

International Broadcasters Confronted with Great Changes Their Strategies amid Streamlining

Part II: Deutsche Welle (Germany)¹

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All over the world, the climate of international broadcasting is undergoing marked change. While the advent of new media has rapidly reconfigured how information is transmitted, spawning startups in the international broadcasting field, most traditional international broadcasters in Europe and North America confront serious financial challenges. The British Broadcasting Corporation (BBC) and Germany's Deutsche Welle, two of the world's most influential broadcasters, have not been exempt from these currents of change.

Established in 1953 amid Germany's post-World War II reconstruction, Deutsche Welle is a public broadcaster specializing in international broadcasts and funded mainly by the federal government. Operating independently of the government, Deutsche Welle seeks to promote understanding of Germany abroad as well as dialogue and mutual understanding in the international community. It is also involved in international cooperation, notably through efforts to train journalists in developing countries.

Amid austerity measures initiated by the German federal government, in July 2011 Deutsche Welle began implementing a major reform. The main changes have been a radical reduction of shortwave radio broadcasting—from a daily total of 260 to 55 hours—and an expansion of television broadcasting. Deutsche Welle has adopted a two-tier strategy for developing its services in the coming years: a global approach aimed at disseminating information to a larger worldwide audience through expansion of international television services in English, Spanish, Arabic, and German and a regional approach focused on providing information tailored to the needs of particular regions, primarily through the Internet.

The field of international broadcasting has entered a period of sweeping reform. Dramatic changes in the media environment are driving diversification in the ways information is disseminated, and broadcasters based in developing countries are rapidly enhancing their presence in the international arena. Meanwhile, international broadcasters in the West are all under increasing pressure to reduce costs.

As competition in international broadcasting intensifies, why have broadcasters in Western countries experienced financial difficulties? And how are they coping with the situation? Following on from our discussion of the BBC in Part 1, let us consider such questions in the case of international broadcasting in Germany.

Like NHK, the BBC is a public body engaged in both domestic and international broadcasting, and it boasts a long tradition of international broadcasting dating back to 1932. In contrast, Germany's Deutsche Welle, though likewise a public organization, specializes in international broadcasting and came into being in 1953 amid the country's postwar renewal. The following is a report on the current state and strategies of Deutsche Welle based on

information gathered for this article in Germany and presented where relevant in comparison with the BBC.

OUTLINE OF DEUTSCHE WELLE

Along with the BBC's World Service and France's AEF,² Deutsche Welle is one of the foremost international broadcasting operations of the Western world. It is held in high regard around the globe for its accurate and reliable broadcasting service.

Deutsche Welle began broadcasting in 1953, from a headquarters in Cologne in what was then West Germany. Reflecting the country's postwar determination to make a clear break from its Nazi past, Deutsche Welle was set up to be independent of the federal government. It conducted shortwave radio broadcasts covering many parts of the world, including, from 1969 to 1999, broadcasts in Japanese for audiences in Japan. In 1992, following Germany's reunification, Deutsche Welle started international television broadcasts based in Berlin. It also has a history of actively adopting new media, as in 1994, when it became Germany's first public broadcaster to distribute content via the Internet as well. Counting television, radio, and online services, it currently disseminates information in a total of 30 languages.

In 2003, Deutsche Welle relocated its head office from Cologne to Bonn. Its other domestic base is in Berlin. It has some 1,500 employees and also contracts with hundreds of freelance staff representing some 60 nationalities in some 60 countries. It has four bureaus in other countries—in Brussels (the seat of the European Union), Moscow, Washington, D.C., and Buenos Aires—each equipped with a television studio, from which it conducts news and other broadcasts.



