CNN HAS HELPED BY MAKING what is a U.S. news medium reflect different perspectives by using local contributors. ... We hope you can assist in sustaining and nurturing peace and freedom by your hawk-eyed vigilance in exposing repression, injustice and oppression to make the world inhospitable to them. You have assisted the various struggles for justice and freedom by depicting those struggles and their almost inevitable outcome when dictators and other authoritarian and unjust rulers have been shown to bite the dust and do so comprehensively. The spectacle of a successful struggle in one place has been subversive of injustice and oppression elsewhere. It has served to encourage those pitting their strength against great odds. You can be a great moral force for good. You can demonstrate that this is a moral universe, that right and wrong matter, that however long it may take, however high the cost, justice, truth, and goodness will ultimately prevail. It is impossible for evil, injustice, oppression and exploitation to have the last word.

The Most Reverend Desmond Mpilo Tutu*  
Archbishop of Cape Town, South Africa

9

The Third Age

To measure our success in the year 2000, it means continued influence, it means more viewers — even more than the current 115 million households that we get into. This may seem like a strange objective, but in the battleground which is called Europe, continued coverage, and continued exposure for us ... is a real objective. And it's not a defensive objective. There's so much competition in Europe. That's got to be a real objective. In Asia, the objective is to significantly extend our reach into those parts of the world like India and China, where, frankly, it's a bit feeble at the moment. So if we approach the year 2000 having achieved all of that, I think we will have done quite well.¹

In early January 1997, crowds of Bulgarians gathered to voice their opposition to the Socialist government, began chanting, “Where is CNN? Where is CNN?” Eager for international attention, they impatiently questioned the delay in news coverage they clearly expected. “Do we have to tear down the Parliament to get on CNN?” they shouted. They were not disappointed. A few days later the CNN crew sent from London arrived. When one of the rally speakers spotted CNN Correspondent Christiane Amanpour standing in the crowd, he called out, “Christiane Amanpour is here! Come up and speak to us!” The crowd roared its approval. Amanpour declined the offer, staying in the crowd to cover the story.²

* Excerpted from comments given to the World Report Contributors Conference, Atlanta, Georgia (28 January 1992).

¹ Chris Cramer (vice president, CNN International), interview (January 1997).
² Story relayed to the International Desk by Juliette Zieff (freelancer contracted by CNN to cover the story in Sofia, Bulgaria), January 1997.
Ted Turner's vision—and his audacity to act on it—has created a company that, while American in many respects, has taken on an international mission. The same vision that created the company has subsequently driven it to embrace bold innovations in its use of technology, in its approach to the news and information business, in opening market opportunities, and in its willingness to use its influence to be a communicator for peace, justice, and protector of the environment. For Turner and his companies, the process of innovation nearly always begins by trying to avoid the trap of conventionalization.

I was in [my] office and had been looking at Antarctica [on my globe] for some reason. And I had the world turned upside down. I had the Southern Hemisphere on top. And somebody came in and came over here and turned the world over. And I said [to him], “What are you doing turning it over?” He said, “Well, you’ve got it upside down.” And I said, “Absolutely!” So I thought about it. I think about things that other people don’t think about. First of all, about 80 percent or 90 percent of all the land mass in the world is in the Northern Hemisphere. But out in outer space, there is no up and down. And people standing in Antarctica, they’re just as much up as we are! The only reason that the world has always been portrayed on maps with the Northern Hemisphere on top is because the map makers were from the Northern Hemisphere.3

Turner readily accepted the premise that how news was produced also was a reflection of the fact that the news producers of the world were from the western world. Eason Jordan, who oversees CNN International, once noted that it was Turner's wish to have a CNN bureau in every country, to make sure that news from every corner of the globe could get into the news mix.4 The creation of World Report—a clear break with convention that went against the advice of people he had hired to run his news company—was a step in that direction. Local broadcasters in the international arena had been long ignored. As CNN aspired to become a source of international news, it needed the news that local stations could provide, or at least their help in getting access to the stories that CNN reporters would cover. More often than not, the local stations were flattered when CNN came calling. They also needed a reliable source for international news, and were happy to know that a big-name company like CNN wanted them as partners.

CNN has been very good at cultivating clients and affiliates, in many cases providing introductory offers of access to its international feeds free or at greatly reduced cost. In 1987, CNN invited local stations around the world to submit stories to its global newscast, World Report, and shortly thereafter created the Atlanta-based International Professional Program. Contributors also could attend the annual World Report contributors conferences in Atlanta. In these ways, a geographically, politically, religiously, and culturally diverse group of media were brought into the CNN family.

More than ten years later, the network's partner stations around the world are not only getting their own reports onto CNN air, but they are helping the company achieve more comprehensive coverage than it otherwise could, even if contributors and affiliates are unlikely ever to supplant the international news gathering staff that now provides the network's newscast producers with international news for their shows. Ironically, World Report has operated in near anonymity. Its existence is known mainly to those stations and their correspondents who contribute, to those viewers who have happened upon it, and to occasional supporters and critics. In total there are an estimated 200 participating broadcast organizations, but fewer than half could be considered active at any given time. While the ratings of the World Report newscasts are no better or worse than CNN/CNNI programs in comparable time-slots, World Report is not universally appreciated within CNN, either as a newsgathering apparatus (mainly because of the uneven quality of the reports that appear on the program and their occasional blatant lack of balance) or for its internationalizing influence.

