

CHAPTER

6

TIME MANAGEMENT AND CNN STRATEGIES
(1980–2000)¹

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Time constitutes a fundamental factor in the strategies of media companies. According to some studies, audiences are attracted to the media depending on their supply of time. For example, the management of television programming is conditioned by the viewer's time. Giving its time to media, the audience becomes powerful because the revenues of the commercial television companies depend on the audience's viewing. That is why media try to get more time from the audience. Time demanded by the media, especially for television, is leisure time. But the distribution of audience time depends on many factors apart from media supply, such as work, family and social activities, and even the weather. The media does not control these factors, but the media can influence the viewers. According to Beesley et al. (1996), the influence of media on the audience depends directly on the amount and quality of time devoted to media.

Consumption time is but one dimension considered in the management of media companies. There are other aspects such as production time, length of programs, commercial slots, prime-time and daytime programs,

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or time available for advertisers. Media owners have to make decisions about time availability and distribution. Usually, companies plan a strategy addressed to maximize resources in order to achieve specific objectives. A good strategy is often a long-term process. The short-term decisions become reactive tactics to changes in the market.

Having these concepts in mind, this chapter analyzes the strategy of the Cable News Network (CNN) from 1980 to 2000. One of the specific features of CNN that distinguishes it from other television channels is precisely the use of time. CNN's management views time in a different way compared to other media companies. Time in CNN is a business. It constitutes its identity. In this sense, time not only influences CNN's informative style, but also its management and strategies.

According to this time dimension, in this chapter I try to answer three questions about CNN. First, how does time influences CNN programming and its informative style? Second, how does CNN's international structure facilitate the use of time? Third, as a business, how has CNN diversified its activity along the time dimension? These aspects can be identified with three dimensions of time: informative time, which is related to the news coverage and broadcast transmission; international time, which relates to CNN's distribution all over the world and time-consumption issues; and historical and business time, which encompasses the evolution of the company and its adaptation to the industrial changes during the years.

TIME MANAGEMENT

CNN debuted in 1980, as an innovation of Ted Turner. After 20+ years, there are some aspects that have undergone change, but the original mission is still alive. Although Turner was criticized by both insiders and outsiders, his views about the demand for news was correct, and many competitors have followed suit. CNN based its channel on the need for information 24 hours per day, every day of the year. In Turner's own words, "On CNN news is the star" ("The CNN Story," 2001). Turner understood time as an added value to information. Thus, CNN can be studied from three different dimensions of related time: informative time, international time, and historical time.

Informative Time

Programming constitutes the supply of a television network. To talk about programming is to talk about time. Programming can be understood as the content delivered to the audience. Programming is also the activity of program distribution during the day according to target time slots. The available audience time for television consumption causes the traditional division between prime time and daytime. Programming has to be produced and edited at a certain time, and the duration of programs depends on time. Programming time is limited by broadcast time and coverage time.

Although television operates 24 hours a day, the fact is that the average audience member does not dedicate more than 3 or 4 hours per day to television consumption. This time is also concentrated at certain times of the day, typically *prime time*. It is "prime" because the best programming is presented then.

However, from the beginning CNN operated under different rules. Its programming was defined as 24 hours of international news, presented in flashes of 2½ minutes, broadcast in 30-minute intervals throughout the day. According to Wallis and Baran (1990), the immediate availability of CNN provided a maximum of information in a minimum time. CNN created what was called "the CNN factor" related to breaking news and direct information. Events that occurred in just about any place on earth were available for the audience at any time.

In this sense, it is possible to say that the CNN programming is not conditioned by time. The conventional outlines of dividing programming into daytime and prime time are not also taken into account in CNN newsroom decisions. As a senior international assignment editor said, "The hour changes depending on what time it is. It is always prime-time somewhere" (Flournoy & Stewart, 1997, p. 4). This shows how CNN production and editing time is simultaneous to programming time. The international coverage and news distribution link consumption time and broadcast time.

To cover 24 hours every day from all over the world, CNN needs more qualified employees than do other television channels. Continuous production of news is possible thanks to 4,000 employees in the form of journalists, producers, and technicians. They cover news around the world. CNN has a unique corporate culture in which all members work as a team (Flournoy & Stewart, 1997).