The Deutsche Welle headquarters in Bonn

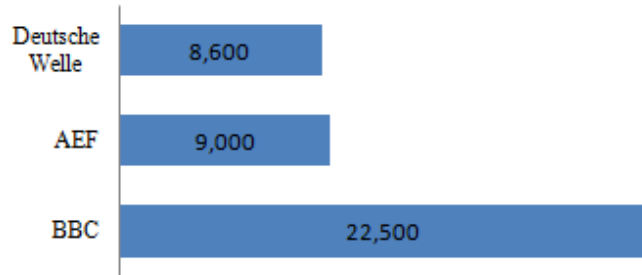
² Société de l'audiovisuel extérieur de la France (now France Médias Monde), which manages the international television service France 24, the international radio service Radio France Internationale, and Monte Carlo Doualiya, a radio station that broadcasts in Arabic.

AUDIENCE

According to information provided by Deutsche Welle, a 2010 survey showed that it had a weekly audience (viewers, listeners, and online users) of some 86 million people worldwide.³ Although this figure is considerably lower than the 225 million that the BBC reaches with its international services,⁴ it is on a par with the 90 million that enjoy AEF's international services (Figure 1).

Figure 1. Weekly Audience of Europe's Leading International Broadcasters

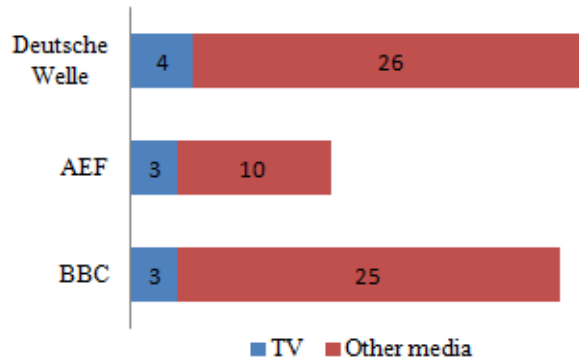
Unit: 10,000 people



Note: The Deutsche Welle figure is based on a 2010 survey, the AEF figure is as of November 2011, and the BBC figure is for fiscal 2011 and includes viewers of the BBC World News television service.

Figure 2 shows the number of languages in which these three broadcasters provide services. Deutsche Welle has the highest total of languages covered—30—followed by the BBC with 28 and AEF with 13. Within those totals, Deutsche Welle provides television services in four languages (English, German, Spanish, and Arabic), AEF in three (English, French, and Arabic), and the BBC also in three (English, Arabic, and Persian). It is noteworthy that all three broadcasters have both English and Arabic channels, reflecting their intent to reach out not only to the world at large through English but also to the Arabic-speaking world.

Figure 2. Service Languages of Europe's Leading International Broadcasters



Note: Some languages used for television broadcasts are also used for the same broadcaster's Internet and/or radio services.

³ Regarding Deutsche Welle audience numbers, the 2010 data was the most recent available at the time of writing.

⁴ On July 6, 2012, at the World Media Summit held in Moscow, the director of BBC Global News, Peter Horrocks, reported that the latest figure for the BBC's global audience was 236 million.

INSTITUTIONAL BACKGROUND AND ORGANIZATION

Now let's take a look at the institutional and organizational framework within which Deutsche Welle exists and operates as a public broadcaster.

The Deutsche Welle Act

Deutsche Welle's existence is prescribed by the Deutsche Welle Act (Deutsche-Welle-Gesetz), a federal law. Clause 1 paragraph (1) of the act states that Deutsche Welle shall be a nonprofit, public broadcasting institution for the purpose of international broadcasting, and paragraph (2) of the same clause guarantees its autonomy. The act is also characterized by clause 4, which stipulates the broadcaster's goals as follows:

The offerings of Deutsche Welle are intended to convey the image of Germany as a cultural state in the European tradition and as a free and democratic constitutional state. They should provide a forum in Europe and on other continents for German (and other) points of view on important topics, primarily in the areas of politics, culture, and economics, with the aim of promoting understanding and the exchange of ideas among different cultures and peoples. In so doing, Deutsche Welle shall, in particular, promote the German language.⁵

In short, Deutsche Welle's *raison d'être* consists of the following:

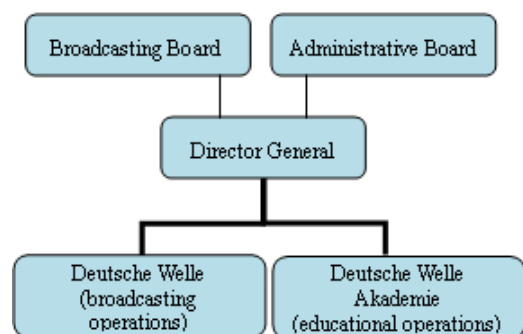
- (1) promoting understanding about Germany;
- (2) promoting dialogue and understanding among different cultures and peoples and providing a forum for the exchange of ideas; and
- (3) promoting the German language.

