the news & information channel, the more will be watched by the audience.

H2; The more the programs are edutainment oriented, the more the success of the program.

H3; The more the influence on content, the less the audience.

H4; The more the interest of the programs, the more the frequency of watching them

To better support the testing of the proposed hypotheses, the following research will examine the managing process at Alhurra Television based on established management principles and its contribution to the success of the network. I will deem this a sub-objective as management is just a crucial input to an efficient and effective marketing strategy based on the fact that Alhurra Television is a non-profit organization.

Chapter Two

Managing Alhurra Television

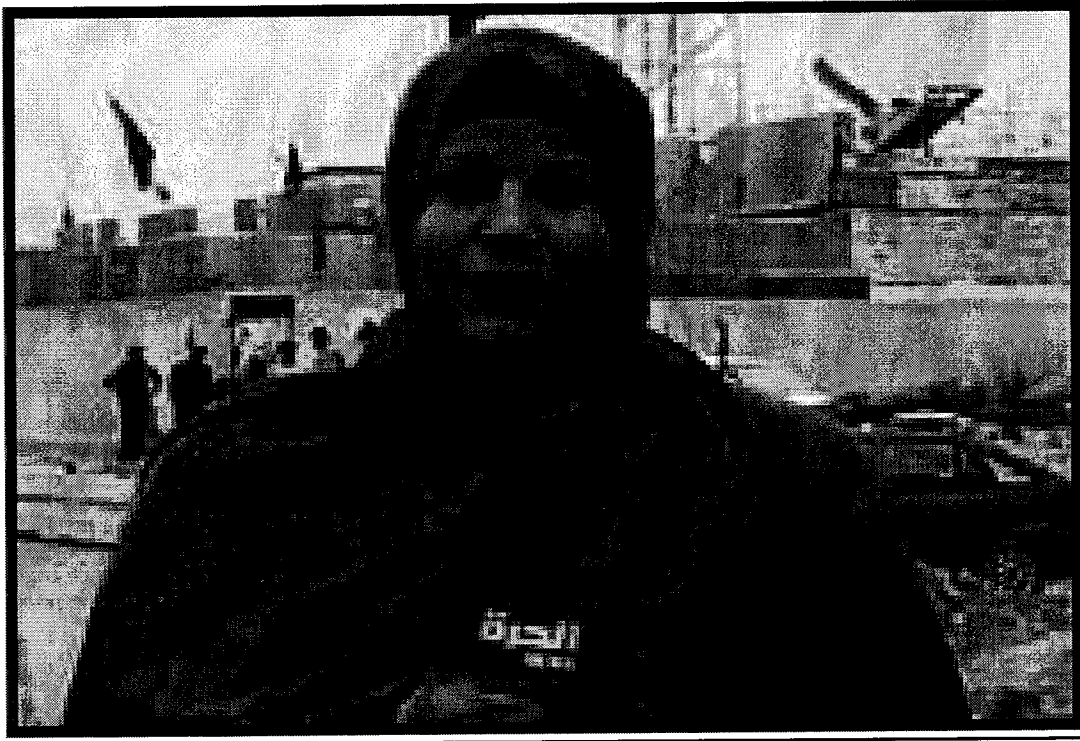
Alhurra TV is unique to its competitors since its non-profit nature. As such, the driving force behind its engine is not measured in currency, but rather in a system of persistent beliefs and ideologies.

To better comprehend the credibility of Alhurra television's that it aims to convey, one must bare in mind that since it is a non-profit organization, its mission stems from its funders. Hence it is critical to define what a general non-profit Mission Statement should encompass. Mission is possibly the major characteristic of a non-profit organization. Non-profit, unlike private sector organizations, are distinguished mission-based, not profit-based.

The following will take a closer look at the inner works of Alhurra TV part of the BBG, and the BBG's influence on the network.

Alhurra TV & The BBG

Alhurra is primarily concerned with news broadcasting and information programming. In addition to reporting news of regional and international events, the channel provides information on a variety of subjects including health and personal fitness, entertainment news, sports, fashion, science and technology. It features talk shows, current affairs magazines, roundtable discussions and debates. In April 2004, MBN launched a separate channel, Alhurra-Iraq, which features news and current affairs programming specifically directed at a broad Iraqi audience.



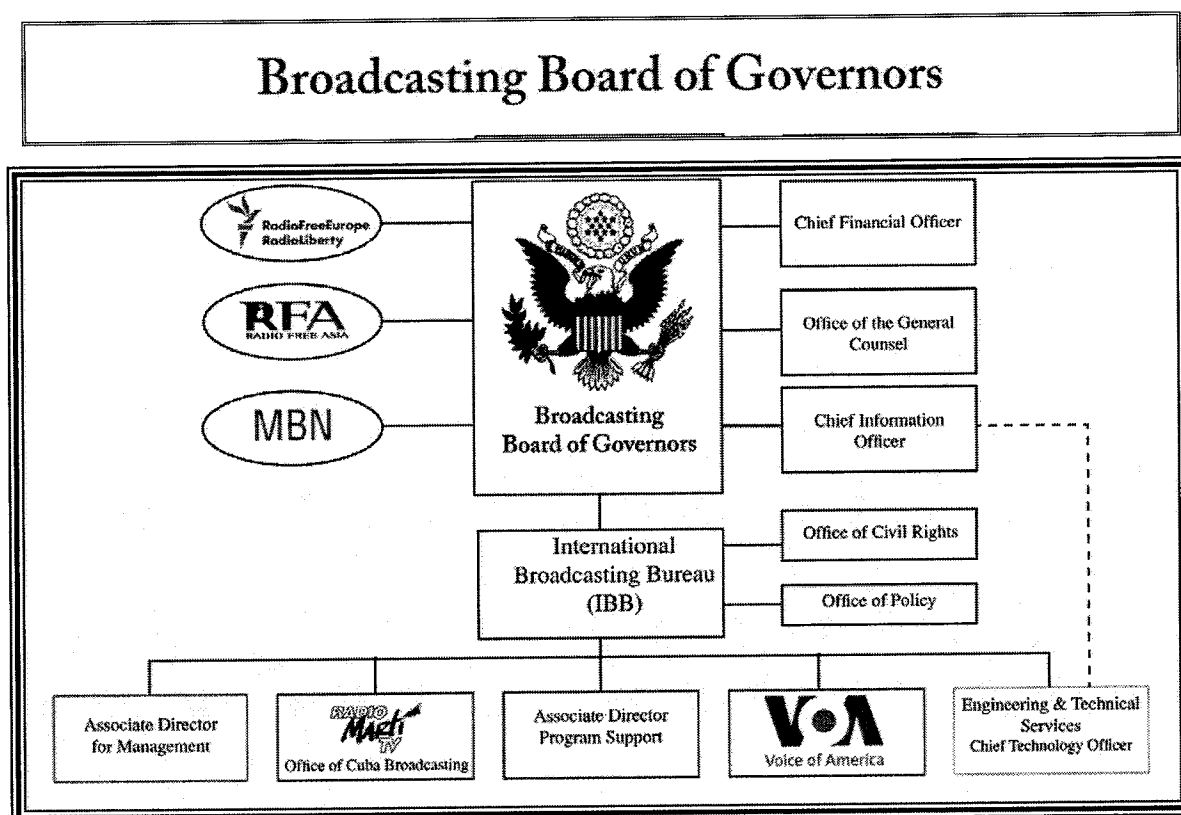
www.bbg.gov

Southern Lebanon - War of July 2006

Correspondents were spread throughout Lebanon to report

Alhurra TV is part of Middle East Broadcasting Networks INC, parented by the Broadcasting Board of Governors (BBG) and funded by the government of the United States of America. The BBG attempts to reflect its objectives through the operational processes taking place in MBN, specifically at Alhurra TV.

The relationship of BBG to Alhurra TV part MBN (Middle East
Broadcasting Networks



www.bbg.gov

The above diagram identifies the basis for Alhurra Television. The Broadcasting Board of Governors (United States government) provides funding for the Middle East Broadcasting Networks (MBN) which encompasses Alhurra TV, Alhurra Iraq, Alhurra Europe and Radio Sawa.

On October 1, 1999, The BBG, a bipartisan appointed board by the US President, became an independent Federal entity. In accordance with the 1998 Foreign Affairs Reform and Restructuring Act (P.L. 105-22), the Board manages all non-military international broadcasting funded by the U.S. Government. The Board determines priorities and overall strategic directions of U.S. international broadcasting, manages resource allocation, manages relationships with the Congress and other executive branch agencies, evaluates and reviews the effectiveness of the broadcast language service, and maintains journalistic integrity in agreement with its enabling legislation.

The BBG broadcasting organizations consist of the Voice of America (VOA), Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), the Middle East Broadcasting Networks (MBN- Radio Sawa and Alhurra TV) and the Office of Cuba Broadcasting (OCB-Radio and TV Martí), as well as support offices in the International Broadcasting Bureau (IBB). VOA, RFE/RL, RFA, OCB, and MBN, while under the supervision of the BBG, have varied legal and organizational frameworks. VOA and OCB are part of the U.S. government. RFE/RL, RFA, and MBN are grantee organizations

that receive their funding from the government but are organized and managed as private non-profit corporations.

In all and for clarification purposes, Alhurra Television is funded by the United States Government (BBG), yet it acts an independent entity with no direction from Government.

BBG Mission

"To promote and sustain freedom and democracy by broadcasting accurate and objective news and information about the United States and the world to audiences overseas.

It is stated that this emergence is a result of the post-Cold War and post 9/11, which altered priorities concerning where to broadcast, and the methods to reach key audiences worldwide. The changes implemented by the BBG have made international broadcasting a tool in the U.S. attempt to directly access an audience around the world consisting of 140 million people, attempting to counter misrepresentations of the U.S. and of U.S. policies.

Via radio, TV, and the Internet, the services of the BBG broadcast reach a worldwide audience in 58 various languages. All BBG broadcast entities abide by the broadcasting standards and principles of the International Broadcasting Act of 1994.

MBN - Middle East Broadcasting Networks (Alhurra, Alhurra Iraq, Alhurra Europe and Radio Sawa)

During the 2006 fiscal year, Alhurra attempted to augment the efficiency of its overall news programming by resorting to coverage of events in the Arab world and U.S. politics to compete more effectively with the growing number of Arabic-language satellite channels.

Each year the BBG measures the achievements of each broadcasting entity.

In 2006, the accomplishments consisted of the following factors of success as **stated in the BBG 2006 Annual Report** (www.bbg.gov):

"In July 2006 when the Israel-Hezbollah crisis began, MBN responded. Alhurra TV operated as an around-the-

clock breaking news station, pre-empting all other programming. Alhurra also began broadcasting a daily three-hour program from downtown Beirut with live reports from around the country, bringing viewers the latest news and information from Lebanon. Radio Sawa also extended its twice-an-hour newscasts following the emergence of the crisis, while its all news website provided up to the minute news and details on situation in Lebanon and Israel.

⌚ Radio Sawa also expanded its programming and audience reach in FY 2006 when it added a separate stream to Lebanon, which became Radio Sawa's seventh distinct programming stream.

⌚ As MBN continued to seek new and critical audiences, it began reaching out to the large and growing Arab-speaking populations across Western Europe in 2006. There is currently no source of Arabic-language news in Europe putting America and American policies in a proper context. Alhurra Europe, which began broadcasting in FY 2006, is designed to give the U.S. a news presence for Arabic-speakers in Europe. The channel, which is available via the Hotbird satellite system, presents news

and information 24/7 with programming consisting entirely of newscasts, produced by Alhurra Television and Alhurra-Iraq" (www.bbg.gov).

According to the BBG annual achievement report, the network made headlines by getting an exclusive interview with the President of the United States of America, George W. Bush. This was used as a marketing campaign to promote the strength of the network.



<http://sisu.typepad.com/sisu>

President George W. Bush exclusively interviewed on Alhurra

Identifying Mission Statement tools and its Implementation

In the following section I will attempt to show the application of the theoretical definition of a mission statement, to Alhurra Television's mission statement.

A mission statement works only if it is operational, if not it is just a theory. A mission statement needs to focus on what the organization tries to do, then do it so that everybody in the organization is apt to see their contribution towards the goal. At Alhurra Television, the mission statement focuses to achieve objective news reporting.

Because non-profit organizations are presumed to be charitable in nature, the law grants them special privileges such as being tax-exempt. In the case of Alhurra, it is funded by the U.S. congress and hence falls under the same category. This is an advantage as it increases spending the money granted.

The disadvantages of being non-profit, especially in a broadcast medium, is the fact that there are no commercials

or sponsors for promotions; hence the institution solely relies on yearly governmental grants.

Every mission statement needs to portray the following three needs: opportunities; competence; and commitment.

Opportunity

Opportunity is an auspicious state of affairs or a suitable time. This is well sought out at Alhurra TV taking into consideration the fact that there existed only two Regional Arabic News Channels; Al Arabiya & Al Jazeera, therefore, to bring a third party on board would be portraying news from the Western world into the Middle East. Alhurra TV was thus launched primarily to provide a different perspective. Was Alhurra television successful in making a presence amongst audiences relative to Al Jazeera and Al Arabiya networks? The latter chapter will examine the results.

Competence & Commitment

Competence is the state or quality of being adequately or well qualified.

Commitment is a pledge to do.

Does Alhurra TV fulfill the above requirements: to broadcast accurate, timely, and relevant news and information? The latter chapter will examine the results.