The training of news professionals is one of the most important objectives of CNN management, which instills a series of values and a common culture. According to Küng (2000), in CNN there is a relationship between culture and strategy. In an internal survey of CNN employees made by Lichter and Rothman in 1981, uniformity was detected in their views on society. Most employees considered that the goals American society should reach were: to maintain a stable economy and a high growth rate, to fight against crime, to ensure the internal defense, to obtain a more human and less impersonal society, to promote the participation of citizens in the decisions about their work and community, to make nicer cities, and to highlight the importance of work ideals (Volkmer, 1999).

Another practical decision related to employment at CNN was to attract professionals from other networks in order to build an international point of view to news coverage. Among those hired included Brent Sadler, the Middle East correspondent for Britain's Independent News (ITN); former ABC correspondent, Hilary Bowker; Richard Kaplan, a top ABC executive who was contracted as president of CNN/USA in August 1997. Other big names soon followed: In December 1997, ABC news correspondents Jeff Greenfield and Judd Rose were hired; and in January 1998 Tony Maddox,

who had worked for BBC, was contracted as an editor and director of CNN International (Whittemore, 1990).

The last aspect of personnel policy influenced by the time factor is the work routines of professional journalists. Because there are time limitations, journalists have to make an effort to summarize the events and present the most relevant aspect of the news. This was a challenge for many journalists who were not used to such constraints (Zelizer, 1992). According to Volkmer (1999), "Journalists at a round-the-clock news operation have to be more alert, making sure that the facts are correct and making sure that the information that they are going to present is clear, because television and radio journalism goes by and you don't get it back" (p. 147).

The informative style of CNN programming differs from traditional programming in regard to how it values time. Despite the innovative style of CNN, some criticisms appeared of the way it presented news. The urgent need for actuality and instantaneous broadcasting eliminates reflection and contrast. A former employee for *Headline News* said, "I don't think that live availability always creates a positive situation. ... You have lost the time for measured thought" (Flournoy & Stewart, 1997, p. 62). If simultaneous information is more important than investigation, the viewer can lose the meaning of news (Wallis & Baran, 1990).

Some authors claim that news is created to move feelings rather than to increase knowledge. García Avilés (1999), for example, argued that live coverage affects the emotions of the viewer. Colombo (1982) was concerned with the triviality of information on television. Volkmer (1999), quoting Robert Ross about the danger of live coverage, explained: "Live coverage eliminates the opportunity for editing and reduces the inclination for insertion of interpretative material. The viewer receives timely, first hand 'primary source,' rather than delayed, secondary, edited information" (p. 139).

CNN news is frequently criticized because of its neutral approach. Colombo (1997) compared the neutrality of CNN with the International Red Cross, a nonprofit company. Competitors of CNN attribute its reputation to its presentation of news in a fair and balanced way. The lack of ideological and political bias is seen by the competitors as an advantage to attract more viewers (Larson, 2000).

Furthermore, CNN is also criticized for giving a very narrow American focus to the news (Nobre-Correia, 1995). Tom Johnson, CNN president in 1996, said, "There was obviously a consciousness that you needed to be neutral in terms of reference to us as Americans" (Flournoy & Stewart, 1997, p. 127). Although CNN divided its services by regions, it did not always present the local view of topics, and it mainly covered news involving the United States. Wallis and Baran (1990) researched the coverage of selected news channels and demonstrated how CNN covered the United States more than it covered other countries (See Table 6.1.)

However, CNN is not the only service focused on the United States. As Table 6.1 illustrates, CBS also devoted 57% of its news time to news from the United States. On the other hand, the BBC devoted 24% of its time about UK

TABLE 6.1
News Coverage by Selected Services (Percentage Distribution
of Countries/Regions Reported)*

<i>Area of coverage</i>	<i>CNN Headline News</i>	<i>CBS News</i>	<i>BBC World</i>
USA	77%	57%	14%
Western Europe	4%	10%	9%
UK	2%	0.4%	24%
USSR	0.5%	3%	7%
China	0.5%	0%	0.6%
Japan	2%	0%	0.3%
Asia	3%	8%	9%
Australia	1%	1%	2%
South America	0.3%	0.4%	4.9%
Central America	2.7%	4.3%	1.8%
Eastern Europe	0.3%	0%	2.1%
Africa	0.8%	2.7%	7.0%
Middle East	5%	12%	13%

Note. From *The Known World of Broadcast News: International News and the Electronic Media* (p. 256), by R. Wallis and S. Baran, 1990, London: Routledge. Copyright © 1990 by Routledge. Reprinted with permission.