The act also states that Deutsche Welle shall be financed by the federal government and that it shall not be subject to state supervision.

Organizational Structure

On the operational side, Deutsche Welle consists of two main entities: Deutsche Welle itself, which disseminates information via television, radio, and the Internet; and the Deutsche Welle Akademie, which promotes international media development primarily by training journalists in developing countries.

Figure 3. Organizational Structure of Deutsche Welle



⁵ <http://www.dw.de/popups/pdf/23377265/deutsche-welle-act-pdf.pdf>.

The overall Deutsche Welle organization is comprised of a number of operational departments controlled by an executive body under the authority of the director general, and two governing bodies that supervise the executive, namely, the Broadcasting Board (Rundfunkrat) and the Administrative Board (Verwaltungsrat). Figure 3 shows the overall structure in diagrammatic form.

Germany has no federal agency overseeing public broadcasting. Instead, broadcasters usually have an internal broadcasting board and administrative board that supervise its operations and management. The Deutsche Welle organization is essentially structured in the same way, which ensures its autonomy and the exclusion of government interference in its management and news content.

The following is a brief sketch of these components of the Deutsche Welle organization.

Broadcasting Board

The Broadcasting Board represents the German general public and is the highest decision-making body within the organization. It decides matters of programming and program content and elects the director general, among other functions. The Broadcasting Board is made up of 17 members, four of whom are appointed by the German federal legislature,⁶ three by the federal government, and one each by 10 organizations representing different facets of German society, including religious, ethnic, cultural, economic, sporting, and educational bodies.⁷

Administrative Board

The Administrative Board mainly oversees matters of finance, personnel, and general affairs and plays no part in shaping programming or program content. It is comprised of seven members, two appointed by the federal legislature,⁸ one by the federal government, and four as representatives of the social organizations mentioned above, as nominated by the Broadcasting Board.

⁶ Germany's federal legislature consists of two houses, the Bundestag and the Bundesrat, each of which appoints two members of the Broadcasting Board.

⁷ The 10 organizations are the Evangelical Church, the Catholic Church, the Central Council of Jews in Germany, the Confederation of German Employers' Associations (BDA) with the Federation of German Chambers of Industry and Commerce (DIHT), leading unions, the Deutscher Sportbund (German Sports Federation), Internationale Weiterbildung und Entwicklung (InWent; Capacity Building International, Germany), the Deutscher Kulturrat (German Council of Culture), the Deutsche Akademie für Sprache und Dichtung (German Academy of Language and Literature), and the College Rectors' Conference.

⁸ The Bundestag and the Bundesrat each appoint one member.

Director General

The director general is responsible for Deutsche Welle's overall operations and is appointed for a six-year term. At the time of writing, the director general, Erik Bettermann, was in his second term, having been first elected in 2001 and then reelected by the Broadcasting Board in 2007. [Since the publication of the original version of this article, Erik Betterman's second term as director general has ended (September 30, 2013). The current director general (since October 1, 2013) is Peter Limbourg.]



The Deutsche Welle offices in Berlin

Deutsche Welle (Broadcasting and Other Operations)

The broadcasting entity itself is based in Bonn, as are most of its radio and Internet operations. The bulk of Deutsche Welle's television production is carried out in Berlin, centering on live broadcasts, but some television recording, among other work, is conducted in Bonn as well.