According to Drucker, there are three musts of a successful Mission:

- (1) Look at strength and performance. Do better what you already do well-if that's the right thing to do.
- (2) Look outside at the opportunities, the needs.
Where can we, with the limited resources we have—people, money and competence really make a difference, really set a new standard?
- (3) Look at what it is that we really believe in.
Nothing can be accomplished unless people are committed.

Does Alhurra acquire its strength through the need for a Western perspective of news reporting in Arabic to the Arab World? This question may be answered by the results of the survey constructed for the sake of this research in terms of measuring audience's confidence in Alhurra Television's credibility

It is suggested that documentaries on Alhurra Television seem to have the highest ratings amongst viewers. There is a wide scope of various topic matters covered from daytime lifestyle, health and body, travel and adventure shows, to primetime nature, science, medical, culture, arts, history, and current affairs documentaries. This will also be tested in the survey.

In terms of the "do better what we already do" concept, the continuous audience feedback regarding their needs, wants and expectations from a news and information channel should aid to provide management with answers to improve on the existing programming.

However, with the limited resources such as funding constraints, and the geographic location of Alhurra, it is

more difficult to execute and be able to achieve these tasks , unlike Private networks.

Funding is essential, and since the Congress is the father of the household at Alhurra Television, it is up to their discretion to set an amount based on yearly budgets. Location of the facility in Washington D.C. , and the time difference are also other limitations to the accessibility of news reporters working overseas to correspond with the U.S. offices.

The overall picture and as suggested by Drucker is for any organization to prove successful must define a mission and work its way inwards to achieving the results.

It is vital to start from the outside. The organization that starts out from the inside and then tries to find places to put its resources is going to fritter itself away. Above all, it's going to focus on yesterday. One looks to the outside for opportunity, for a need. In other words, the big picture needs to be drawn before establishing goals for an organization to succeed.

At the same time, the mission is always long-range meaning many of its actual outcomes can not be measured right away. It also needs short-range efforts and very often short-range results, yet it starts out with a long-range objective.

Moving along to obtaining the set mission statement through the basic pillars of any organization formation.

Planning, Human Resources, Financing and Marketing are the four requirements for any organization to function properly. "It is easier to sell the Brooklyn bridge than to give it away" - (Anonymous 19th century con man). Rarely does a customer trust any profit-driven organization if he/she is offered something for free. Marketing is vital since it is the most beneficial service. However, marketing in a non-profit organization is different from selling, as is the case in Alhurra Television. Marketing at Alhurra Television is more about knowing the market through research, identifying by segmenting the market, and looking at the service from the audience's point of view.

Planning

Planning, the first pillar of any organization it is done in two stages, pre-launch and during execution.

When it was decided that Alhurra was going to be conceived, the board selected experts in the field to help create the network.

Amongst one of the key people that contributed to the launching and processing of the TV networks was Farrell Meisel who remained with Alhurra from August 2003 until September 2006 serving as the Senior Managing Consultant.

With his extensive experience and expertise, Mr. Meisel was hired by the BBG to structure the Grid of Alhurra Television and help monitor its success in relevance to the mission set forth by the BBG.

I conducted an interview with Mr. Meisel in January 2007 to get more insights about Alhurra and to get answers to some of the questions raised in this research paper from his perspective.

"Once we as the management saw how they responded providing and countering what was and what was not being done by our

competing networks **Al Jazeera TV** and **Al Arabiya TV**, it was decided tat the presentation was always going to be very transparent. American style was the way to go, Alhurra TV is an American channel broadcasting in Arabic similar to Telemundo. The accent on programming the strategies were targeted a lot differently but the basis was American style marketing news techniques which were critical" (Appendix IV)".

Did Alhurra Television, by marketing its network in a diverse approach from Al Jazeera TV and Al Arabiya TV, was able to achieve higher ratings? The latter chapter will examine results based on the survey intended for this study.

Regarding the existing and on-going planning, it is up to the management to maintain and alter the direction of the network.

According to the Vice President of Network News, Larry Register, he believes that the news reporting of Alhurra Television is well balanced and accurate.

"The audience of any news organization expects to see the action unfold with full coverage. For example, the execution of Saddam Hussein; our viewers were the first to hear it from Alhurra TV, and watched as we reported live from on location" (Appendix IV).

Do these in fact, affect viewership ratings in terms of tuning in for the nightly newscast? The latter chapter will examine results based on the survey intended for this study.

Human Resources

Alhurra Television offers an equal opportunity for employment. According to the HR of the network, every applicant is considered based on his/her qualifications without any discrimination.

Financing

In terms of Financing, it has already been developed on previously this research that Alhurra Television derives its funding from the BBG. Each Fiscal year, the BBG grants MBN networks, a set amount to last 12 months. The BBG obtains its funds from the United States government which is directly the American taxpayer's dollar. Taking that into consideration, any US resident or citizen has the right to view the audited reports of Alhurra Television.

It is a non-profit organization, hence non profit derived and therefore generates no revenues of any sort.

Marketing Alhurra Television

Being a non-profit organization, marketing the Network is a tad more difficult in terms of funding; however it does not deviate fully in terms of basic marketing fundamentals.

Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives.

Fundamentals of Marketing

There are six P's in marketing sometimes collectively called the "marketing mix"; product, publics, price, place, production, and promotion. These fundamentals all factor into achieving the act most wanted.

Philip Kotler (1975), a renowned marketing professor, takes slightly a different approach arguing that the traditional "P's" of marketing are oriented to the organization's point of view instead of the customer's point of view. He urges using the four "C's" instead and to see the world more

through the customer's eyes. The four "C's" stand for customer value (not product), cost (not price), convenience (not place), and communication (not promotion). (Leet, 1998)

The difficulty with concentrating on definitions and formulas is that although they are helpful, they do not capture the real breadth of mission-based marketing and the contribution this discipline can make to non-profit organizations devoted to social change.

Mission-based marketing is a business philosophy, a direction to an organization's overall functions. A non-profit that employs mission-based marketing alters the way it identifies needs, conducts development, resolves issues, and measures achievement. It applies the promotion orientation in each area - from programs and services, to public relations, to administrative and personnel operations. As soon as the institute has acquired a marketing state of mind, this advance allows every aspect of internal and external operations.

To run a non-profit organization efficiently, marketing must be integrated into the intent of the service. This is carried out at the management level, although as in every

other area, organizations need lots of input from its human resources, from the target audience in this case, and from research.

Designing a non-profit organization's service and marketing is focusing solely on the features the organization is competent in; Alhurra Television offers news. Moreover, it is very important to know your customer; it is thus of extreme importance to Alhurra Television's to know its target audience. Hence, the design of the right marketing strategy for the non-profit organization's service is the first step towards designing a strategy. The organization thus calls for market knowledge; it needs a marketing plan with precise objectives and goals, and it needs marketing responsibility. In other words, taking one's customers seriously, and replacing the statement "we know what is good for them" by the question "what are their values, and how can we reach them?"

As management guru Peter Drucker (1990) observes, "non-profit institutions are prone to consider everything they do to be righteous and moral and to serve a cause, so they are not willing to say if it does not produce results then maybe we should redirect our resources elsewhere. Non-

profit organizations need the discipline of organized abandonment perhaps even more than a business does."

Organized abandonment is defined as a disciplined way of deciding what to keep and what to forsake (Leet, 1998), but that is not the purpose of non-profit marketing, yet it may be one of its most important results.

The value of non-profit marketing is obvious; it helps an organization attain the changes it seeks - in other words, achieve its mission. Non-profit marketing is also, according to Peter Brinckerhoff (1990), mission-based marketing. "Marketing aims to reach specific audiences with messages and thought means that will motivate them" (Leet, 1998, p. 6).

The Board of Governors at Alhurra, along with the Management at MBN, have set forth marketing strategies and identified market challenges. The following section will define what is a marketing strategy and highlights marketing techniques used by Alhurra Television to increase its ratings.

Marketing Execution at Alhurra Television

There are pre-planned Marketing strategies which each organization sets when forming the organization. There are also those unplanned marketing strategies, in an environment such as a broadcast network, such as "Breaking News", that generate marketing due to the coverage of a specific event. That type of marketing should not be the essential strategy of marketing, yet it greatly promotes and shapes the organization's allure. In Alhurra TV's case this particular brand of marketing was heavily relied on to increase ratings. It was the extensive and well carried out coverage of breaking news that boosted ratings for the fiscal year of 2006.

When the war broke out in Lebanon in July 2006, Alhurra TV operated as an around-the-clock breaking news station, pre-empting all other programming and covering breaking stories as they developed. Alhurra also stretched its current affairs programming by broadcasting a daily three-hour program from Downtown Beirut with live reports from around

the country, bringing viewers the latest news and information from Lebanon.

The coverage was extensive and attempted provided a full-sided view and opinion for the audience to watch and judge by themselves. Again, was Alhurra Television successful in winning audience's approval in terms of the credibility of the channel? The latter chapter will examine the results.

Interview conducted with Public Relations Director Deirdre Klein

- What is the main marketing strategy for Alhurra Television? What is the most effective method?

From the launch of Alhurra Television, probably the most successful marketing tool the network had is Radio Sawa. In the countries where Radio Sawa is heard on FM it is generally one of the most popular stations; Alhurra Television continues to promote its programs on Radio Sawa. Additionally once Alhurra Television launched its Web site in 2005, the network is using the Web site as another opportunity to provide viewers a weekly programming schedule. And of course for regular viewers of the network;

promos inform viewers as to what topics will be discussed on their favorite shows.

- Through which means is feedback measured?

"Although we can use anecdotal means of feedback, by emails and letters. The most accurate form of feedback is through qualitative and quantitative research that is done by international research firms such as ACNielsen and IPSOS. These research companies follows widely accepted international industry standards for commercial and media research".

- How much role does Public Relations in a Non-profit organization as in the case of Alhurra Television? How is it executed?

The role of the communications department at Alhurra Television is the same role it would have at a commercial television network. It is the job of the Communications department to let people know what is happening on the

network, through press releases, interviews and communication with reporters outside of Alhurra Television. Whether it is an announcement of a new program, special guests on a program or breaking news coverage the Communications department publicizes that news and information to others. Alhurra's Communications department also provides a community outreach by hosting guests from different organizations and journalists from the Middle East to visit Alhurra and see behind the scenes of the network for themselves.

The management at Alhurra television claims that its highlight of programming are those that contain topics specifically dealing with women's rights in the Arab World. Is the audience responding by tuning in abundance? The latter chapter will examine the results.

According to the management and in an attempt to better present the audience in the Arab world with a more realistic view of the West, Alhurra Television created two new programs in 2006 to bridge the cultural gap between the U.S. and the Arab world, giving Arabic-language viewers a better understanding of the United States. "A documentary series called *Americans*, highlighted different aspect of

American life and history. Inside Washington takes viewers behind the scenes of the political process in Washington with guests such as Supreme Court Justice Antonio Scalia and Alexander Haig" (www.bbg.gov).

MBN sustained looking for new and significant audiences by reaching the Arabic-speaking audience in Europe. Alhurra Europe, was born on August 1, 2006, and was set up to convey the U.S. a news presence for Arabic-speakers in Europe. "The channel is available via the popular Hotbird satellite system, and presents news and information 24/7 with programming consisting of newscasts, talk shows, roundtables and original magazine programs produced by Alhurra and Alhurra-Iraq." (www.bbg.gov/bbg_final_par_to_omb_22dec06.pdf).

Additionally, Alhurra Television launched a news ticker across the bottom of the television screen to give Arab viewers the latest headlines from the Middle East and around the world regardless of the programming that is on the air.

Board Members Promoting Alhurra TV

For Board members to comprehend and promote the three doctrines of non-profit marketing, a mission-based marketing approach needs to utilize the following basis.

"The primary focus is the customer, not the organization".

It is up to the audience and not the organization to determine the change envisioned in the mission. Hence, the audience sets the starting point for change, and the way to change is for the organization to provide what the audience wants, in consistency with the mission.

"The way to determine what the customer wants is to ask".

Moreover, after gathering the data and analyzing the audience's wants, the means to offer them is to respond and listen. After executing these needs and wants, the organization must double-check that the requirements have been met.

"Marketing must take place everywhere in the organization".

The marketing mindset is essential in strategic planning, program design, service delivery public relations, personnel, or almost any other function. All staff members

should be walking marketing strategies since they should portray the mission without talking, in other words, employees should market Alhurra TV without an effort, throughout the way they carry themselves and their beliefs.

BBG Board's Role in Marketing Alhurra TV

After having established the fundamentals of marketing and the principles used at Alhurra TV, it is vital to link them to their implementation stage in the overall Strategic Planning of the network. Marketing the service that Alhurra TV offers is essential to accomplishing the goals set forth by the Board and Management of Alhurra TV.

"Non-profit marketing exists to achieve a mission" The clarity in mission is essential - a strategic preparation purpose that relies squarely with the board is vital before marketing is apt to be further expanded on. It is not advisable to oversee the strategic planning aspect and go straight to the actual marketing itself. It is also false to assume that almost everyone knows the set mission and objectives.

MBN published a set of objectives along with a mission statement based on planning:

" Marketing puts the right information into the hands of the right people to get them to do what the organization wants them to do. To guide marketing planning, work back from the end of the definition" (Leet, 1998, p. 18)".

The first step thus becomes identifying what the organization wants to execute. This is a planning decision, not a marketing one. Once the decision has been made, succeeding decisions become marketing-based, and the "right people" become the organization's target markets.