(*) Study of 9 programs between November 10 and 21, 1986.

news, and 14% to U.S. news. This suggests that it is easier for news services to cover domestic news than international news, and that the United States offers up a huge amount of information because of its size and international power.

In conclusion, the informative mission of CNN brings the channel toward an international dimension that is also facilitated by the use of time. One of its promoters expressed this idea in the following words: "Creating news programs that are compelling and relevant to a global audience means that CNN must report on important events whenever and wherever they happen. In doing this, the network continues to expand as a global communicator" (Flournoy & Stewart, 1997, p. 209).

International Time

Not satisfied with just CNN and CNN Headline News, Turner Broadcasting Services launched CNN International (CNNI) in 1985. CNN International was created to build more of an international audience. The number of households receiving CNN channels grew steadily, as shown in Table 6.2.

In 1991, CNN and Headline News reached more than 100 million U.S. households; by 1995 that number had grown to over 126 million. CNN In-

ternational also experienced rapid growth. By 1999, CNN International reached over 151,000 households.

Since 1997, CNNI segmented into four separate regional channels: Europe/Middle East and Africa, Asia/Pacific, Latin America, and U.S. The Europe/Middle East and Africa covered 33 countries with 40 hours of programming originating from the London production center. In Asia, CNNI serves 29 countries; although the programs are produced in English, they are also dubbed into local languages. CNNI has served Latin America since 1980, but since 1989 it covers the entire region in English. Table 6.3 documents the worldwide coverage of CNNI.

CNN's international distribution is based on a double strategy of establishing bureaus outside the United States and signing alliances and joint ventures with other companies in different national markets. CNN builds its relationships with other companies by inviting local stations around the world to submit stories to its global "World Report" newscast. According to Flournoy and Stewart (1997), this business practice enabled a diverse

TABLE 6.2
U.S. and International Coverage Households (in thousands)

	1991	1992	1993	1994	1995
CNN	58,877	61,172	62,420	62,738	67,244
CNN Headline News	48,223	51,354	54,219	54,191	59,326
Total U.S. households covered	107,100	112,526	116,639	116,929	126,570
CNN International households	15,500	34,700	45,100	57,392	71,381

Source: Turner Broadcasting System, Inc., *Annual Report* (1993), p. 23; (1995), p. 28.

TABLE 6.3
CNNI Worldwide Coverage Households (1999, in millions)

Area	Households
Europe/Middle East/Africa	107.2
Asia/Pacific	25.0
CNNI U.S.	11.6
Latin America	7.7

Source: CNN Press Release (1999, May 4).

group of media to be part of the CNN family. By 1999, CNN was available in 212 countries and territories.²

The strategy of regionalizing global news helps CNN achieve its goal of obtaining information from any point of the world. Furthermore, it adds a local perspective that is important to local audiences (Whittemore, 1990). In Volkmer's words, "CNN keeps expanding internationally, and collaborating locally in order to gain local advertisers and explore new market niches, such as out-of-home markets, and customize news markets by using the local languages (Volkmer, 1999, p. 134).

Flournoy and Stewart (1997) summarized four aspects of the strategy used to internationalize CNN: to contract multicultural personnel; to build an international reputation of fairness, justice, and sensitivity toward local points of view; to develop programs to teach and train local professionals and to elaborate an international protocol; and to establish international relations and contracts. In fact, this strategy is possible thanks to CNN's original concept of being a 24-hour information channel for the world.

CNN has sought to improve its credibility among international audiences and local foreign companies. CNN earned a reputation among international media companies through its "links to national media and power elite secured privileged access to domestic sources, building agency credibility for world markets" (Boyd-Barret, 1997, p. 136). CNN's international reputation helped the network to achieve an influential position among its partners.

In summary, the founders of CNN thought that it was necessary to reach an international audience, to increase the production of news reports, to achieve prestige and to increase subscription revenues. In the 1980s, some observers believed there was little international demand for international news. However as Hoskins, McFadyen, and Finn (1997) pointed out, "CNN and the BCC World Service have demonstrated that a significant global market segment is willing to watch foreign-based international news" (p. 147). The success of CNN was due to the increases in the number of subscribing households both inside and outside the United States, and to the international alliances with local broadcasters and satellite and cable operators.