Deutsche Welle Akademie (Educational and Other Operations)

The offices of the Akademie are in the Deutsche Welle headquarters in Bonn. Established in 1965, the Akademie focuses on enhancing media in developing countries primarily through projects to educate and train journalists and other media specialists. Such duties are prescribed in the Deutsche Welle Act, which states that “Deutsche Welle shall describe [in its annual plans] how it contributes—particularly within the framework of international developmental cooperation and the promotion of foreign relations—to the training and education of media personnel [in other countries]” [clause 4a, paragraph (3)]. The Akademie's international cooperation work forms as important a pillar of Deutsche Welle's overall operations as its broadcasting, providing education and training to some 3,000 journalists in various countries each year.

Funding for the Akademie differs from that for Deutsche Welle's broadcasting arm. The Akademie operates with grants and other public money provided on a project-by-project basis by Germany's Federal Ministry of Economic Cooperation and Development, the German foreign ministry, and the European Union, among other sources.

Relation to Government

Deutsche Welle's autonomy from the state is guaranteed by federal law, and its organizational structure, with the Broadcasting Board and the Administrative Board performing oversight functions, also ensures noninterference by the government. Although most of its budget is

covered by subsidies from the federal government,⁹ it does not negotiate directly with the government over its funding. The Deutsche Welle Act explicitly states that, while the broadcaster must exchange relevant information with the federal government, it is under no obligation to comply with the government's opinions. The amount of funding provided to Deutsche Welle is determined annually by the Bundestag.

Deutsche Welle's director of international relations, Adelheid Feilcke, commented as follows on its freedom from government control:

To us, it is crucial that our activities and organization are not dependent on the government. Whatever happens in the government, our journalistic independence remains unchanged. There's no replacement of the director general or of anyone else in the organization. We stand well apart from politics. I think this is very important and is the key to our credibility.¹⁰



Adelheid Feilcke, Deutsche Welle's former director of international relations and current head of its Culture Department (November 2013)

Keenly conscious of the transformation of Germany's international broadcasters into propaganda organs during the Nazi era, Deutsche Welle takes a very cautious approach to its relationship with the government.

FUNDING ISSUES AND REFORM OF SERVICES

Financially, Deutsche Welle relies mainly on funds provided by the federal government.¹¹ The amount of funding is determined by the federal legislature on the basis of a four-year Task Plan prepared by Deutsche Welle. While taking into consideration the views of the legislature and the government, Deutsche Welle has the final say regarding the content of the Task Plan, which enables it to secure a certain amount of funding for each four-year period. However, it is required to review the Task Plan annually, and the revised version, including any adjustments in the subsidy amount, is finalized upon approval by the federal legislature for each fiscal year.¹²

⁹ The funding is provided by the state minister for culture and the media—known in German as either the Staatsminister für Kultur und Medien or the Beauftragter der Bundesregierung für Kultur und Medien—a minister without portfolio.

¹⁰ In interview with the author, March 19, 2012. Ms. Feilcke was director of international relations at the time of the interview, but on July 1, 2012, she became head of the Culture Department.

¹¹ The fiscal 2010 revenue of the overall Deutsche Welle organization (including the Deutsche Welle Akademie) consisted of €91 million (approx. ¥29.1 billion) in government funding and €14 million (approx. ¥1.4 billion) in other income, including interest and advertising revenue.

¹² Germany's fiscal year is the same as the calendar year, that is, from January 1 to December 31.

Funding Issues

Like the BBC and other public broadcasters, Deutsche Welle has repeatedly had to adapt to funding cuts. The current Task Plan covers the period from 2010 through 2013, but amid the austerity measures implemented by the federal government in response to the Greek debt crisis that began in 2010, in November of that year Deutsche Welle's director general Erik Bettermann announced plans for a significant curtailment of its services.¹³ Accordingly, the broadcaster's subsidy for fiscal 2010 was reduced to €273 million (approx. ¥27.3 billion), €2 million less than originally slated, and for fiscal 2012 it was lowered to €271 million (approx. ¥27.1 billion).¹⁴

Reform of Services

In view of impending cuts in its funding, in May 2011 Deutsche Welle announced a plan for major reform of its services, which can be summed up as follows.¹⁵

Reduction of Shortwave Radio Services

In response to the dwindling of its listeners around the world, Deutsche Welle's shortwave radio services in German, Russian, Persian, and Indonesian as well as its English-language shortwave services except that for Africa, were to be closed down in November 2011. Its daily shortwave broadcast hours would be slashed from a total of 260 to just 55. But despite thus reducing its shortwave services, Deutsche Welle would continue to cover 30 languages overall by retaining existing services provided via the Internet and other media.