The Board and Management's role played in the success of Alhrura TV is reflected through the employees. There are five guidelines that are utilized by the management to enhance overall results. Lead by example! The following will illustrate these points.

1. Sustain the marketing mindset at the board level

Leadership in marketing should come from the board. Board members must apply the marketing state of mind in their own tasks, and should make it as a requirement to be implemented by all members of the organization. They also must give priority to determining what the audience wants by asking and listening and then making decisions.

Altering attitudes and approaches is difficult for both board members and staff. Commitment, time, and persistence are three factors needed to cook the pot of change. Marketing is a habit; it needs to become way of organizational life by being reinforced and repeated. (source?)

2. Demand a marketing mindset in all functions

As previously mentioned, a marketing orientation is valid and necessary every part of an organization. The essence of marketing is knowing your target markets, identifying what they want, and delivering it. Those standards should be applied across the board to staff who deliver services, create publications, raise funds, manage internal and external communications, or handle personnel issues.

3. *Insist on research-based marketing - before, during, and after the design and implementation of any plan*

Again, as a basis for decision-making, market research is essential since there is no point in putting a program that no one is interested in watching. However, asking alone is not enough either. The efficiency of marketing calls for the audience to be asked, listened to, responded to, and then asked again to assure that what they said was translated successfully into what they received.

4. *Support the Marketing function Adequately*

Even if the structure of decision-making differs from one organization to another, mainly all boards are involved, in varying degrees, in decisions related to the resource allocation plan. Integrating marketing into an organization will sometimes call for the brief redirection of time, money, and/or personnel. It all depends on the staff's capability to take on a marketing mindset. Sometimes there also arises a need to reshuffle resource allocation to maintain marketing.

5. *Recruit board members with a marketing orientation*

An organization has a superior probability of creating an all-encompassing marketing mindset when there is a clear understanding, on the part of the board members, about what marketing is and how vital it is to accomplishing the mission stated.

Joaquin F. Blaya, Chairman of the Middle East Committee of the BBG. Blaya, has held numerous senior management positions with media companies for the past four decades.

In an interview conducted with the BBG Governor Joaquin F. Blaya, he believes that there is really not a significant difference between Managing and marketing Alhurra Television. He claims that it is very similar to Al Al Jazeera and Al Arabiya in terms of marketing their product although without profit since in a non-profit organization the satisfaction gained from accomplishing the mission successfully is more rewarding than the highest profit revenues (Appendix IV).

CHAPTER THREE

Al Jazeera TV & Al Arabiya TV

In order to compare the three competing Arab News and Information channels, the following must be identified:

- 1- Background & History of channel
- 2- Mission Statement
- 3- Programming Produced and Broadcast
- 4- State the adherence of Journalistic Standard abided

Alhurra TV's background, mission statement, Programming sample and operational management, and journalistic ethics have been stated throughout the reading. Below is the profile of both of Alhurra TV's competitors for review, Al Arabiya and Al Jazeera.

Alhurra TV's two main competitors: Al Arabiya & Al Jazeera

Al Arabiya Television

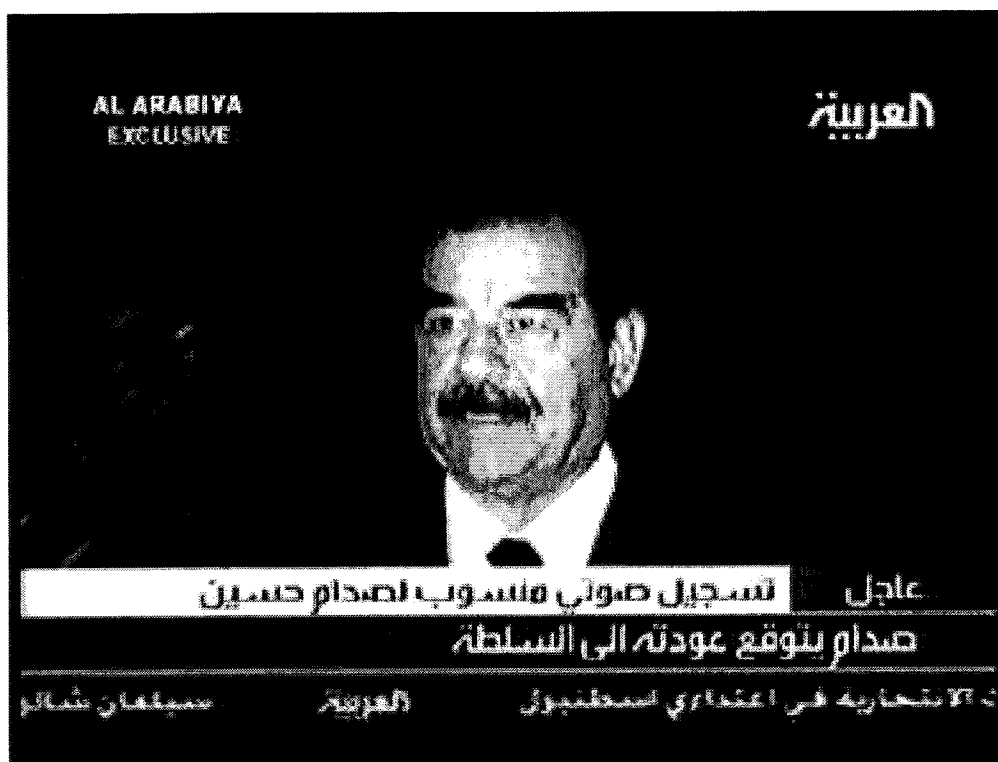
The day of March 3rd, 2003 witnessed the birth of the region's most credible 24-hour news channel. Al Arabiya was launched to quench the audience thirst for credible, trustworthy, timely, and relevant news. Based in Dubai Media City, Al Arabiya, an omnipresent news station, with a large network of reporters, continuously present all around the five continents, caters to the Arab audience interest in politics, business, current affairs, finance, sports, science, lifestyle, in-depth documentaries, in-depth talk-show programs, and social and educational programs.

Covering all the GCC countries, the Middle East, Asia Pacific, South East Asia, North Africa, Europe, the Americas and Australia, Al Arabiya airs speedy and detailed news bulletin every hour around the clock, along with analytical programs, to update the Arab audience on the latest developments in the world's political and economical events. Within its first year, Al Arabiya brought new standards in delivering the news and became a prime source

of Arabic news throughout the world delivering truthful news to its viewers (<http://www.alarabiya.net/>).

The similarities between the Al Arabiya's and Alhurra's mission statements are quite remarkable. Both opt to report accurate and credible news, they target the same audience; however, Al Arabiya's legal ability to broadcast in the USA allows it to have a larger audience.

"Al Arabiya is an independent, self-empowered, informative and free-spirited satellite channel. It is an Arabic station, from the Arabs to the Arabs, delivering content that is relevant to the Arabs. Al Arabiya is a channel that holds its ambition in its name to become the prime source of Arabic news throughout the world. Al Arabiya respects the viewer's heart and emotions, by talking full honesty to their mind and intelligence. Al Arabiya's interest is to remain true to the voice of the Arab world, to the world, on a Regional and International level. Targeting all Arabs around the world, Al Arabiya provides the agencies' valued targets with timely news updates, a variety of interviews, exclusives, scoops, and in-depth programs, in a modern way using state of the art technology (<http://alarabiya.net>)".



www.azator.gr/archive/2003/jul/240703.html

Funded by the Royal Saudi Family, Al Arabiya is relatively new in the market compared to the first Tycoon, Al Jazeera, the Doha based Qatar leading Arabic news and information channel. For almost a decade, Al Jazeera was the only and prime source of news for Arab speaking viewers all around the world.

Al Arabiya made breakthrough report coverage and provided a new western style type of programming that placed it, within a year's time, as a rival for Al Jazeera.

Compared to its time in the industry, Al Arabiya has proved itself greatly successful. Alhurra was launched a little less than a year after Al Arabiya, however the bias and prejudice against the US-funded station halted the open acknowledgment of viewership.

"Although Al Arabiya is in its second year, it has managed to create top of the mind awareness for the brand and has managed to build high loyalty among its viewers. Al Arabiya grid is designed to attract different segments, with different interests, at different times. Hence, making Al Arabiya the perfect channel to target all kinds of 'information seekers', be it young or old, males or females, having different interests, being in politics, economy, finance, sports, science, technology, general knowledge, and so many other areas (<http://www.alarabiya.net/>)".



With the capabilities of funding, both locally (KSA) and internationally, Al Arabiya is allocating great resources to produce original programming and documentaries. Having a full access terrain in one of the only closed off countries in the world; KSA, the channel has been apt to create programs dealing with society taboos. Saudi Arabia is almost banned from free media reporting which gives Al Arabiya a full front home advantage covering a wide scope of highly relevant social and political issues.

Another factor that placed Al Arabiya on the map of success is their extensive Arab Business Coverage, including the GCC stock Markets. Their grids reflect almost an hourly update on sports, business, and mainly political news fragmented into half hours that keep the audience intrigued and watching.

"Al Arabiya has also received evidence of excellence, when three of its documentaries have been selected for the Lugano Film Festival in Switzerland. Even Al Arabiya in-house produced documentaries have acquired recognition, like "Screen Wars" which won the First Golden Award in Films and Documentaries at the Gulf Festival of Television

and Broadcasting. Al Arabiya is one of the leading Arab channels, which endorses young Arab directors and promotes their documentaries. It embraces as well highly qualified experts in the TV industry to offer the viewer with the best in terms of form and content. Being an Arabic Channel whose mission is to empower its Arab viewers, makes Al Arabiya News Channel one of the top choices of Arabs seeking trustworthy and reliable information (<http://www.alarabiya.net/>)".

Al Jazeera Television

"Al Jazeera, the 24-hour Arabic-language news and current affairs channel, headquartered in Doha has been the leading channel of reference for Middle Eastern events, balancing the current typical information flow by reporting from the developing world back to the West and from the southern to the northern hemisphere. The channel gives voice to untold stories, promotes debate, and challenges established perceptions.

With broadcasting centers in Doha, Kuala Lumpur, London and Washington DC and supporting bureaus world-wide, the

channel will set the news agenda, bridging cultures and providing a unique grassroots perspective from underreported regions around the world to a potential global audience of an Arabic speaking audience.

The station broadcasts news, current affairs, features, analysis, documentaries, live debates, entertainment, business and sport. Building on Al Jazeera Arabic channel's ground breaking developments in the Arab and Muslim world that have changed the face of news within the Middle East, Al Jazeera is part of a growing network that is now extending this fresh perspective from regional to global through accurate, impartial and objective reporting (www.aljazeera.net)".

There is no doubt anywhere that if an Arabic-speaking viewer were to be asked what is the first name of a news and information channel, the immediate response would be "Al Jazeera". With over a decade of almost a monopoly type of broadcast, Al Jazeera has been engraved as the leading Arabic News and Information Channel. It wasn't until 4 years ago that another competitor become visible; Al Arabiya.

Al Jazeera provided audiences around the world with intensive coverage of news in the Middle East and on an international scale. However, the "Arab" perspective is what mainly gained its viewership, being the only channel out there. Thus, Arabic-speaking audiences supported the Qatari funded network. Its success has allowed it to launch Al Jazeera Kids Channel, Al Jazeera English, and most recently Al Jazeera Documentary Channel.

Indeed, Al Jazeera made an ever-fixed impact in news reporting since it previously did not censor the footage coming out from the region, as opposed to other International networks that were careful not to show graphic images. Al Jazeera also gained viewership from the numerous live political debate programs that always held guests and speakers with high authority in the region.

Example of Al Jazeera Exclusive footage



www.aljazeera.net

With the birth of Al Arabiya and a year later Alhurra, the Arabic speaking audience was suddenly presented with more than one choice of an Arabic news and information channel.

However, it is only human to categorize and judge, thus Al Jazeera was known as the mouthpiece for the Royal Family of Qatar and the Royal family of Saudi Arabia, and Alhurra the mouthpiece of the US government.

Being a globally oriented media service, Al Jazeera has adopted the following "Code of ethics" in pursuance of the vision and mission it has set for itself:

Al Jazeera Code of Ethics (equally similar to Alhurra TV's and Al Arabiya's Code of ethics - all three networks abide by Global Journalistic standards)

"1. Adhere to the journalistic values of honesty, courage, fairness, balance, independence, credibility and diversity, giving no priority to commercial or political considerations over professional ones.

2. Endeavor to get to the truth and declare it in our dispatches, programs and news bulletins unequivocally in a manner which leaves no doubt about its validity and accuracy.

3. Treat our audiences with due respect and address every issue or story with due attention to present a clear, factual and accurate picture while giving full consideration to the feelings of victims of crime, war, persecution and disaster, their relatives and our viewers, and to individual privacy and public decorum.

4. Welcome fair and honest media competition without allowing it to affect adversely our standards of performance so that getting a "scoop" will not become an end in itself.

5. Present diverse points of view and opinions without bias or partiality.

6. Recognize diversity in human societies with all their races, cultures and beliefs and their values and intrinsic individualities in order to present unbiased and faithful reflection of them.

7. Acknowledge a mistake when it occurs, promptly correct it and ensure it does not recur.

8. Observe transparency in dealing with news and news sources while adhering to internationally established practices concerning the rights of these sources.

