

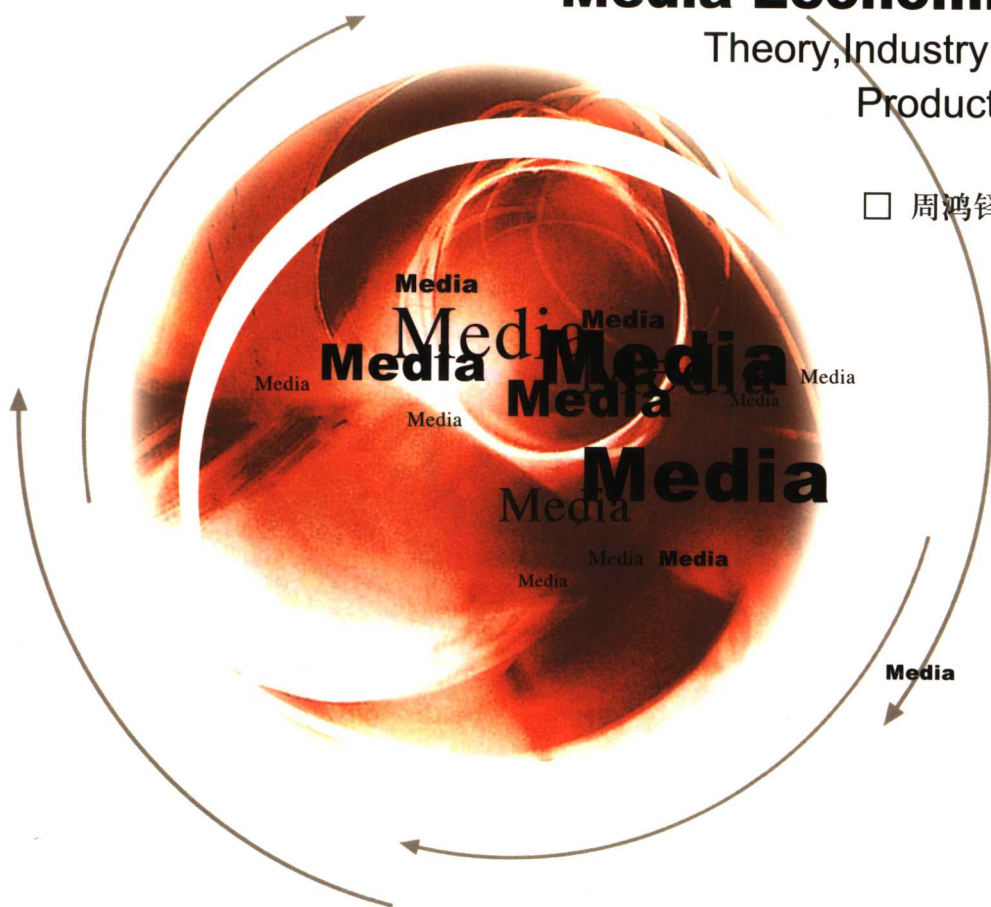
世界传媒经济研究文库·论著系列

传媒经济 “三论说”

Media Economics

Theory, Industry and
Productivity

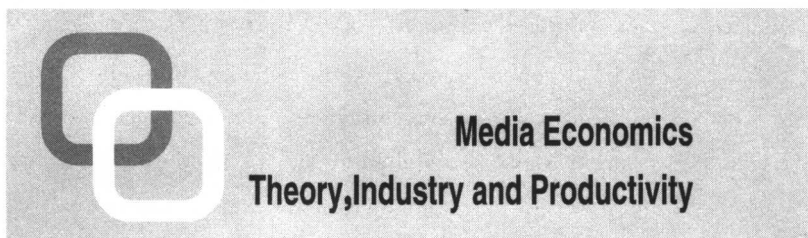
□ 周鸿铎 著



社会科学文献出版社
SOCIAL SCIENCES ACADEMIC PRESS (CHINA)

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周鸿铎 □ 著



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前言



传媒经济“三论说”（传媒经济论、传媒产业论、传媒生产力论，以下简称为“三论说”）是以经济层面研究传媒经济的理论基础。任何理论都是人们对实践经验的抽象概括。由于人们对实践认知度一般都是经过由浅入深的过程，再加上许多理论在最初的时候又常常以“假说”的形式出现，所以当一种新理论出现以后，常常会被一些人误认为是“另类”。但是，当经过实践证明这些“假说”是正确的时候，又有相当一部分人“赶潮”，盲目“解释”这些新理论，随意解释这些新理论，企图把这些新理论引导到他们设想的“轨道”，进而造成思想混乱。比如对传媒经济的解释可以说是多种多样，把许多非传媒经济的东西“解释”为传媒经济。传媒经济是一门科学，现在传媒经济不仅从“假说”转变成为真正的理论，而且在指导着传媒人的社会实践。在传媒人的社会实践中，一方面检验着这种理论，另一方面又丰富和发展着这种理论。经过传媒人20多年的社会实践，不仅证明传媒经济“三论说”是正确的，而且在许多方面丰富和发展了这一理论。