Closure and Disposal of Shortwave Radio Facilities

The reduction of shortwave services would also lead to the closure and sale of Deutsche Welle's shortwave transmission facilities in Portugal and Sri Lanka, along with layoffs of the facility staff.

¹³ Reported in the November 5, 2010 online edition of the provincial German newspaper *Neue Osnabrücker Zeitung* (<http://www.noz.de/deutschland-und-welt/kultur/fernsehen/48910745/deutsche-welle-bautstellen-ab>).

¹⁴ The amount of the government subsidy for Deutsche Welle's broadcasting division does not include any funding for the Deutsche Welle Akademie.

¹⁵ The plan was posted on the Deutsche Welle website on May 18, 2011 (<http://www.dw.de/dw/article/0,,6529299,00.html>).

Reduction of FM Services

Deutsche Welle would scale back its FM broadcasts. Those for Greece and Eastern Europe were to be reduced, with a view to eventually discontinuing them; and those for Africa, the Middle East, and South Asia would switch to a retransmission system through tie-ups with local FM stations in those regions.

Expansion of Online and TV Services

Deutsche Welle would ramp up its Internet-based information-dissemination activities and expand its television services in four key languages.

These measures, particularly the scaling back of shortwave services by some 80 percent, amounted to a structural reform of unprecedented proportions for Deutsche Welle. It would entail the dismissal of around 150 shortwave radio station employees and a significant reduction in freelance production staff.

Deutsche Welle began implementing this restructuring plan in July 2011. As of the time of writing, its overall program of services is as shown in Figure 4.

Of the different media used, Internet services cover the largest number of languages—30—closely followed by mobile services with 29. Shortwave services are now provided in just 10 languages, only a third of the total. Television services are still provided only in the same four languages as before—English, German, Spanish, and Arabic—but television programming has undergone considerable revision beginning in February 2012. At the same time, Deutsche Welle radically overhauled its online offerings.

In terms of regional emphasis, we see that Deutsche Welle provides services in more Eastern European languages than does the BBC—10 in all, namely, Albanian, Bosnian,

Figure 4. Languages Used in Deutsche Welle Services, by Medium

Language	TV	Satellite radio	Shortwave radio	Internet	Mobile
Albanian		○		○	○
Amharic		○	○	○	○
Arabic	○			○	○
Bengali		○		○	○
Bosnian		○		○	○
Bulgarian				○	○
Chinese		○	○	○	○
Croatian				○	○
Dari		○	○	○	○
English	○	○	○	○	○
French		○	○	○	○
German	○			○	○
Greek		○		○	○
Hausa		○	○	○	○
Hindi				○	○
Indonesian				○	○
Macedonian		○		○	○
Pashto		○	○	○	○
Persian				○	○
Polish				○	○
Portuguese for Africa		○	○	○	○
Portuguese for Brazil				○	○
Romanian				○	○
Russian				○	○
Serbian				○	○
Spanish	○			○	○
Swahili		○	○	○	
Turkish		○		○	○
Ukrainian				○	○
Urdu		○	○	○	○
Total	4	16	10	30	29

Bulgarian, Croatian, Macedonian, Polish, Romanian, Russian, Serbian, and Ukrainian—reflecting Germany’s strong geographical and historical ties with the region. As with the BBC, many of Deutsche Welle’s services are provided in languages used in primarily Muslim countries; though somewhat fewer than those of the BBC, these include Arabic, Bengali, the Dari and Pashto languages of Afghanistan, Indonesian, Persian, Turkish, and Urdu, as well as French for Africa.