9. Distinguish between news material, opinion and analysis to avoid the pitfalls of speculation and propaganda.

10. Stand by colleagues in the profession and offer them support when required, particularly in light of the acts of aggression and harassment to which journalists are subjected at times. Cooperate with Arab and international journalistic unions and associations to defend freedom of the press". (<http://english.aljazeera.net>)



www.aljazeera.net

Although the aforementioned "Code of Ethics" is shared by Al Jazeera, Al Arabiya , and Alhurra, yet one wonders why their newscasts are not exactly the same.

For the same reasons why a builder is given certain guidelines to build houses, yet none of them are the same;

there are many ways to report news, even objectively. No one is qualified to categorize a piece of news as objective or not in any case.

Chapter Four

Methodology

The research intended is twofold in terms that it first examines the theoretical framework that structures an organization's strategic plan to execute for the objectives (see figure B1, Chalhoub, 1999), and secondly it is based on the empirical study collected from data and analyzed.

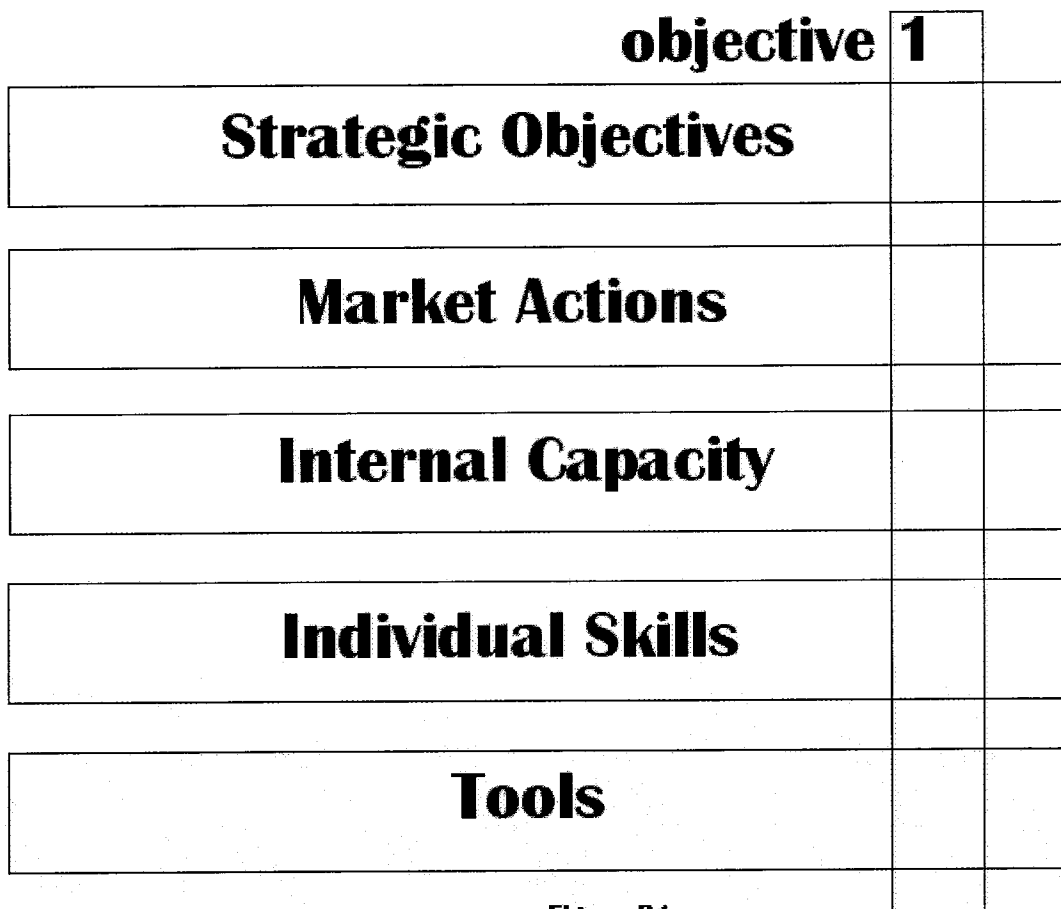


Figure B1

The empirical objective of this research is to examine the correlation between the viewership ratings and the credibility of a news and information channel and its programming.

In the world of media, all networks use ratings as the main source of results.

Sources of Information

Primary Source

For the purpose of this study, and to supplement secondary data review, primary data was collected through the distribution of survey questionnaire.

Survey Design

The survey questionnaire consists of 10 questions on the following aspects:

Viewership trends - identifying hours of TV watched-, preferred news network, credibility in news network and interest in types of programming.

Demographical variables - identifying country of residence and nationality.

Personal characteristics - identifying age, gender and sex.

The survey designed was compiled to measure and observe correlations amongst different variables. Also, was based on the model survey used by ACNielsen (see Appendix I) to

conduct rating viewership in the Arab World, the survey for the research project represents a sample of the findings.

The data collected was inputted into the computer for analysis purposes. The statistical analysis is developed using SPSS, a statistical package intended to discuss the crosstabulation, frequencies of response, correlation matrices, and regression analysis.

A copy of this survey is available in Appendix II.

Sample and Data Collection

The distribution of the survey was carried out via email throughout the Middle East, and in various universities of Lebanon, tallying 200 random respondents living in urban areas throughout the Arab world and mainly of Lebanese origin. Due to the means of distribution of the survey, the main age group who responded to the survey varied from 15-45 which is mainly the target audience of the Network.

Findings were analyzed through the use of Descriptive statistics, mainly Frequencies, Crosstabs and Chi-Square

tests. The statistical significance deduced by the descriptive tests, explain the audience's wants, and correlates between programming and opinion.

Secondary Source

For the purpose of this study, secondary data was collected from the review of literature, personal interviews, and previous statistical findings.

Review of literature consists of books, publications and articles on the subjects of management, marketing, non-profit organizations, media management, non-profit media management and marketing, news reporting ethics and news and information channels. In addition to articles on and about Alhurra Television published on the internet.

Personal interviews were conducted with senior management at Alhurra Television, each covering a different scope of management. Marketing, Operations Management, Funding Supervisor and Planning Executive.

Limitations of the Study

Alhurra TV broadcasts to the 22 Arabic speaking countries in the Middle East and in North Africa, and so do both its competitors Al Arabiya and Al Jazeera networks. Ratings are gathered to measure success factors of these channels through paper surveys, phone questionnaires, one-on-one surveys, and focus groups all of no less than tens of thousands of people. The audience consists mainly of 15-45 year-olds living in the various Arab speaking countries and having accessibility to Television. In addition, all social classes and background factors are included in the sample.

For the purpose of this study and due to the magnitude of the sample population, the survey was conducted on a sample respondent that does not fully represent the Alhurra Target audience. The group, although random, consist mainly of viewers with a college level of education, and living in urban areas of the Arab World.

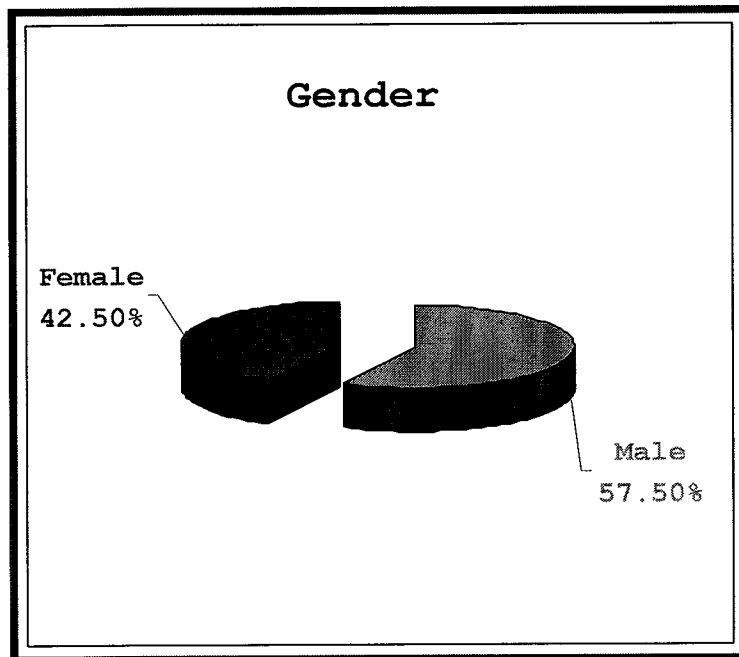
Chapter Five

Research Analysis and Findings

The way to measure the success of any television network is through the collection of feedback that traditionally obtained through surveys and questionnaires and interviews. It is a measuring tool to indicate to the management of the network what their strengths, their weaknesses and their need for improvement.

For the purpose of this study, the researcher attempts to examine that there is a correlation between the need for informative and documentary programs based on facts and television viewership in the Arab world. Moreover, the researcher tries to show that there is a high correlation between the outlook of viewers towards a news & information channel and the ratings of networks and programs in terms of viewership of its newscasts.

A Graphical Representation of the Gender of respondents

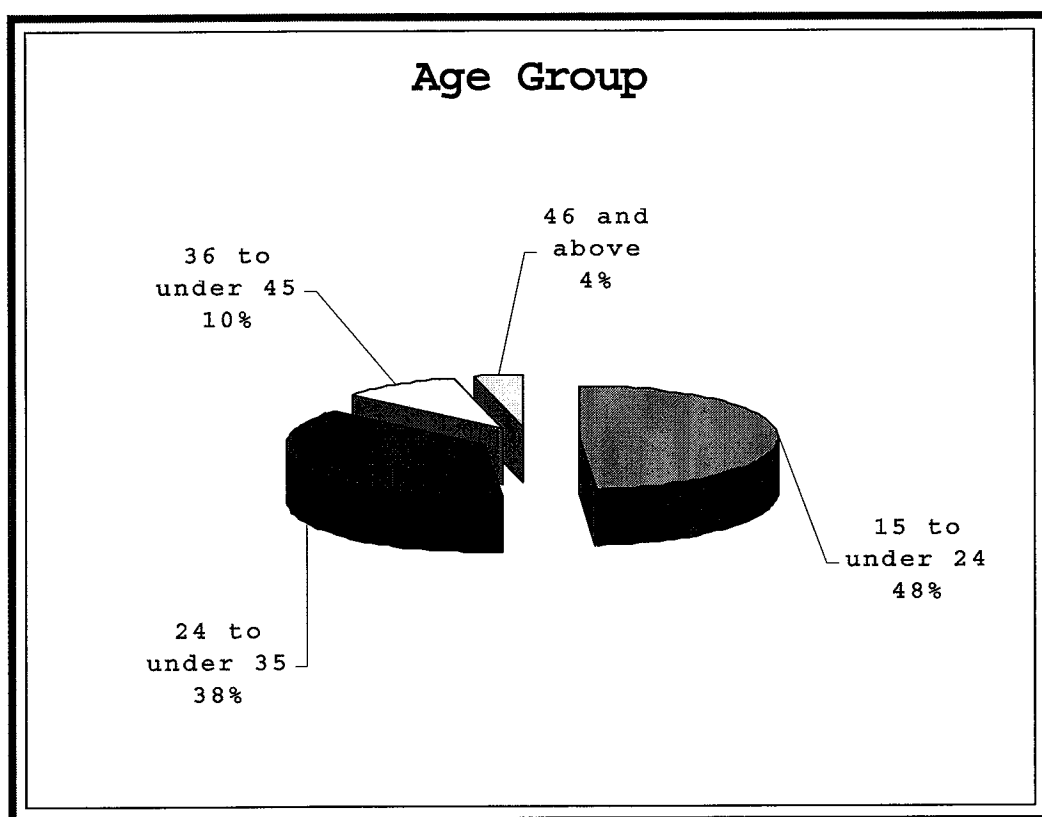


What is your gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	115	57.5	57.5	57.5
	Female	85	42.5	42.5	100.0
	Total	200	100.0	100.0	

Based on the survey, 57.5% of respondents are male, and 42.5% are female, most of which are university students or are professionals.

A Graphical Representation of the Age Group of the respondents

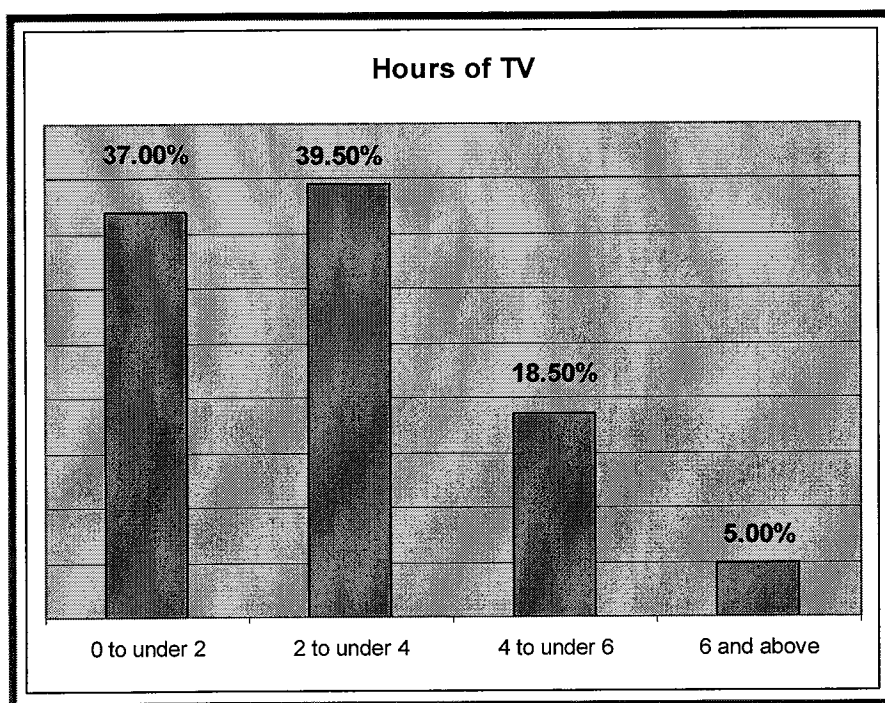


What is your age group?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15-24	97	48.5	48.5	48.5
	24-35	76	38.0	38.0	86.5
	36-45	19	9.5	9.5	96.0
	46+	8	4.0	4.0	100.0
	Total	200	100.0	100.0	

Based on the survey, most of the respondents are from 15 to under 35 (cumulative 86%) years of age. This data contributes positively to the purpose of Alhurra TV since its target audience falls within this age group.