传媒经济“三论说”的形成有一个过程。对于过程，在中国传媒大学（原北京广播学院）出版社出版的《媒介产业制度论——周鸿铎自选集》一书中曾以“自序”的形式对这一过程作过陈述。现在，借“三论说”出版的机会，对“三论说”的形成过程做一介绍。

在1982年，当我还在北京日报社从事记者工作的时候，由于当时的报业经济十分困难，政府财政又拿不出更多的资金解决办报的经济问题。针对这种现象，我曾写过《中国报业向何处去？》等文章，提出了报业经



济的概念，并收集了一些有关报业经济方面的资料。但是，由于工作太忙，整天忙于采访和编报、出报，没有整块的时间去研究报业经济以及其他相关问题。后来，由于工作的调动，就把原来研究报业经济的计划放下了。到北京广播学院之后，由于教书的需要，使我不得不挤时间去接触广播电视。经过近两年的调研，一方面使我对广播电视产生了兴趣，另一方面也发现了广播电视行业运营过程中的经济问题。这一问题的发现，改变了我的研究计划，并集中精力研究广播电视经济问题。1984年初，我应邀参加了由北京广播学院干训部在福建省厦门市召开的成人教育工作会议，并在会议上做了发言，向与会代表讲述了我对广播电视经济研究的意见，在当时的社会背景条件下，一方面是人们很难接受广播电视经济这种概念，另一方面由于我对广播电视经济的研究刚刚起步，虽然提出了这个概念，也分析了提出这一概念的依据，但是对于我国来说，广播电视经济这个概念还是一个纯新的问题，还没有更充分的理由让人们深刻地认知这种理论。

随着改革开放的深入发展，广播电视行业内部不仅广告经营普遍展开，而且经济广播电台、经济电视台已在全国许多地方相继出现，为深化广播电视经济的研究提供了实践上的依据。

1986年12月15日，经当时的广播电影电视部和广东省委批准，珠江经济广播电台开始播音，并提出了“大众型、信息型、服务型、娱乐型”的办台方针。1987年，当珠江经济广播电台开播一周时，由珠江经济广播电台发起在广州召开了“珠江模式”研讨会。根据珠江经济广播电台的成功经验，在研讨会上我提出了广播电视节目运营将朝着有偿服务越来越多、无偿服务节目越来越少的方向发展，同时提出了广播电视节目经营的实质就是信息产品经营，为广播电视产业化观念的形成做好了思想上的准备。

全党的工作重心和全国人民的注意力转移到经济建设上来以后，电台、电视台经济宣传的任务不断加重。为了搞好经济宣传，1987年底由四川省广播电台、电视台联合发起在四川省成都市召开了经济宣传研讨会。根据我当时掌握的材料，在研讨会上我提出了“广播电视也是生产力”的命题，并对这一命题进行了论证。此文首次发表在《学术百家》1989年第6期上。1990年又经修改后，作为独立的一章收集在我写的《广播电视经济学》（中国经济出版社，1990）一书。1997年又以附录的形式收集在

《传媒经济》一书。2000年又收集在我写的《广播电视经济学》（中国广播电视出版社，2000）一书中。

由于“四级办”方针的贯彻执行，到1987年全国的广播电台从1982年的118座增加到386座，电视台从1982年的47座增加到366座；广告收入逐年增加；有线电视开始由城市走向农村，仅广东省到1988年8月底已有48个县办起了有线电视台。随着广播电视的发展，不仅广播电视经济有了迅速发展，而且它的经济属性逐渐显露出来，正是在这种大背景条件下，于1989年我撰写了《探讨广播电视事业的经济属性》一文，发表在《中国广播电视学刊》1989年第5期上。此文实际上是我1990年出版的《广播电视经济学》一书的写作提纲。有关广播电视的产业功能以及广播电视也是生产力的思想在这篇论文中都有一定的体现。