Another feature of Deutsche Welle’s overall program of services is that, with the exception of English, it does not conduct radio broadcasts in the languages in which it broadcasts on television.

And finally, one of the key components of this reform has been the closure, in principle, of services aimed at Germans abroad. Deutsche Welle has discontinued German-language radio broadcasts, and although it has retained its German-language television and online services, these are primarily for non-Germans who understand the German language. This exclusion of the German people themselves from the target audience was due mainly to budgetary constraints, but it also stemmed from the recognition that most Germans abroad can get the information they need via the Internet.

STRATEGIES FOR THE FUTURE

In conjunction with the restructuring of its services, Deutsche Welle is pursuing a two-tiered strategy of media deployment, consisting of a global approach and a regional approach. At the same time, it has adopted a policy of refining its target audience. Let’s look at these strategies in a little more detail.

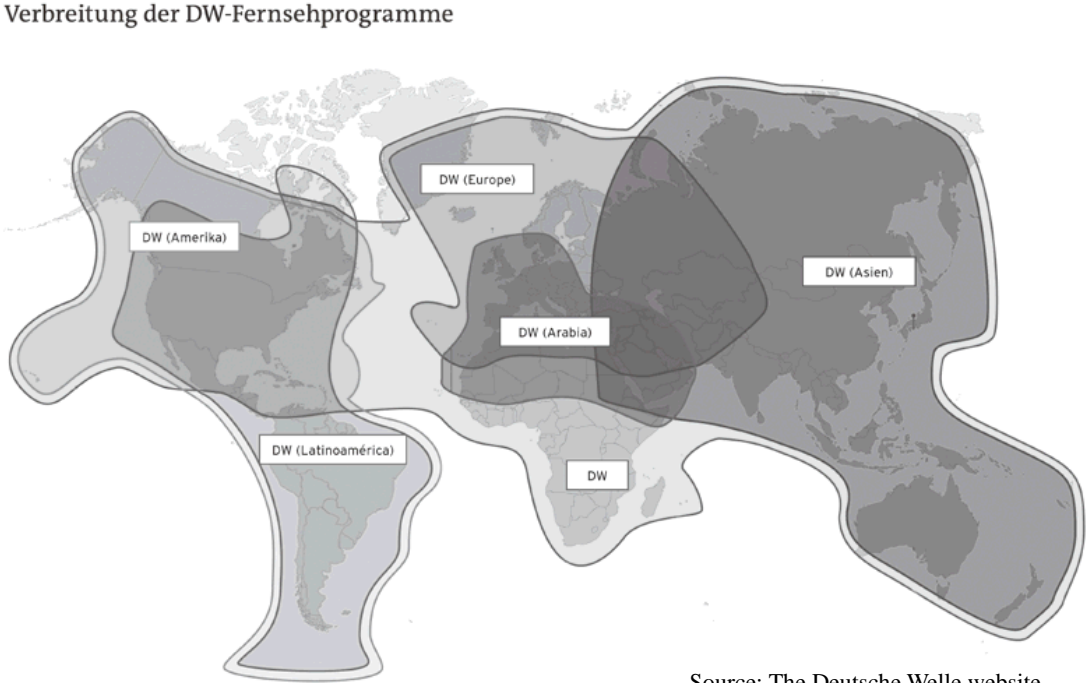
The Global Approach

The purpose of this effort is to promote understanding of Germany in the world at large by enhancing television offerings in four global languages: German, English, Spanish, and Arabic. Deutsche Welle has provided an international television service since 1992, but it has attracted little attention. Its international television has been multilingual from the outset, initially with English, German, and Spanish services and with the addition of an Arabic service in August 2002, the year after the 9/11 attacks. But although Deutsche Welle was thus a pioneer in offering multilingual international television services, the fact that these services were all provided on a single channel, with different languages at different times of the day, did not appeal to some viewers.

Under the new strategy, Deutsche Welle hopes to boost its competitiveness on the world market by disseminating information from a global point of view, offering television and online services in four major languages and spanning news, current affairs, and other kinds of content. In accordance with this new approach, it implemented a major reorganization of its

television services on February 6, 2012.