A Graphical Representation of the number of Hours of TV watched daily by the respondents



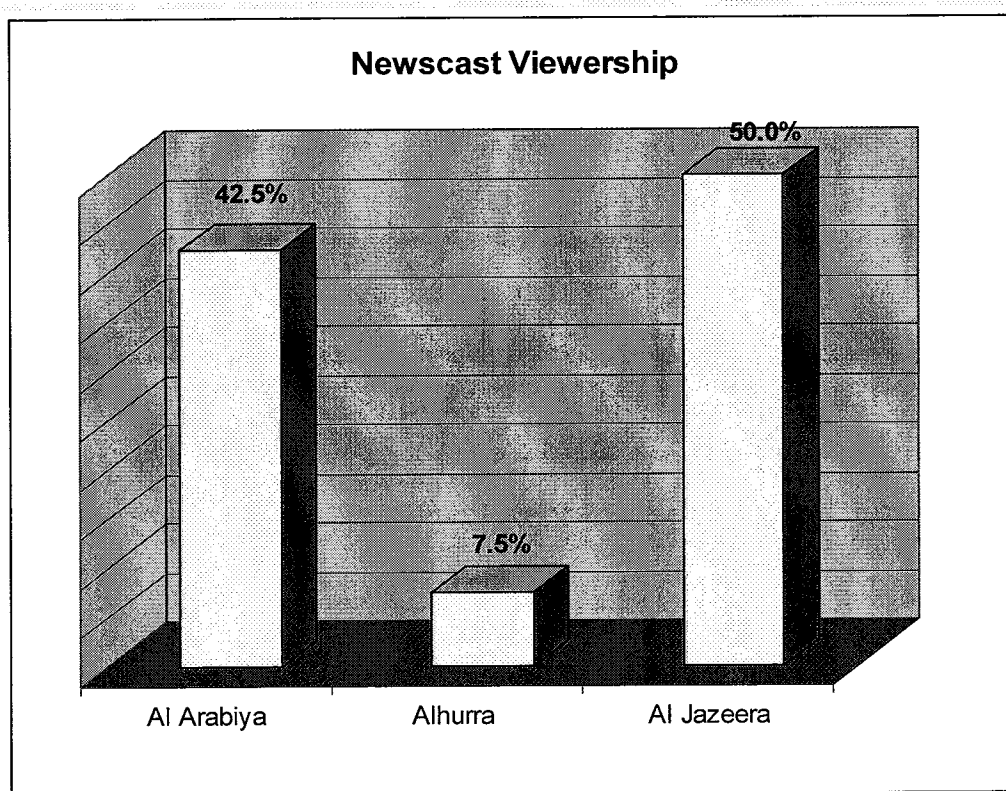
How many hours of Television do you watch a day?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-2	74	37.0	37.0	37.0
	2-4	79	39.5	39.5	76.5
	4-6	37	18.5	18.5	95.0
	6+	10	5.0	5.0	100.0
	Total	200	100.0	100.0	

Based on the survey, 37% of viewers watch less than 2 hours of television daily; 39.5% watch anywhere between 2 hours to less than 4 hours of television daily; 18.5% watch between 4 hours to less than 6 hours of television daily. One is safe to assume that at least 68.5% of viewers watch at least 2 hours of television a day, reaffirming that

television is still a popular means of entertainment and information compared to the increasing use of the internet.

A Graphical Representation of the Newscast Viewership of the respondents



On which of the following channels do you watch the regular Newscast?

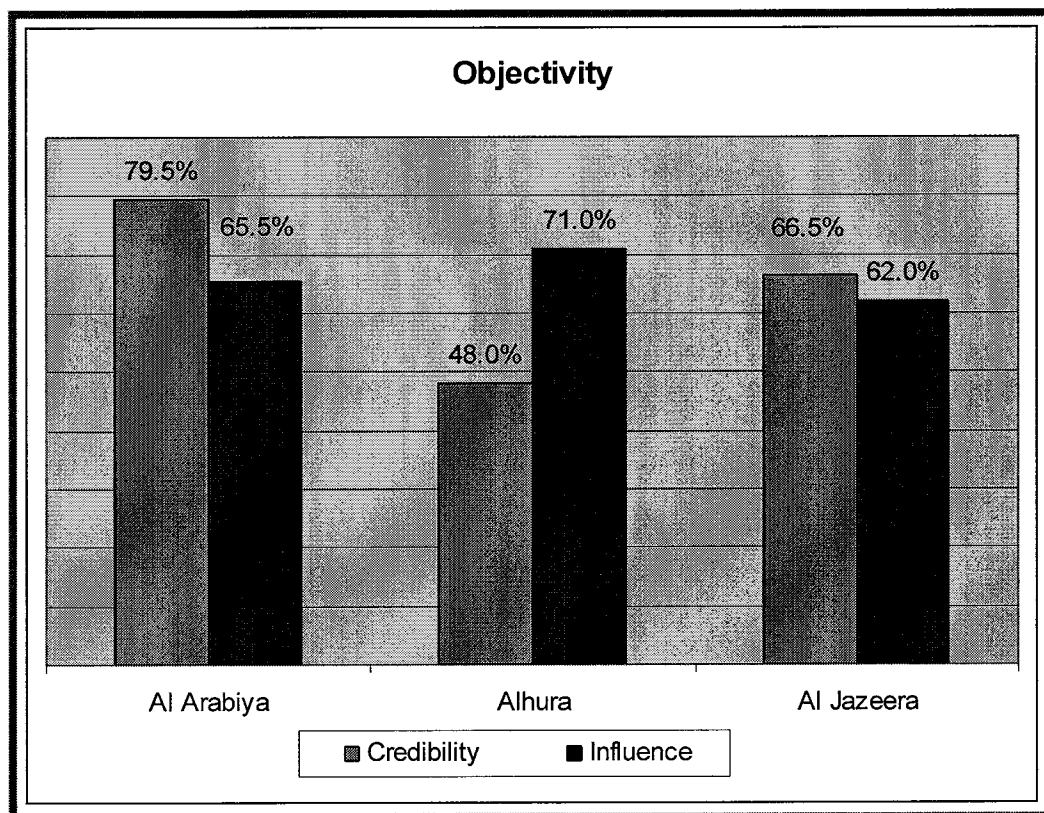
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Al Arabiya	85	42.5	42.5	42.5
	Alhurra	15	7.5	7.5	50.0
	Al Jazeera	100	50.0	50.0	100.0
	Total	200	100.0	100.0	

Based on the survey, Al Jazeera leads the way by being the most watched Arabic news and information channel; 50% of the respondents. Al Arabiya with 42.5% viewership is not far behind from its leading competitor. Alhurra, however places last out of the three with 7.5% viewership. Having been around the longest, it is evident that Al Jazeera still leads amongst all Arabic News and Information networks. It is almost like one's grandmother, right or wrong, always listened to and highly respected.

Testing Hypotheses

H1; The more the credibility of the news & information channel, the more will be watched by the audience.

A Graphical Representation of the Credibility and Influence (by Networks' funding provider) in the respondents' opinion



In your opinion, rank the objectivity/credibility of Each of the below channels (Al Arabiya)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Credibility	17	8.5	8.5	8.5
	Little Credibility	24	12.0	12.0	20.5
	Fairly Credible	72	36.0	36.0	56.5
	Very Credible	51	25.5	25.5	82.0
	Most Credible	36	18.0	18.0	100.0
Total		200	100.0	100.0	

In your opinion, rank the objectivity/credibility of Each of the below channels (Alhurra)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Credibility	50	25.0	25.0	25.0
	Little Credibility	54	27.0	27.0	52.0
	Fairly Credible	63	31.5	31.5	83.5
	Very Credible	26	13.0	13.0	96.5
	Most Credible	7	3.5	3.5	100.0
	Total	200	100.0	100.0	

In your opinion, rank the objectivity/credibility of Each of the below channels (Al Jazeera)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Credibility	29	14.5	14.5	14.5
	Little Credibility	38	19.0	19.0	33.5
	Fairly Credible	49	24.5	24.5	58.0
	Very Credible	54	27.0	27.0	85.0
	Most Credible	30	15.0	15.0	100.0
	Total	200	100.0	100.0	

Based on the survey, the most credible News Network is Al Arabiya with 79.5%, following it is Al Jazeera with 66.5%, and fairly close behind is Alhurra with 48%. In terms of which network has the most external influence on its content, Alhurra leads with 71%, then Al Arabiya with 65.5%, and Al Jazeera with 62%. In the opinion of the respondents, Alhurra is most influenced by its funding providers (USA Government) and this ties in with the Newscast factor.

Hypothesis 1 is accepted since Al Jazeera has the highest in terms of viewership and was considered the less externally influenced than Al Arabiya.

H2; The more the programs are edutainment oriented, the more the success of the program.

Based on the Cross tabulation between how many times the respondents watch the regular primetime newscast and the type of programming they are interested in, the following was deduced:

Respondents who watch primetime news daily were mostly interested in documentaries at $56/73 = 77\%$, political shows at $55/73 = 75.5\%$, then programs that tackle social issues at $48/73 = 75\%$.

However, respondents who watch primetime news 3 to 5 times were mostly interested in both documentaries and programs that tackle social issues, both at $48/64 = 75\%$, followed by political shows at $39/64 = 60\%$.

Moreover, respondents who watch primetime news once a week were mostly interested in documentaries at $44/57 = 77\%$,

followed by programs that tackle social issues at $36/53=$
 63% , then political shows at $33/57= 58\%$.

Crosstab

Count		Rank each of the below types of Programming (Political) you are most interested in watching					Total
		Not interested	Little Interest	Moderately Interested	Very Interested	Most Interested	
How often do you watch Primetime/Nighttime regular Newscast?	Daily	14	4	14	12	29	73
	3-5 times a week	12	13	12	12	15	64
	Weekly	17	7	12	12	9	57
	once a month	2	4	0	0	0	6
Total		45	28	38	36	53	200

Crosstab

Count		Rank each of the below types of Programming (Social) you are most interested in watching					Total
		Not interested	Little Interest	Moderately Interested	Very Interested	Most Interested	
How often do you watch Primetime/Nighttime regular Newscast?	Daily	9	16	25	12	11	73
	3-5 times a week	4	12	17	14	17	64
	Weekly	9	12	14	12	10	57
	once a month	2	1	2	0	1	6
Total		24	41	58	38	39	200

Crosstab

Count		Rank each of the below types of Programming (Documentaries) you are most interested in watching					Total
		Not interested	Little Interest	Moderately Interested	Very Interested	Most Interested	
How often do you watch Primetime/Nighttime regular Newscast?	Daily	6	11	21	19	16	73
	3-5 times a week	5	10	19	10	20	64
	Weekly	6	7	13	13	18	57
	once a month	0	0	1	2	3	6
Total		17	28	54	44	57	200

The more respondents find interest in being briefed about
the news, the higher rose their interest in all types of

programming. It is worth asking here whether this is due to the fact that are more exposed to television.

Hypothesis 2 is accepted since Documentaries which are edutainment programs maintained highest ratings regardless of audience's viewing habits.

H3; The more the influence on content, the less the audience.

Based on the survey, and as a result of Cross-tabulation between the channel preference for newscast viewing and the external influence of each of the three news channels, the following was deduced:

Crosstab

Count		In your opinion, is there External Influence on the Content of the News of the below Channels (Al Arabiya)?					Total
		No influence	Little Influence	Fairly Influenced	Very Influenced	Most Influenced	
On which of the following channels do you watch the regular Newscast?	Al Arabiya	19	19	27	15	5	85
	Alhurra	0	5	4	4	2	15
	Al Jazeera	7	19	38	23	13	100
Total		26	43	69	42	20	200

Crosstab

Count		In your opinion, is there External Influence on the Content of the News of the below Channels (Al Jazeera)?					Total
		No influence	Little Influence	Fairly Influenced	Very Influenced	Most Influenced	
On which of the following channels do you watch the regular Newscast?	Al Arabiya	11	7	15	24	28	85
	Alhurra	4	1	2	4	4	15
	Al Jazeera	21	32	23	12	12	100
	Total	36	40	40	40	44	200

Crosstab

Count		In your opinion, is there External Influence on the Content of the News of the below Channels (Alhurra)?					Total
		No influence	Little Influence	Fairly Influenced	Very Influenced	Most Influenced	
On which of the following channels do you watch the regular Newscast?	Al Arabiya	13	22	20	18	12	85
	Alhurra	2	2	4	6	1	15
	Al Jazeera	12	7	28	12	41	100
	Total	27	31	52	36	54	200

The respondents who choose Al Arabiya as their primary newscast source rated the highest influenced channel (fairly to most) in terms of content to be Al Jazeera with $67/85 = 78.8\%$, followed by Alhurra with $50/85 = 58.8\%$.