However, the key question that responds to the real demand for news is not how many households receive CNN, but how many people watch CNN and how much time they spend with the channel. Although the number of U.S. households subscribing to CNN increased from 1990 to 1995, CNN's ratings actually decreased. In 1991, CNN's U.S. ratings reached 1.2, but by 1995 it had decreased to 0.9 (a U.S. rating is 98 million television households).

Although humans have a need to be informed, the means to satisfy this need and the selection of the events that are important to citizens are not so clear. Curiously, CNN obtains its highest ratings when international disasters or controversial events occur (Kloer & Kempner, 2000). *Broadcasting & Cable* (McAdams, 1999) pointed out that "people come to CNN when airplanes plummet, nations crash or disasters strike. When calm prevails, they

²CNN, *The CNN News Group* (1999, December).

leave again" (p. 45). According to Wisneck (1992), during the Gulf War over 200 local stations became new subscribers to CNN.

Table 6.4 shows the evolution of the CNN audience from 1991 to 1995. It is significant that the years when it reached its highest ratings coincided with two newsworthy events: the Persian Gulf War in 1991, and the trial of O.J. Simpson in 1995. It is difficult for CNN to maintain its audience when nothing special happens. When no disaster occurs, the average U.S. viewing remains between 300,000 and 500,000 viewers (Blumenthal & Goodenough, 1998).

It is interesting to compare the audience of earlier years with the audience of later events. For example, when John F. Kennedy, Jr.'s plane was reported missing in July 1999, CNN generated a 5.3 cable rating and 4.1. U.S. rating. The October 2000 Presidential debates garnered a 2.6 rating and delivered 2,066,000 households and 2,829 total viewers.³

Generally speaking, CNN's ratings for both CNN and CNN Headline news are not high compared to other cable networks in the U.S. television viewing market. Likewise, CNNI's audience is also small. According to Cohen, Levy, Roeh, & Gurevith (1996), "CNNI can be seen in only 1% of all households worldwide. While 1% of the globe's total population is most certainly a very large audience, there is little evidence to suggest that many of these potential CNNI viewers tune in" (p. 151).

In a 1995 survey directed by the Center for International Strategy, Technology and Policy in France, Germany, Italy, Netherlands, Norway, and the United Kingdom, respondents indicated that the European audience did not devote the same time to CNN as to other television channels. About 30.6% of those surveyed watched CNN between 5 and 7 days a week, 24.6% watched it 3 or 4 days a week, 17.1% watched it 1 or 2 days a week, and 22.4% watched it once a month (Flournoy & Stewart, 1997).

As discussed earlier in this chapter, CNN does not differentiate between daytime and prime-time programming. During prime time, viewing levels

TABLE 6.4
Average U.S. Viewing* and Average U.S. Rating (Household
in thousands/percentage of TV households)

<i>Average Audience</i>	1991	1992	1993	1994	1995
CNN	685/1.2%	400/0.7%	369/0.6%	361/0.6%	580/0.9%
Headline News	182/0.4%	172/0.3%	181/0.3%	166/0.3%	182/0.3%

*"Average U.S. viewing households" represents the average number of viewing households for the respective service at any time based on an average for each 24-hour period in the 12 rating periods in each indicated year.

Source: Turner Broadcasting System Inc. (1995), p. 28.

³CNN is most-watched cable news channel for presidential debates. (2000, October 18). <http://cgi.timewarner.com/>

on traditional networks and other entertainment services often outpace CNN unless there are significant news events. CNN viewers are not conditioned to the same type of program schedule on the other networks. One study of CNN viewers found that 60% of the audience paid attention for only 5 or fewer minutes (Flournoy, 1992). The paradox, then, remains not only in the scarce amount of time its audience dedicates to the channel, but also in the intensity (or lack thereof) of attention given.

However, this does not seem to be a concern for CNN. To attract the attention of those who can influence the world is more important for CNN than to achieve a huge number of viewers. CNN's audience profile consists of better-educated viewers, with high income and a particular interest in news (Volkmer, 1999). A European Marketing Survey (Media and Marketing Europe, 2001) found that CNN reached nearly 39% of Europe's high earners and opinion makers.

Historical and Business Time

CNN became profitable in 1985. Respecting the fundamental mission established by its creators (Turner first, followed by Time Warner in 1996 and AOL Time Warner in 2000), all the owners pushed the CNN brand to meet new market demands. CNN's business strategy consists of five points: maintain an international dimension, continue technological innovation, be a leader in the information business, take advantage of the opportunities inside the market, communicate peace and justice and protect a free environment, and flee from conventionality (Flournoy & Stewart, 1997).