Figure 5. Regions Where Deutsche Welle TV Channels Are Available



Source: The Deutsche Welle website

The new strategy entails covering most regions of the world with two television channels in each region. Figure 5 summarizes Deutsche Welle’s new scheme of global television coverage. With the exception of northern Greenland, the polar regions, and some other remote areas, the entire world is covered.

Figure 6. Languages and Daily Air Time of Deutsche Welle International TV Services, by Region

Channel	North America		Latin America		Europe		Middle East/North Africa		Sub-Saharan Africa		Asia/Oceania	
DW (English: 24 hours)	24				24		24		24		24	
DW Amerika (German: 20 hours/English: 4 hours)	20	4	20	4								
DW Latinoamerica (Spanish: 20 hours/German: 4 hours)	20	4	20	4								
DW Europe (English: 18 hours/German: 6 hours)					18	6						
DW Arabia (English: 14 hours/Arabic: 10 hours)					14	10	14	10				
DW Asien (German: 20 hours/English: 4 hours)											20	4

- English
- German
- Spanish
- Arabic

Note: Because the channels use different satellites, the exact areas covered by some channels differ slightly from the above.

Based on Figure 5, Figure 6 shows the distribution of channels by region. Of the six regions in this breakdown, all except Latin America (Central and South America) are covered by a 24-hour English-language channel, and all except sub-Saharan Africa also receive at least one non-English channel. The languages of the non-English channels depend on the region—the Middle East/North Africa region, for example, having an Arabic channel in addition to the English-only one. Latin America has two channels, one mostly German and the other mostly Spanish. North America and Europe receive three channels each.

Even before the reform, Deutsche Welle had augmented its German and English television services with a limited number of hours of Arabic and Spanish broadcasts. Under the new system, the latter two services have been greatly expanded. Regarding the beefing up of Arabic television broadcasts, the head of Deutsche Welle's Multimedia Global department, Fabian von der Mark, commented that the expansion of the Arabic television service ties in with global developments following the 9/11 terrorist attacks and is aimed at promoting what can be called intercultural dialogue between the West and the Arab world. The Arabic service currently airs for only 10 hours a day, but it is well tailored to the needs of the main target audience, with four hours in the morning and six hours in the peak evening time slot for the Middle East/North Africa region.¹⁶

In addition to news, the Arabic service includes programs focusing on dialogue between Germans and other Europeans on the one hand and people from the Arab world on the other. Also for the Arabic service, Deutsche Welle presents content likely to be of interest in Arab-speaking countries where democracy movements are gaining momentum, such as self-produced programs on how democratization has proceeded in the former East German parts of Germany since the country's reunification.



Fabian von der Mark, head of Deutsche Welle's Multimedia Global department

Von der Mark also explains that the expansion of Deutsche Welle's Spanish service stems from both the deep historical ties between Germany and Latin America and the Latin American audience's keen interest in Germany and Western Europe. Even before the reform, he says, the Spanish service had been well received, with viewers requesting that the broadcast hours be increased. The importance that Deutsche Welle is placing on Latin America is also evident in its opening of a new bureau in Buenos Aires, Argentina, and is a feature not seen in the international broadcasting of any other country except Spain, which once controlled extensive colonies in the region.

One distinctive aspect of the overall television schedule is that news is broadcast on the hour every hour on all six channels—and thus in each of the four service languages—for

¹⁶ From author's interview with Von der Mark, March 20, 2012.

between three and 30 minutes, depending on the channel. Also common to all four language services are documentaries, programs about developments in Germany and the EU, programs on European lifestyles, and coverage of the German professional football league.

For news programs, reports in all four service languages are collected in one newsroom, enabling the content to be shared among the different languages and presented in an efficient, coordinated manner under the direction of a single news desk.

For other kinds of programs too, Deutsche Welle's production system is set up for efficiency and local relevance, with German-language programs being remade for the other language services.