The respondents who choose AlJazeera as their primary newscast source rated the most influenced channel (fairly to most) in terms of content to be Al Arabiya at $84/100 = 84\%$, then Alhurra at $81/100 = 81\%$.

The respondents who choose Alhurra as their primary newscast source rated the highest influenced channel in

terms of content to be both Al Jazeera at 10/15= 67% and Al Arabiya at 10/15= 67%.

In terms of correlating credibility to personal preference, it is obvious that those who watch one channel regard the other as being biased, however, respondents who choose either Al Arabiya or Al Jazeera as their prime newscast channel considered Alhurra to be less biased than either of the two.

Hypothesis 3 is accepted. Alhurra received was rated as the least credible channel and hence, its newscast was less credible than Al Arabiya's and Al Jazeera's nightly newscast.

H4; The more the interest of the programs, the more the frequency of watching them

Based on the survey, and the Cross tabulation between the age group and the type of programming the respondents prefer, the following was deduced:

Crosstab

Count		Rank each of the below types of Programming (Political) you are most interested in watching					Total
		Not interested	Little Interest	Moderately Interested	Very Interested	Most Interested	
What is your age group?	15-24	17	15	19	18	28	97
	24-35	17	12	14	15	18	76
	36-45	10	1	3	3	2	19
	46+	1	0	2	0	5	8
Total		45	28	38	36	53	200

Crosstab

Count		Rank each of the below types of Programming (Social) you are most interested in watching					Total
		Not interested	Little Interest	Moderately Interested	Very Interested	Most Interested	
What is your age group?	15-24	13	20	21	22	21	97
	24-35	7	15	27	13	14	76
	36-45	2	3	8	3	3	19
	46+	2	3	2	0	1	8
Total		24	41	58	38	39	200

Crosstab

Count		Rank each of the below types of Programming (Documentaries) you are most interested in watching					Total
		Not interested	Little Interest	Moderately Interested	Very Interested	Most Interested	
What is your age group?	15-24	10	19	28	24	16	97
	24-35	3	8	17	17	31	76
	36-45	2	0	5	3	9	19
	46+	2	1	4	0	1	8
Total		17	28	54	44	57	200

In terms of preference between Political, Social, and Documentaries, and amongst the ages of 15 to under 46, the highest and of interest (fairly to most) is Documentary type Programming: 15 to under 24 at $68/97 = 70\%$; 24 to 35 at $65/76 = 85.5\%$, 36 to 45 at $17/18 = 94.5\%$, and 46 at 62.5% .

Although interested also in Social and Political, the highest interest is in Documentaries.

According to the survey results, the highest rated type of programming amongst all groups is documentaries.

Hypothesis 4 is accepted. Based on the survey, and the highest frequency that a specific format of a show received, documentaries found most interesting by viewers, held the highest ratings than political and social programming.

Chapter Six

Conclusion

Competing in the Media world is by far a challenge, especially when there is the credibility factor related to the type of Channel.

The success of a News and Information network in its mission though transmission is a result of mutual integration between the integration of the station's resources and the audience's preference. In fact, even if a news and information network owns all required financial resources and advanced technologies, it will be subject to failure if it does not acquire proper managerial skills, marketing plans, techniques and strategies to integrate these resources in order to satisfy and follow up on the audience preference keeping financial benefits. In order to better understand the flow of implementing all these factors, there needs to be a plan. In a study done by Dr. Michel S. Chalhoub (*Chalhoub, 1999, p. 49*), discussing the development and deployment of knowledge management, it identifies the different layers and the integration of various levels within an organization to ensure its

success. Regarding Alhurra Television, the following will briefly state how and where management at the channel utilized the "Applied Knowledge Management".

According to Dr. Chalhoub, the Performance Model consists of 5 horizontal layers: Strategic Objectives, Market Actions, Internal Capacity, Individual Skills and Tools. The integration lies vertically however, in each specified objective, which intersects with each layer to maximize its efficiency. At Alhurra Television, the first layer, strategic objectives is set forth by Senior Management, one was for example, to increase audience viewership in 2006. Market actions, is covering the Lebanon-Israel War of 2006, although not planned, it is the environment of News Covering to be there first at the scene. The internal Capacity, or third layer, is the ability of the channel to handle achieving the objective by being knowledgeable of the techniques used to properly report the stories while in line with the organization's mission and objectives. As for the fourth layer, individual skills, from the presenters, to producers, to schedulers, and to any manager, the capability and the knowledge of these individuals is key to obtain the intended outcome. The last and fifth layer is tools, from the most advanced digital equipment to the desk

and chairs used for producing a 5 minute breaking news update, without these proper essentials, the channel can not generate the appropriate results.

Hence these five layers are all bound by a common thread objective, ultimately enabling the organization, in this case Alhurra Television to function at its highest potential. Senior Management of the channel, should utilize this model to better measure the objectives set and their results.

It is also imperative that News and information networks, regardless of their political affiliations or mission-based ideologies, to gain audience credibility and approval. The analysis in this research paper, shows that the higher the credibility of a news and information channel the more it will be viewed. Hence, Alhurra television received lowest ratings and lowest credibility unlike the Al Jazeera Television and Al Arabiya Television which received highest ratings and high credibility percentage from their viewers.

Al Jazeera Television has been around for more than twelve years and hence, has earned the respect and trust of many Arab viewers. For nearly a decade it was the sole Arabic

News and information channel. It has a dedicated audience and an established brand of programming keeping the viewer tuned in as shown in the findings (Chapter 4, methodology).

Al Arabiya Television, although only one year older than Alhurra Television, made its mark by being the counter news and information channel to Al Jazeera Television. A lot of effort was placed into competing the other network in terms of getting to the scene of the event before anyone else. Both networks share an almost even high percentage of viewership as shown in the findings. Al Arabiya has also an established brand of programming.

According to the study done by ACNEILSEN (see Appendix I) for MBN networks in 2005, it showed that Alhurra Television had an average of 15% viewership compared to Al Jazeera TV and Al Arabiya TV. And that at the time, was considered a positive achievement by the management of the network, the BBG and the United States Government. Based on the study for this research, Alhurra Television received a slightly lower percentage of viewership than the one reported by ACNEILSEN (see Appendix I). Although the ratings for Alhurra Television were not nearly as high as Al Jazeera's

and Al Arabiya's, broadcast experts still consider low numbers for a new channel to be doing well.

Another significant findings based on the survey is that viewers are most interested in documentaries programs. This is one advantage in Alhurra Television's programming grid since it offers five times more documentaries than its two competitors, Al Jazeera and Al Arabiya.

The research also revealed that higher viewership ratings for news and information channels are obtained through edutainment programming. This perhaps may be useful to all news and information channels to focus more on the quality of educational programming while making it entertaining at the same time.

Both Alhurra's competitors have branded themselves and placed their marks in the minds of Arabic-speaking viewers due to their years of experience, i.e.: Al Jazeera, and due to their superior technical and personnel resources to respond more adequately to breaking news, i.e.: Al Arabiya.

Bare in mind that Alhurra Television is non-profit organization and hence, will sustain remaining on air even with low viewership ratings longer than profit driven news and information channels such as Al Arabiya and Al Jazeera television.

Recommendations

Based on the findings, the means by which Alhurra Television can increase its viewership is to hire presenters that are highly admired in the Arab World. Most of the news and information channels are usually branded with the star host or presenter.

In terms of the betterment of managing Alhurra Television, the following recommendation may be useful: to increase the Arabic speaking staff executives at Alhurra Television. It is essential for the heads of the network to understand what is being broadcast in order to control the resulting on air quality based on a thorough apprehension of the Arabic language and culture.

For marketing purposes, it is best to bring on board experts in the region of broadcast to closely work with management for setting forth successful marketing strategies. Marketers with an Arabic background are key factors in developing a relevant marketing and marketing communication campaign.

Recommended Future Research

In terms of further study, I recommend a research be done on the "marketing strategies of Alhurra Television" to better assess the effects of promoting the network on the target audience.

Appendices

Appendix I - ACNeilsen

Alhurra Report

Appendix II - Survey

Appendix III - Frequencies:

Cross Tabulation

Chi - Square test

Appendix IV - Personal

Interviews

Appendix I

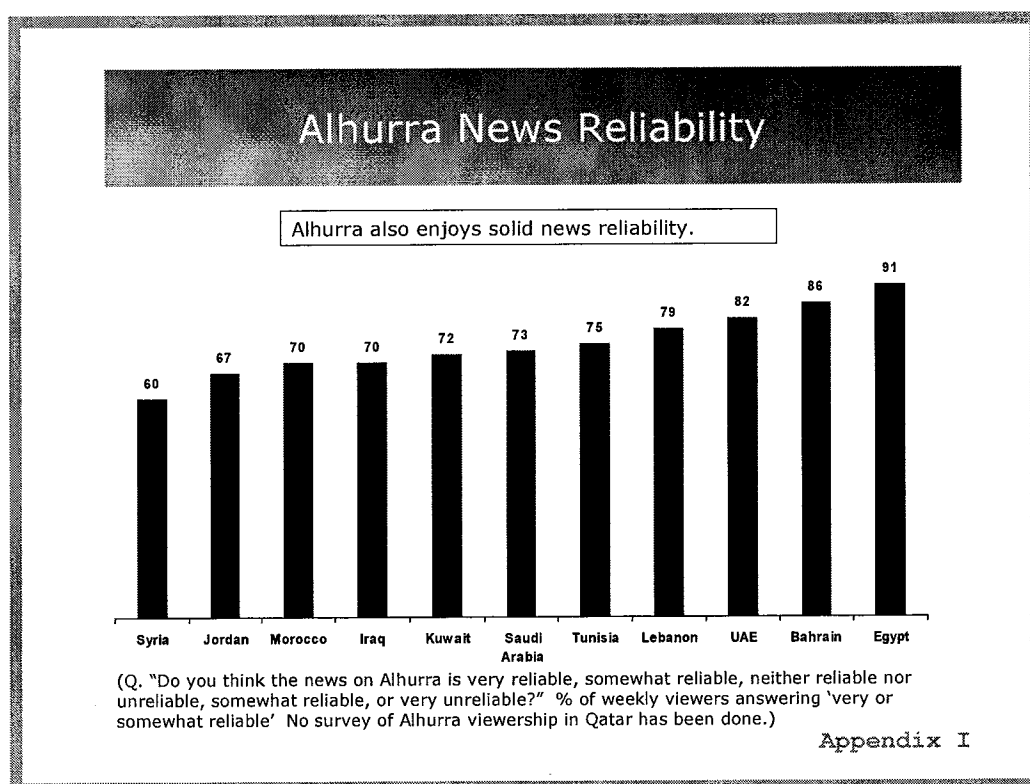
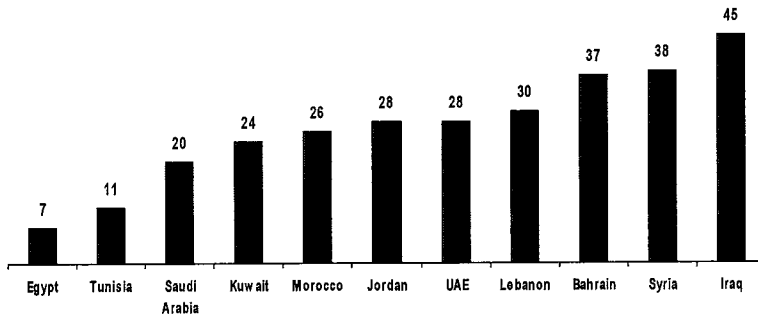


Figure 1

Alhurra General Viewership

(% viewership among all adults 15+ in satellite reception households)

In just 18 months, Alhurra has carved out significant market share in one of the most competitive TV markets in the world (140 satellite channels).



Qatar is not included as no survey of Alhurra viewership in Qatar has been done.

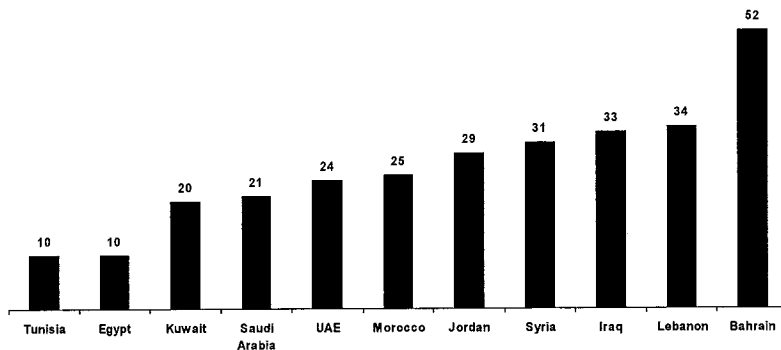
Appendix I

Figure 2

Alhurra "Elite" Viewership

(% weekly viewership among social classes "A&B" in satellite reception households)

Give the role of Arab satellite TV in the region's public discourse, Alhurra's success in attracting potential opinion-shapers elites is very important.