Although CNN's mission was clear from the beginning, it took 5 years to achieve financial profits. At the beginning, there were many doubts and uncertainties that the service would last even 6 months. CNN lost \$24 million in 1981, caused by inefficient technical reception, a general disinterest in news programming, limited cable television penetration, and scarce financing.

CNN continued adapting its business to market changes and meet public needs. Every new business was launched respecting the CNN corporate identity as a news leader and pioneer, with the goal of serving the audience interests and assuming the market risks (Küng, 2000).

The desires of serving the audience and adapting to their informative time led to the 1982 launch of CNN Headline News as a complement to CNN. This was followed by the 1985 debut of CNN International, the 1991 launch of CNNI for Latin America, and the 1997 creation of *CNN en Español* for the Spanish-speaking audience.

CNN found other ways to extend its signature brand. In 1992, the CNN Airport Network debuted to reach the "inactive" time of airline passengers while also promoting the regular CNN channel and generating potential subscribers. In fact, a high percentage of CNN subscribers usually tune in to the services when they stay in hotels while traveling. According to Flournoy and Stewart (1997), the Europe 2000 (EMS) survey, 22% of the respondents watched CNN in hotels. In another survey run by the Center for International Strategy, Technology and Policy (Georgia), 43.9% of the respondents

declared that they watched CNN in their hotel rooms when they traveled, compared to 31.1% who watched at home and 23.7% who watched at work. As well, it was pointed out that 79.3% of the Europeans preferred hotels that subscribed to CNNI (Flournoy & Stewart, 1997).

Although CNN was a pioneer, competitors emerged. In 1982, ABC/Westinghouse launched Satellite News Channels (SNC). Turner eventually bought out the service when it failed to attract enough viewers to sustain advertising. CNN retained a monopoly on 24-hour news channels in the United States until 1996, when NBC and Fox launched CNBC and Fox News, respectively, and NBC formed a joint venture with Microsoft, MSNBC (McClellan & Brown, 1996). By the year 2000, CNN reached 77.8 million homes in the United States, MSNBC reached 54.6 million households, and Fox News reached 47.4 million (Heyboer, 2000). In Europe, competition started earlier. BBC World began in 1991, and Euronews started up in 1995. Both services attract fewer viewers than CNNI does.

The increasing competition from other news channels and the declining audience led CNN to diversify its content into new thematic areas, such as finance and sports. CNN discovered the growing interest of the audience for this kind of information. Finance became more important than general information because it was related to daily citizenship decisions (McAdams, 1999). On the other hand, sports can be considered as entertainment, and there was also an unsatisfied need in this field. In 1995, CNN founded CNNfn, specializing in business financial news and economic analysis, and in 1996 it created CNN/Sports Illustrated, a sports channel forged in partnership with the Time Warner-owned *Sports Illustrated* magazine.

With the development of the Internet, immediate information access was no longer an exclusive value of CNN. A competitive advantage of the Internet is the ability to reach audiences who speak a different language. Kloer and Kempner (2000) pointed out that although CNN is televised in four languages (English, Spanish, German, and Turkish), it already has websites in eight different languages (English, Spanish, Portuguese, Italian, Swedish, Danish, Norwegian, and Japanese).

However, CNN never viewed the Internet as a threat; instead, CNN considered it a challenge. In 1995, CNN Interactive was founded to explore the possibilities of new technologies. That year, CNN.com was launched, and in 1999 the business was further enhanced when CNN mobile was created. CNN websites have received over 4 billion hits since 1999, with an average of 550 million page hits a month since February 1999. On September 11, 1998, a record 34.26 million hits were recorded the day the independent counsel report of Kenneth Starr, detailing his investigation of former President Bill Clinton was posted (CNN, 1999).

In 2000 CNN.com expanded into CNN.com Europe to target the European audience. The European market presented a new challenge for CNN, as 20% to 30% of the 650 million CNN.com hits came from outside the United States.

CNN's interactive/Internet strategy can be summarized as follows. CNN wanted to use the Internet to help it continue to be the foremost provider of

international news for the world; to attract the key opinion leaders; to be the channel where news is first broken, reported, and analyzed; to provide varied and innovative programming for a range of viewers around the world who take news and public affairs seriously; to regionalize its news services; to provide more focus and relevance; and to develop specific programming for the Asian, European, and Latin American markets. The new aspects were coherent with CNN's original commitment to develop new program formats and lengths to complement its existing services and to build viewer participation (Flournoy & Stewart, 1997).