The Deutsche Welle TV newsroom

The Regional Approach

Deutsche Welle's regional approach is its strategy for disseminating information in languages other than the four languages of the global approach. The aim is to attract more users by presenting news and other topics tailored to the needs of each region, primarily in the form of online content. To that end, Deutsche Welle revamped its online offerings in February 2012, around the same time as the restructuring of its international television services. At the time of writing, the website information tailored to each region was still limited, but Deutsche Welle plans to diversify its online offerings with more region-specific content as time goes on.

In Germany, regulations require domestic public broadcasters such as ARD to coordinate the content of their online services with their broadcast programs, but Deutsche Welle, being an international broadcaster, is under no such obligation and can provide online-only services.

Deutsche Welle also plans to distribute television programs as part of its regional approach, producing news programs at the rate of about one a week, which will then be aired by affiliated local broadcasters in each region. It has already launched this component of the regional approach for Eastern European countries hoping to gain EU membership, producing and distributing programs in Romanian and other languages of the region, and it plans to add more languages for other regions in the coming years.

Audience Targeting

According to Deutsche Welle's director of international relations, Adelheid Feilcke, another aspect of the current reforms is a focusing of services on specific target audiences. From now on, she says, Deutsche Welle will orient its services mainly toward opinion leaders in countries or regions where there is considerable interest in Germany or Europe. This will

involve promoting the spread of democratic values by providing information about Germany and about democratic systems to people in authoritarian societies who are struggling for greater democracy, human rights, freedom, and progress.

This effort will include online activities. In collaboration with the German foreign ministry and organizations such as the Goethe Institute, which promotes German culture abroad, Deutsche Welle has launched a website called Qantara,¹⁷ which provides a forum for exchange of views on various topics between Germans and people of the Arab world. With content in English, German, and Arabic, the site has attracted considerable attention, including contributions from well-known intellectuals and opinion leaders of the Arab world. By this reaching out to regional opinion leaders as a new target audience, Deutsche Welle is indeed fulfilling its obligation to provide a forum for various points of view, as set out in the Deutsche Welle Act.

CONCLUSION

All over the world, the shift in international broadcasting from radio to television and the Internet is proceeding rapidly. A number of international broadcasters have recently made major changes in their services. In June 2012, Radio Canada International discontinued its radio services and turned instead to disseminating information online; and in May and June 2012, Radio Netherlands closed its Dutch- and English-language radio services, respectively.

In the Canadian and Dutch cases, the international broadcasters involved were radio-only operations which, facing budget cuts, have had to suddenly withdraw completely from or at least drastically reduce their participation in the medium of broadcasting itself.

Being far cheaper than broadcasting, disseminating content online is a highly effective way to cut costs. On the other hand, with incomparably more competition in the online arena than in broadcast media, it cannot be denied that online services have comparatively little impact. For this reason, broadcasters like the BBC and Deutsche Welle, which have relatively large budgets and have been involved in international television broadcasting for many years, have adopted strategies to maintain or even increase their influence by expanding their television services.

The BBC was the first of the two to make this move toward more international television broadcasting, augmenting its World News, an English-language television service launched in 1991, with an Arabic service in 2008 and a Persian service in 2009. Accordingly, the BBC is now implementing plans to streamline its operations, diversify its revenue sources, and develop new services for digital media.

Deutsche Welle, while similar to the BBC in being among the pioneers of international television broadcasting, had long provided that service by broadcasting in different languages

¹⁷ “Qantara” means “bridge” in Arabic.

at different times on a single channel, and it did not attract a particularly high level of international attention. But amid growing competition in the international television broadcasting field, particularly with the emergence of a number of new international broadcasters and the increasingly common provision of multilingual, multichannel television services, Deutsche Welle too has now embarked on a full-scale program of expansion of its television services.

In the coming years, as information media themselves diversify through the spread of Internet-capable television sets and so on, the field of international broadcasting is expected to continue to transform. In trying circumstances, the BBC, Deutsche Welle, and other broadcasters that have so far led the world in that field are now instituting bold reforms aimed at creating more effective systems of information dissemination.