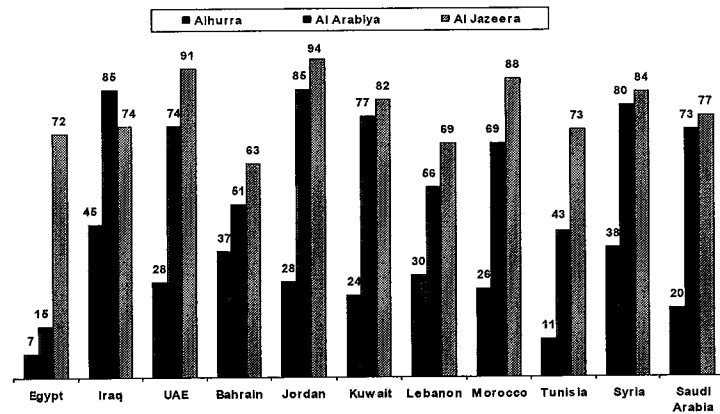
Appendix I

Figure 3

Alhurra, Al Jazeera, and Al Arabiya

(% weekly adult viewership in satellite households)

In only a year and a half – amidst the region's anti-Americanism and the nationalistic Arab channels – Alhurra has nonetheless achieved a foothold in the highly competitive satellite TV market.



Appendix I

Figure 4

Research Methodology

- Research findings presented here are based on face-to-face interviews conducted in Arabic in Iraq (March 2005), in Syria (December 2004-January 2005); in Qatar (March 2004). Egypt, Jordan, Lebanon, UAE, Kuwait, Morocco, Tunisia, Bahrain, and Saudi Arabia (May-June 2005).
- Sample sizes were distributed as follows: Iraq (2500), Syria (1516), Egypt (2010), Jordan (1500), UAE (1202), Bahrain (1200), Kuwait (1506), Lebanon (1507), Morocco (2000), Tunisia (1501), Saudi Arabia (2001), and Qatar (1000).
- All samples were nationally representative except for UAE (Abu Dhabi and Dubai), Morocco (main cities only), Qatar (Doha only) and Syria (urban areas and surroundings.) Surveys in Saudi Arabia, Bahrain, Kuwait, Qatar, and UAE covered nationals and Arab expatriates only.
- Research fieldwork, except in Iraq, was conducted by ACNielsen (in conjunction with Washington-based Intermedia, the BBG's general research contractor).
- Tunisian listening and viewing rates are not presented in the report as there are not yet viable distribution networks in the country and therefore no measurable audience.
- Margin of error: +/- 2.6%.

Appendix I

Figure 5

Appendix II

SURVEY

My name is Aline Ibrahim, and as a part of my fulfillment for the MBA program at LAU School of Business (Beirut Fall 2006), I am conducting the below survey regarding audience viewership trends towards Arabic News Channels. Kindly respond to the questions set.

How many hours of Television do you watch a day?

- ☐ 0 to under 2 Hours ☐ 2 to under 4 Hours ☐ 4 to under 6 Hours ☐ 6 Hours +

In the event of "Breaking News" which of the below channels would you turn on first?

- ☐ Al Arabiya ☐ Alhurra ☐ Al Jazeera

How often do you watch Primetime/Nighttime regular Newscast?

- ☐ Daily ☐ 3 - 5 Times/Week ☐ Once a week ☐ Once a month

On which of the below channels would you watch the Primetime/Nighttime regular Newscast?

- ☐ Al Arabiya ☐ Alhurra ☐ Al Jazeera

Rank **EACH** of the below types of Programming you are most interested in watching:

1 Least Interesting to 5 Most Interesting:

- Political Social Documentaries

In your opinion, rank the objectivity/credibility of the EACH of the below channels from 1 being the least objective/credible to 5 being the most objective/credible:

- Al Arabiya Alhurra Al Jazeera

In your opinion, is there External influence on the Content of the News of the below channels?

1 Least External Influence to 5 Most External Influence:

- Al Arabiya Alhurra Al Jazeera

Who is the first name you think of when asked "Who is the best Anchor or Host or Presenter on any Arabic TV"?

Country of residence

Nationality

What is your age group?

- ☐ 15 to under 24 ☐ 24 to under 35 ☐ 36 to under 45 ☐ 46 and above

What is your gender?

- ☐ Male ☐ Female

Appendix III - Frequencies

Frequency Table

Country of Residence

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lebanon	156	78.0	78.0	78.0
	UAE	17	8.5	8.5	86.5
	Saudi Arabia	6	3.0	3.0	89.5
	Kuwait	2	1.0	1.0	90.5
	Qatar	1	.5	.5	91.0
	Syria	7	3.5	3.5	94.5
	Jordan	5	2.5	2.5	97.0
	Egypt	2	1.0	1.0	98.0
	Morocco	4	2.0	2.0	100.0
	Total	200	100.0	100.0	

Nationality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lebanese	164	82.0	82.0	82.0
	Saudi Arabian	4	2.0	2.0	84.0
	Kuwaiti	1	.5	.5	84.5
	Syrian	11	5.5	5.5	90.0
	Jordanian	5	2.5	2.5	92.5
	Egyptian	3	1.5	1.5	94.0
	Palestinian	5	2.5	2.5	96.5
	Moroccan	4	2.0	2.0	98.5
	Sudanese	1	.5	.5	99.0
	Palestinian	1	.5	.5	99.5
	Emirati	1	.5	.5	100.0
	Total	200	100.0	100.0	

What is your age group?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15-24	97	48.5	48.5	48.5
	24-35	76	38.0	38.0	86.5
	36-45	19	9.5	9.5	96.0
	46+	8	4.0	4.0	100.0
	Total	200	100.0	100.0	

What is your gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	115	57.5	57.5	57.5
	Female	85	42.5	42.5	100.0
	Total	200	100.0	100.0	

How many hours of Television do you watch a day?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-2	74	37.0	37.0	37.0
	2-4	79	39.5	39.5	76.5
	4-6	37	18.5	18.5	95.0
	6+	10	5.0	5.0	100.0
	Total	200	100.0	100.0	

In the event of Breaking News, which of the below channels would you turn on first?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Al Arabiya	85	42.5	42.5	42.5
	Alhurra	13	6.5	6.5	49.0
	Al Jazeera	102	51.0	51.0	100.0
	Total	200	100.0	100.0	

How often do you watch Primetime/Nighttime regular Newscast?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Daily	73	36.5	36.5	36.5
	3-5 times a week	64	32.0	32.0	68.5
	Weekly	57	28.5	28.5	97.0
	once a month	6	3.0	3.0	100.0
	Total	200	100.0	100.0	

On which of the following channels do you watch the regular Newscast?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Al Arabiya	85	42.5	42.5	42.5
	Alhurra	15	7.5	7.5	50.0
	Al Jazeera	100	50.0	50.0	100.0
	Total	200	100.0	100.0	

Rank each of the below types of Programming (Political) you are most interested in watching

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not interested	45	22.5	22.5	22.5
	Little Interest	28	14.0	14.0	36.5
	Moderately Interested	38	19.0	19.0	55.5
	Very Interested	36	18.0	18.0	73.5
	Most Interested	53	26.5	26.5	100.0
	Total	200	100.0	100.0	

Rank each of the below types of Programming (Social) you are most interested in watching

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not interested	24	12.0	12.0	12.0
	Little Interest	41	20.5	20.5	32.5
	Moderately Interested	58	29.0	29.0	61.5
	Very Interested	38	19.0	19.0	80.5
	Most Interested	39	19.5	19.5	100.0
	Total	200	100.0	100.0	

Rank each of the below types of Programming (Documentaries) you are most interested in watching

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not interested	17	8.5	8.5	8.5
	Little Interest	28	14.0	14.0	22.5
	Moderately Interested	54	27.0	27.0	49.5
	Very Interested	44	22.0	22.0	71.5
	Most Interested	57	28.5	28.5	100.0
	Total	200	100.0	100.0	

In your opinion, rank the objectivity/credibility of Each of the below channels (Al Arabiya)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Credibility	17	8.5	8.5	8.5
	Little Credibility	24	12.0	12.0	20.5
	Fairly Credible	72	36.0	36.0	56.5
	Very Credible	51	25.5	25.5	82.0
	Most Credible	36	18.0	18.0	100.0
	Total	200	100.0	100.0	

In your opinion, rank the objectivity/credibility of Each of the below channels (Alhurra)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Credibility	50	25.0	25.0	25.0
	Little Credibility	54	27.0	27.0	52.0
	Fairly Credible	63	31.5	31.5	83.5
	Very Credible	26	13.0	13.0	96.5
	Most Credible	7	3.5	3.5	100.0
	Total	200	100.0	100.0	

In your opinion, rank the objectivity/credibility of Each of the below channels (Al Jazeera)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Credibility	29	14.5	14.5	14.5
	Little Credibility	38	19.0	19.0	33.5
	Fairly Credible	49	24.5	24.5	58.0
	Very Credible	54	27.0	27.0	85.0
	Most Credible	30	15.0	15.0	100.0
	Total	200	100.0	100.0	

In your opinion, is there External Influence on the Content of the News of the below Channels (Al Arabiya)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No influence	26	13.0	13.0	13.0
	Little Influence	43	21.5	21.5	34.5
	Fairly Influenced	69	34.5	34.5	69.0
	Very Influenced	42	21.0	21.0	90.0
	Most Influenced	20	10.0	10.0	100.0
	Total	200	100.0	100.0	

In your opinion, is there External Influence on the Content of the News of the below Channels (Alhurra)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No influence	27	13.5	13.5	13.5
	Little Influence	31	15.5	15.5	29.0
	Fairly Influenced	52	26.0	26.0	55.0
	Very Influenced	36	18.0	18.0	73.0
	Most Influenced	54	27.0	27.0	100.0
	Total	200	100.0	100.0	

1 your opinion, is there External Influence on the Content of the News of the below Channels (Al Jazeera)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No influence	36	18.0	18.0	18.0
	Little Influence	40	20.0	20.0	38.0
	Fairly Influenced	40	20.0	20.0	58.0
	Very Influenced	40	20.0	20.0	78.0
	Most Influenced	44	22.0	22.0	100.0
	Total	200	100.0	100.0	

Who is the first name of when asked "Who is the best Anchor or Presenter on any arabic TV"?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Marcel Ghanem	83	41.5	41.5	41.5
	Ghassan Bin Jeddou	32	16.0	16.0	57.5
	May Chidiac	8	4.0	4.0	61.5
	Others	77	38.5	38.5	100.0
	Total	200	100.0	100.0	

Crosstabs

[DataSet1] C:\Documents and Settings\All Users\Documents\MBA
Aline\Aline Alhurra.sav

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
On which of the following channels do you watch the regular Newscast? * In your opinion, rank the objectivity/credibility of Each of the below channels (Alhurra)?	200	100.0%	0	.0%	200	100.0%
On which of the following channels do you watch the regular Newscast? * In your opinion, is there External Influence on the Content of the News of the below Channels (Al Arabiya)?	200	100.0%	0	.0%	200	100.0%
On which of the following channels do you watch the regular Newscast? * In your opinion, is there External Influence on the Content of the News of the below Channels (Al Jazeera)?	200	100.0%	0	.0%	200	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18.752 ^a	8	.016
Likelihood Ratio	20.555	8	.008
Linear-by-Linear Association	6.931	1	.008
N of Valid Cases	200		

a. 7 cells (46.7%) have expected count less than 5. The minimum expected count is .53.

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	-.187	.068	-2.673	.008 ^c
Ordinal by Ordinal	Spearman Correlation	-.175	.070	-2.497	.013 ^c
N of Valid Cases		200			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

On which of the following channels do you watch the regular Newscast? * In your opinion, is there External Influence on the Content of the News of the below Channels (Al Arabiya)?

Crosstab

Count		In your opinion, is there External Influence on the Content of the News of the below Channels (Al Arabiya)?					Total
		No influence	Little Influence	Fairly Influenced	Very Influenced	Most Influenced	
On which of the following channels do you watch the regular Newscast?	Al Arabiya	19	19	27	15	5	85
	Alhurra	0	5	4	4	2	15
	Al Jazeera	7	19	38	23	13	100
Total		26	43	69	42	20	200

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.924 ^a	8	.043
Likelihood Ratio	17.462	8	.026
Linear-by-Linear Association	9.680	1	.002
N of Valid Cases	200		

a. 4 cells (26.7%) have expected count less than 5. The minimum expected count is 1.50.

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.221	.068	3.182	.002 ^c
Ordinal by Ordinal	Spearman Correlation	.211	.068	3.038	.003 ^c
N of Valid Cases		200			

- a. Not assuming the null hypothesis.
b. Using the asymptotic standard error assuming the null hypothesis.
c. Based on normal approximation.

On which of the following channels do you watch the regular Newscast? * In your opinion, is there External Influence on the Content of the News of the below Channels (Al Jazeera)?

Crosstab

Count		In your opinion, is there External Influence on the Content of the News of the below Channels (Al Jazeera)?					Total
		No influence	Little Influence	Fairly Influenced	Very Influenced	Most Influenced	
On which of the following channels do you watch the regular Newscast?	Al Arabiya	11	7	15	24	28	85
	Alhurra	4	1	2	4	4	15
	Al Jazeera	21	32	23	12	12	100
Total		36	40	40	40	44	200

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	33.503 ^a	8	.000
Likelihood Ratio	35.064	8	.000
Linear-by-Linear Association	22.084	1	.000
N of Valid Cases	200		

- a. 5 cells (33.3%) have expected count less than 5. The minimum expected count is 2.70.