1990年是我从事广播电视经济研究八年来的第一个丰收年，集中表现在我的第一本《广播电视经济学》的公开出版上，本书从人类传播产生、发展的过程以及广播电视的基本特征出发，全面系统地分析了广播电视媒介的经济属性和在经济社会发展中的主要功能、广播电视的经济效益、广播电视产品及其生产、广播电视产业的经营方式和经营内容、广播电视经济管理体系等。但是，用现在的观点去评价《广播电视经济学》（1990）这本书，一方面是理论上还不够成熟，另一方面在材料上明显不足，有许多观点还缺乏深入分析。尽管这样，它还应该算是研究广播电视经济的第一本专著，也是一项成功的研究成果。正是鉴于这种考虑，在当时就申请了广播电影电视部的“学术专著奖”。据说，在初评时曾列入了“一等奖”的名额，第二次复评时就降到了“三等奖”的位置，最后审定奖项时干脆就取消了评奖资格。我对评奖从来是不感兴趣的，深知评奖活动的内幕，所以得知此书没有获奖后，并没有在意这回事，我仍然执著地从事着广播电视经济的研究。但是，万万没有想到，在粉碎“四人帮”以后的15年和取消“以阶级斗争为纲”以后的13年，当时在一次会议上竟然有人提出要公开批判这本书的观点。后来由于一些同志不同意这样做，指出：这是学术问题，应允许有不同意见，才使这本书没有落到受批判的下场。现在这些观点已经形成社会共识，我利用出版“三论说”的机会，向这些在关键时刻大力支持我从事创新性研究的领导和同志们表示衷心的感谢。从这个意义上讲，广播电视经济这一基本观点能成为社会共识的基本观点，



并不是我一个人的功劳，它是全体关心这项研究的所有领导和同志们共同努力的结果，这里需要特别提出来的，就是黄勇同志（现任广电总局副总编辑、发展研究院院长），正是在他的支持下，使我的许多研究课题尽快地形成了体系，并能公开与读者见面。

1992年邓小平同志的南巡谈话公开发表，党的十四大又确立了邓小平建设有中国特色社会主义理论在全党的指导地位以及明确了我国经济体制改革的目标模式是市场经济，并且要求全党抓住机遇，加快发展，集中精力把经济建设搞上去。在这种大好的宏观环境条件下，我在深化研究广播电视经济的同时，拓宽了研究领域，已从广播电视这个切入点发展到了整个传播媒介。最初主要精力多集中在报业经济和广播电视经济两个方面，后来发现我所研究的问题并不是单一的经济问题，而是大量的应用传播学问题。到1992年底和1993年初，我调整了研究方向，由单一的经济学研究转向了应用传播学研究。体现在我的研究方向转轨时期的主要著作上：（1）1994年由国际文化出版公司出版发行的《中国广播电视经济管理概论》，这是我从单一的经济学角度研究媒介经济的最后一本专著；（2）1997年由北京广播学院出版社出版发行的《传媒经济》，这本书是我开始研究应用传播学的第一本专著。它的立足点是从经济学的角度去研究应用传播学。如果说，1990年版的《广播电视经济学》的出版发行是我从事媒介经济研究的第一个丰收年，那么，1997年版的《传媒经济》的出版发行是我从经济学的角度研究应用传播学的第一个丰收年。这两个“第一个丰收年”是我进行科研和教学的两个里程碑。

由于研究范围的拓宽和研究方向的调整以及教学任务的加重，自《传媒经济》一书出版以后，我的研究重点完全转向了传播业务的研究。从1994年我的《中国广播电视经济管理概论》的出版发行到2000年的六年间，我围绕传播业务，大致研究了信息传播、电视节目经营、媒介产业经营实务以及广告策划、市场营销策略等课题，这些研究成果分别于1994年、1997年和2000年以工具书和专著的形式相继公开发表。所谓工具书主要是指《中国实用广告知识手册》（1994）；所谓专著主要有：《市场营销策略》（1997）、《信息资源开发利用策略》（2000）、《广播电视经济学》（2000）、《电视节目经营策略》（2000）、《传媒产业经营实务》（2000）、《网络传播与知识经济》（2000）、《广告策划》（2000）等。从列举的书目