But the principles reflected in World Report do pervade CNN, and thus internationalize it. Like other Turner initiatives that began as public service gestures, World Report over time has come to

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3 Ted Turner (vice chairman, Time Warner), interview (December 1996).
be seen as a smart business strategy. From all indications, World Report was not begun with that intent, and does not today operate from a profit motive. Instead, World Report embodies the working principles of idealism, trust, broad participation, mutual cooperation, and multifaceted partnerships that make for fast, comprehensive, diverse coverage in the news business. It just so happens that these principles are good business, and have worked to favor the Turner company internationally. CNN management clearly is behind the program and what it is trying to accomplish. The reason CNN airs "unedited uncensored" news and perspectives, and works hard to see that they are properly framed and as close in production quality as possible to its own product, is because it recognizes that a world of news exists that no one else is covering, that news can, and often does, have more than one point of view. It also helps that the relationships and the entrée it gives CNN into every region of the world are keys to its global competitiveness.

Certainly, telecommunication technologies have helped the Turner companies find an audience by extending their reach. CNN's 24-hour news channel was first made available domestically by satellite, and later, satellites enabled it to become a news broadcaster to the world. Satellites figure prominently in CNN's plan to regionalize its services according to Cramer:

It ought to be possible in the next year or so to begin utilizing low-earth orbit satellites, which means you really could start to produce television programming for different parts of the world, at much less cost. I have a gleam in my eye, but no more than that, that we might get to regionally injected advertising, regionally injected programming, so everything doesn't have to be rather clumsily uplifted from Atlanta. That kind of technology is just around the corner.5

Digital technologies, in the form of computer-based communications and the Internet, now are permitting a redefinition of the traditional concept of news broadcaster and newscast, with intentional communities of viewers forming around Web sites capable of by-passing established news providers altogether. Audiences are now able to make their own contributions to the mix of unedited uncensored news, very much as World Report has done, to comment on the news, and to screen and tailor news to their preference. In this sense, the World Report initiative foreshadowed and prepared the company for the open communication and the Internet.

CNN Interactive is the company's "experiment station," a test-bed for news in the on-line world. CNN management, not knowing where cybernews is going, is putting scarce company resources into the venture to at least stay ahead of the curve, and, when possible, set the form for others to follow. As with the company's traditional television networks, CNN Interactive will be able to rely on the CNN brand and an aggressive entrepreneurial spirit to carry it into whatever form the new medium takes.

The Future

The company's international success also is its curse. CNN's managers know they are no longer playing in a field of one. Imitators will strive to equal or surpass the American news company's global reach. CNN watches, but doesn't wait for the growing list of its competitors to overtake it. Many of the same managers who brought the network to U.S. and later international prominence now work to keep it at the forefront of the global news business, not by merely replicating old ways that helped create and define the company, but by seeking new ways to appeal to the audience for news. The competition already is forcing the network to reexamine fundamental strategies regarding global versus niche programming, and the process is not always comfortable.

Cramer, hired specifically to make CNN's on-air product more appealing in the increasingly competitive international market, said that CNN's strategy must include programs of the type that it has been known for, along with new programs that expand the network's repertoire:

We're not prepared to wither on the vine. We have to, whilst maintaining what we're good at, build on what we're good at and we have to put on additional programming which is "appointment viewing." Which gives the audience

5 Cramer, interview (January 1997).
a second or a third reason to tune in. And that’s the strategy which underpins what we’re doing. What we’re trying at the moment is laying side by side with what we’re good at, a compendium of other programs, which gives the audience several other chances to tune in. In other words, “value-added” [programs].

What works on CNN’s U.S. newscasts—that is, showing news that focuses mainly on the domestic news agenda—will now become more evident in other markets served by CNN International. Already, vernacular programming is being planned, which means that CNN will one day be delivered in local languages rather than just in English. The bottom line, according to Cramer, is getting people around the world to watch CNN, and that means being more international from an American standpoint, but more local from the standpoint of the viewers in other parts of the world:

The criterion for me, on or around 2000, is “Do we have an international news and information channel?” — although I’m more likely to say, “Do we have a series of news channels?” Because later this year we’ll be splitting the signal for CNN International into regional feeds — large parts of it: day and night. So that we can address the four distinct marketplaces we have — Latin America, Europe (which includes Africa), Asia, and North America. So at the year 2000, the yardstick I will use is, “Do we have an international news and information channel which is regionally sensitive and regionally specific at those times of day when it suits, when it’s appropriate and makes good sense?” The best formal yardstick is, “Are we still as influential then as we are now?” And the yardstick for me will be that we are even more influential. And at the same time I would use the word “relevant.” “Are we, in those marketplaces, even more relevant than we are now? Even more compelling? Even more engaging? And even more ‘must view’?”

To meet the information needs of the global market, CNN inevitably inevitably makes the news. Creating news programs that are compelling and relevant to a global audience means that

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6 Ibid.

7 Ibid.
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