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	-.333	.065	-4.971	.000 ^c
Ordinal by Ordinal	Spearman Correlation	-.335	.065	-5.006	.000 ^c
N of Valid Cases		200			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Crosstabs

[DataSet1] C:\Documents and Settings\All Users\Documents\MBA
Aline\Aline Alhurra.sav

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
On which of the following channels do you watch the regular Newscast? * In your opinion, is there External Influence on the Content of the News of the below Channels (Alhurra)?	200	100.0%	0	.0%	200	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	32.634 ^a	8	.000
Likelihood Ratio	33.152	8	.000
Linear-by-Linear Association	12.080	1	.001
N of Valid Cases	200		

a. 5 cells (33.3%) have expected count less than 5. The minimum expected count is 2.03.

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.246	.068	3.577	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.257	.068	3.744	.000 ^c
N of Valid Cases		200			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Crosstabs

[DataSet1] C:\Documents and Settings\All Users\Documents\MBA
Aline\Aline Alhurra.sav

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
What is your age group? * Rank each of the below types of Programming (Political) you are most interested in watching	200	100.0%	0	.0%	200	100.0%
What is your age group? * Rank each of the below types of Programming (Social) you are most interested in watching	200	100.0%	0	.0%	200	100.0%
What is your age group? * Rank each of the below types of Programming (Documentaries) you are most interested in watching	200	100.0%	0	.0%	200	100.0%

What is your age group? * Rank each of the below types of Programming
(Political) you are most interested in watching.

Crosstab

Count

		Rank each of the below types of Programming (Political) you are most interested in watching					Total
		Not interested	Little Interest	Moderately Interested	Very Interested	Most Interested	
What is your age group?	15-24	17	15	19	18	28	97
	24-35	17	12	14	15	18	76
	36-45	10	1	3	3	2	19
	46+	1	0	2	0	5	8
Total		45	28	38	36	53	200

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.663 ^a	12	.074
Likelihood Ratio	20.024	12	.067
Linear-by-Linear Association	.826	1	.364
N of Valid Cases	200		

a. 9 cells (45.0%) have expected count less than 5. The minimum expected count is 1.12.

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	-.064	.076	-.908	.365 ^c
Ordinal by Ordinal	Spearman Correlation	-.093	.073	-1.308	.192 ^c
N of Valid Cases		200			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

What is your age group? * Rank each of the below types of Programming (Social) you are most interested in watching.

Crosstab

Count

		Rank each of the below types of Programming (Social) you are most interested in watching					Total
		Not interested	Little Interest	Moderately Interested	Very Interested	Most Interested	
What is your age group?	15-24	13	20	21	22	21	97
	24-35	7	15	27	13	14	76
	36-45	2	3	8	3	3	19
	46+	2	3	2	0	1	8
Total		24	41	58	38	39	200

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.330 ^a	12	.587
Likelihood Ratio	11.378	12	.497
Linear-by-Linear Association	1.467	1	.226
N of Valid Cases	200		

a. 9 cells (45.0%) have expected count less than 5. The minimum expected count is .96.

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	-.086	.072	-1.213	.227 ^c
Ordinal by Ordinal	Spearman Correlation	-.064	.071	-.907	.366 ^c
N of Valid Cases		200			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

What is your age group? * Rank each of the below types of Programming (Documentaries) you are most interested in watching.

Crosstab

Count

		Rank each of the below types of Programming (Documentaries) you are most interested in watching					Total
		Not interested	Little Interest	Moderately Interested	Very Interested	Most Interested	
What is your age group?	15-24	10	19	28	24	16	97
	24-35	3	8	17	17	31	76
	36-45	2	0	5	3	9	19
	46+	2	1	4	0	1	8
Total		17	28	54	44	57	200

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	27.126 ^a	12	.007
Likelihood Ratio	30.856	12	.002
Linear-by-Linear Association	2.710	1	.100
N of Valid Cases	200		

a. 8 cells (40.0%) have expected count less than 5. The minimum expected count is .68.

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.117	.078	1.653	.100 ^c
Ordinal by Ordinal	Spearman Correlation	.200	.071	2.878	.004 ^c
N of Valid Cases		200			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Crosstabs

[DataSet1] C:\Documents and Settings\All Users\Documents\MBA
Aline\Aline Alhurra.sav

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
How often do you watch Primetime/Nighttime regular Newscast? * Rank each of the below types of Programming (Political) you are most interested in watching	200	100.0%	0	.0%	200	100.0%
How often do you watch Primetime/Nighttime regular Newscast? * Rank each of the below types of Programming (Social) you are most interested in watching	200	100.0%	0	.0%	200	100.0%
How often do you watch Primetime/Nighttime regular Newscast? * Rank each of the below types of Programming (Documentaries) you are most interested in watching	200	100.0%	0	.0%	200	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	31.912 ^a	12	.001
Likelihood Ratio	30.572	12	.002
Linear-by-Linear Association	11.878	1	.001
N of Valid Cases	200		

a. 5 cells (25.0%) have expected count less than 5. The minimum expected count is .84.

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	-.244	.067	-3.545	.000 ^c
Ordinal by Ordinal	Spearman Correlation	-.240	.068	-3.475	.001 ^c
N of Valid Cases		200			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

How often do you watch Primetime/Nighttime regular Newscast? * Rank each of the below types of Programming (Social) you are most interested in watching

Crosstab

Count		Rank each of the below types of Programming (Social) you are most interested in watching					Total
		Not interested	Little Interest	Moderately Interested	Very Interested	Most Interested	
How often do you watch Primetime/Nighttime regular Newscast?	Daily	9	16	25	12	11	73
	3-5 times a week	4	12	17	14	17	64
	Weekly	9	12	14	12	10	57
	once a month	2	1	2	0	1	6
Total		24	41	58	38	39	200

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.502 ^a	12	.572
Likelihood Ratio	11.093	12	.521
Linear-by-Linear Association	.047	1	.828
N of Valid Cases	200		

a. 5 cells (25.0%) have expected count less than 5. The minimum expected count is .72.

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	-.015	.073	-.217	.828 ^c
Ordinal by Ordinal	Spearman Correlation	.002	.072	.025	.980 ^c
N of Valid Cases		200			

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.
- c. Based on normal approximation.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.362 ^a	12	.833
Likelihood Ratio	8.705	12	.728
Linear-by-Linear Association	1.594	1	.207
N of Valid Cases		200	

- a. 6 cells (30.0%) have expected count less than 5. The minimum expected count is .51.

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.089	.069	1.264	.208 ^c
Ordinal by Ordinal	Spearman Correlation	.090	.069	1.271	.205 ^c
N of Valid Cases		200			

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.
- c. Based on normal approximation.

Appendix IV

Interview with Vice President of Network News - Alhurra Television - Larry Register

- What are audience's expectations from a live news organization?

"The audience of any news organization expects to see the action unfold with full coverage. For example, the execution of Saddam Hussein; our viewers were the first to hear it from Alhurra TV, and watched as we reported live from on location".

- What are some limitations and restrictions that Alhurra TV faces?

"The first limitation is perhaps name recognition aspect. Equally important is the limitation in resources both human resources and funding".

- Identify and comment on Regional sensitivities

"Basically we need to abide by local laws when doing news. We have to be mindful and respectful of the cultures we broadcast to, yet ultimately there is a job to do and we have to do it".

- To Alhurra Management, what is the definition of credibility regarding news reporting?

"By covering all sides of a news story, not just two sides, but all sides, we can provide objective and bias free information. Each story needs to be verified by at least 2 credible sources before we run it on our networks".

- How is accuracy maintained in terms of what is identified in Alhurra's mission statement?

"Every day you work hard to get it right. We are human we make mistakes yet we learn from our mistakes and try our best to make it right the next time! By providing accurate news it will reflect what the mission statement seeks to accomplish".

Interview with the Senior Managing Consultant - Alhurra
Television - Farrell Meisel

- Based on what data was the Programming Strategy based on Pre-launch? After launch did it change?

Regarding pre-launch programming strategy - we did preliminary studies (commissioned by Bert Kleinman consultant for Radio SAWA and acting President of MBN 2003-2006) in the Middle East to determine if there were a viewing appetite for another channel that reflected different attributes. The study was done with no mention of the US Congress being the sole funding agency. Based on that information, perfect TV model was designed in August of 2003.

Originally the Alhurra Programming grid reflected of 4 hour wheel of news magazine. So that was changed to first grid based on response of what the audience wanted to see. I would not accept a 4-hour wheel designed like radio because it was not catering to the appropriate broadcast medium so the line-up of the grid was transformed.

Even in post launch research commissioned by Nielsen Media Research, the people surveyed were predominately Arab language viewers.

(See Table for Nielsen ratings - Appendix I)

- How was the target audience identified, who was it?
Did it change based on feedback?

The target audience is 15-40 year old Arabic speaking individuals, living in Arab speaking countries. They wanted to see objective portrayal of TV information based. Although the most attention was received from the core educated viewer however that was not the criteria. This did not cover people who could watch CNN, BBC, TV5 & etc... - We wanted those watching Al Jazeera, Al Arabiya, LBC, Future, Dubai television and so forth.

First feedback was received when ratings compiled by professional marketing information organization three to four months after launch some minor adjustments to the grids were made, such as replacing the daytime cooking

shows that proved to have low ratings. We stayed to our course of information based. I give an analogy that CNN and the BBC have softer information yet did not make them less relevant. Based on that, the following programs were integrated on our grid; from technology, to entertainment, to news, to fashion, to sports - effectively Alhurra TV represented an electronic newspaper.

- What strategies were used to target the intended audience?

Once we as the management saw how they responded providing and countering what was and what was not being done by our competing networks **Al Jazeera TV** and **Al Arabiya TV**, it was decided tat the presentation was always going to be very transparent. American style was the way to go, Alhurra TV is an American channel broadcasting in Arabic similar to Telemundo. The accent on programming the strategies were targeted a lot differently but the basis was American style marketing news techniques which were critical".

- Which factors proved most successful in achieving the objectives?

The sampling of acquired programming and quality was critical, acquiring programs from major well renowned

production companies such as WGBH, Granada, BBC that had documentaries that were not afraid to tackle major topics such as the Enron case, Tony Blair & Donald Rumsfeld. What also made us stand out is that we were not sympathetic to the US Bush Administration. In regards to the newscast it took time for them to develop. In other in-house production the royalty were the civilized talk shows from Free hour and All Directions as opposed to Al Jazeera whose talk shows are more screen fest.

Also, major events that took place in Middle East and our ability to cover them placed us on the map. We were being taken for real - from the coverage of Hamas leaders being killed, the Hariri assassination - Townhall meetings with Libyan president Qaddafi - the July 2006 war on Lebanon - it was basically our ability to do things with the sense of decency.

- Was management successful in achieving the goals as stated in the Alhurra TV's mission statement?

Yes! The difficulties were that Downtown Washington wanted us to become CSPAN, critics in the Middle East claimed we were all over the place. Our point however was the depth

range and give people a break from constant badgering of news were successful in spite what academics misinterpreted statistics about Alhurra since they do not acquire the know-how of TV figures and ratings.

We achieved a goal - CUM builders. It is to find programming that will attract a cumulative audience base - for example during the course of the year look at FOX networks has one or 2 programs that are most watched and featured in the 4Q from advertising standpoint - they seem to roll out consistently their bigger guns however through American Idol - its audience is so strong that they have created a CUM.

At Alhurra TV, we targeted the men through programming shows relevant to their wants at 5 pm, 6 pm, and 7 pm, and looked for certain documentary topics. Our biggest asset was being the only Arabic channel to broadcast the NBA games and game summary, this gave us a great opportunity to Cross promote our other shows during breaks. Women were targeted in daytime programming and hence we had lifestyle, fashion, and health & fitness.

Interview with Governor Joaquin F. Blaya - Broadcasting
Board of Governors - United States Government

- What is the main responsibility of MBN - Alhurra TV being a non-profit organization?

"You have to give the audience reasons to watch!

One overwhelming responsibility is to inform accurately & in a balanced fashion. Democracies are not built through promotion! The main function of Alhurra is to provide objective and balanced news within the parameter of a civilized world, and to provide balanced news and information as a halfway factor in the dialogue in democratic societies.

The function of Television is to entertain. If the channel is not watched it will not make an impact, so delivering to audiences and making an impact is the key! When the word entertainment is stated everything thinks of frivolous programming but Entertainment covers everything. Audience needs to be intrigued to watch, news watchers are surprisingly a small group amongst TV viewers. You have to

make it entertaining and informative for the audience to watch Alhurra Television over other channels".

- What are your views on Marketing, Marketing Strategies and the Target Audience?

"Due to the incredible expansion in the Middle East of satellite one must understand that Satellite TV is a new terrain. Most viewers in the Arab world went from having one or two channels to having accessibility over 200 channels within a very short period of time. Thus gave the basis for Alhurra to establish itself as a reference point while competing with the profit driven organizations yet all TV Channels are relatively new.

Even though Alhurra is non-profit its marketing strategies do not really differ from a private sector broadcast network, promotion is done not through advertisers, rather through the distinction in the types of programming, i.e.: Free Hour, Mussawat, and so forth... then sell the service based on ratings and feedback while maintaining moral responsibilities as in any other organization. The Staff should be committed to the mission!

When I used to work for private companies I used to highly respect the people there, however when I joined the BBG and it being non-profit, I had an even greater respect in the sense that I saw that people were more driven by mission than by profit. The key point is to **Define clearly** what MBN has to offer, who it is offering to, and how it is offering. TV has evolved just like Radio to suit the needs and wants especially with the birth of Internet.

It is like survival of the fittest, if you know how to survive there is no reason for extinction, one has to adapt to change. TV has to be specific, the audience needs to establish that Alhurra is a reference point for a specific event or subject, and that is basically the management's main objective to accomplish".

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