Certainly, CNN management knew how to overcome difficulties and take advantage of the market challenges to develop new business, not only in the domestic market but also internationally. CNN has found great success in expanding on its signature brand. Because its supply was original, the audience response tended to be quick and successful. According to Tom Johnson, president and CEO of the CNN News Group, the history of the company can be divided into three ages separated by three milestones: the establishment of the 24-hour cable news service in 1980; the coverage of the Gulf War in 1990, and the competition of other international information distributors in 2000. In each age, CNN has been able to respond successfully to new risks by adapting to market conditions and building new business.

CONCLUSIONS

CNN has become an international force, not only for the viewers, but also for professional journalists and even for governments. Colombo (1997) commented about CNN's reputation: "There are not any mistakes in the programming, production, organization or technical aspects of this one of a kind news television. CNN deserves this recognition, say the experts, and it continues to practice a high level of journalism" (p. 190). Strobel (1996) pointed out the potential influence of CNN on international politics through its live coverage and public reactions to events. According to Cohen et al. (1996), "CNN has become the office intercom of the global elite" (p. 151). Sanders and Bale (1999) pointed out the influence of CNN among other news channels: "The morning work routine of the news director of Sky News includes, looking over the newspapers, headlines and CNN at 6:00 am" (p. 143).

Taking into account its geographical and consumption dimension, CNN has developed a news formula around the world to become an international business, as well to develop local businesses. This often happens when an international channel extends itself to another country, leading to an increase in local production. Euronews was impacted by CNN's influence. MacHill (1998) pointed out that "Euronews considers itself the European answer to CNN" (p. 429). Following CNN's strategy of regionalized broadcasts, in 1997 NBC opened a German "window" for Germany, Austria, and Switzerland households.

In its historical and business evolution, CNN has become one of the most prestigious brands among media companies within the information mar-

ket. CNN's identity and prestige are based on its search for standards of balance, accuracy, and fairness. The image and prestige of its trademark give it power and a competitive advantage over other information sources. Hoskins et al. (1997) considered the challenges of a consolidated media company and used CNN as an example: "The most important implication is an increase in the power of established communication and entertainment brands or sources with a distinctive identity or brand equity relative to participants who lack any strong identity ... such as Disney, the BBC, CNN" (p. 141). On the other hand, Cairncross (1998) said "the specialized channels easily turn into commercial brands with all the expansion possibilities ... not many viewers declare [what] television they are going to watch ... that's when they tune into channels like CNN or MTV" (p. 106).

It is commonly accepted that people watch programs as opposed to channels. However, this is not the case with CNN. Tom Brooks, Lifetime Senior Vice President of Research, explained, "The networks have allowed cable to build these brands—Lifetime, Nick, CNN and Cartoon—and these brands are much stronger than shows" (McAdams, 2000, p. 20). Part of the reputation of CNN was devoted not to a huge audience, but to small audiences that were opinion leaders.

In conclusion, time has been a key factor in the management of CNN. In fact, CNN has based its strategy on a revolutionary concept of time. As outlined in this chapter, this time revolution was manifested in three aspects: programming, consumption, and business. The continuous programming allows CNN to have an international news flow and eliminates the concept of prime time. Consumption can occur on many different CNN brands, or via the Internet and mobile phone services. In terms of business, CNN learned how to adapt to new technologies and changing market needs. A strong strategy built on the original mission of serving audiences all over the world has been maintained over the years by CNN management.

CNN achieved international prestige and produced a revolution in news programming, precisely for its original conception of time viewing and broadcasting. CNN's approach to news and reality has influenced the communication field and the world. CNN is helping define the evolution of new technologies and the shift towards immediate access to information and entertainment (Loebbecke & Powell, 1998).

The Cable News Network faces a new challenge—whether to redefine its original distribution advantage through cable and satellite, or to distribute content through Internet. As Kloer and Kempner (2000) explained, "If the Internet continues a convergence with television and other media, the line between what is on the CNN cable network online is blurred." CNN knows how to cover news and attract viewers; how viewers obtain the news may be irrelevant as long as CNN maintains its brand and prestige.

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