可以看出,2000年是我研究应用传播学的第二个丰收年。在1994~2000年的六年间,除了对应用传播学的架构体系进行了分科研究并出版了一些专著外,还提出了一些有价值的理论观点,这些理论观点已被实践证明是正确的,并被政府所采纳。比如制片人和制片人制的问题;广播电视产业化、集团化的问题;电视节目走向市场的问题;制播分营的问题;政产分开的问题等。这些理论观点的提出是不容易的,能让人们认识它就更不容易。记得1996年,在上海召开的制片人会议上,我在朋友们的支持和“动员”下,做了一个大约8分钟的即兴发言,讲述了三个问题:(1)除新闻节目外,其他电视节目可逐步走向市场;(2)除电视节目播出机构(电视台)严格由国家政府控制并继续实施事业单位的管理办法外,电视节目制作可实行公司化运作,条件成熟时可走向市场,充分发挥市场对电视节目制作的调节作用,这样既可以节省成本,又可以提高电视节目的质量;(3)当前要实现这“两个走向”,其关键是提高对电视媒介性质和功能的认识。这些观点现在已被实践证明是正确的,但是在当时是不允许提“实行公司化运作”的。当时参加会议的一位负责同志针对我的发言做了大约半个小时的“讲话”。他说:现在有位教授主张电视节目制作实行公司化运作,这是十分危险的。同志们,你们知道什么叫公司化运作吗?他停顿了一下又说:公司化运作就意味着纳税,电视台是不能纳税的,也缴不起税。如果纳税的话,就意味着我们的广告收入要拿出相当一部分上缴国家,你们想一想,这是多么危险呀!千万不能实行公司化运作。在当时市场经济还不发达的情况下,人们的纳税意识还不强,有这样的思想是可以理解的,但是这位负责同志却把正常的理论讨论同政治问题联系起来就不对了。他回北京后,让北京广播学院的领导批评我,这种行为既失去了一位主管领导的风度,又暴露出了一些道德品质方面的问题,有碍于理论研究工作的开展。正是由于这种“风度”和“道德品质”的存在,不仅严重地影响着广播电视文化产业的发展,而且对于增强人们的纳税意识也是有害的。我们可以这样设想,如果电视台有了收入不纳税,其他文化产业有了收入不纳税,国家凭什么获得收入?如果国家不强大,部门的收入也很难有保障。这个道理如果国家干部都不懂,怎样去教育我国的国民?怎样才能使我国强大?所以,随着文化产业发展,必须提高文化产业经营者的纳税意识,特别是提高主管部门领导者的纳税意识,彻底改变本位主义的经营思想。



继 2000 年理论研究成果的丰收, 2003 年是我研究应用传播学的第三个丰收年。这种理论研究成果的丰收集中表现在我的《传媒经济》丛书的出版发行上。这套丛书共八卷, 第一卷《传媒经济导论》、第二卷《报业经济》、第三卷《广播电视经济》、第四卷《网络经济》、第五卷《传媒产业经营与管理》、第六卷《传媒产业结构模式》、第七卷《传媒产业资本运营》、第八卷《传媒产业市场策划》。2004 年可以说是我研究应用传播学的第四个丰收年, 我的《自选集》由北京广播学院出版社出版, 这本《自选集》既是我 20 多年来对“三论说”研究的总结, 又是我在新环境条件下对“三论说”研究的深化, 是我的许多新研究成果的汇集。2005 年, 我对应用传播学的研究又上了一个新台阶, 也可以说是我研究应用传播学的第五个丰收年。集中表现在《媒介经营与管理》丛书(共三辑, 每辑四卷, 共十二卷)和《应用传播学》丛书(共六卷)的出版发行。这三套丛书是我二十多年来呕心沥血、辛勤劳动的结果, 实属来之不易。现在, 虽然国家已认可了我提出的许多理论观点, 有些观点和提法已上了国家的有关文件, 但是今后的路是不平坦的, 这是因为: (1) 传统理论和观念的影响并不是能在短时间内改变的, 它还会在一个较长的时间内发挥着作用; (2) 一种新理论的确立到这种理论转变成为人们的实际行动是需要时间的, 况且这些理论有许多方面还需要在实践中去检验; (3) 现在实施这种理论的办法(措施)还没有总结出来, 常常自觉或不自觉地用老办法去实现新理论的要求, 这样很可能会产生否定新理论的结果, 甚至造成不自觉地走回头路的现象; (4) 现行的体制, 甚至组织机构都还不适应新理论的要求, 这样出现“穿新鞋走老路”的现象也是经常发生的。(5) 缺乏运用应用传播学的理论去指导实践的人才, 特别是媒介经营人才奇缺, 这样不得不使用传统理论武装起来的人才。鉴于这种状况的存在, 要科学地运用应用传播学的理论指导媒介产业的发展, 当务之急需要解决两个问题: 其一, 从理论的角度要加快中国化应用传播学理论体系的建设; 其二, 从人才的角度要采取有力措施, 加快人才的培养, 特别是媒介经营管理人才的培养。只要这两个问题得到真正的解决, 中国式的媒介信息传播模式和媒介产业经营模式将会逐渐形成, 并能在我国经济社会发展中起重要作用。

现在在我国, 对于“三论说”的研究虽然已走过了二十多年的历史, 但是, 他还是一种十分年轻的理论, 人们从认识这种理论到实现这种理论

还需要一个相当长的时间。另外，我对“三论说”的研究仅仅是从我对传媒经济理解的角度和层面去把握的，还有许多方面是我尚未认知的，再加上本人的理论水平有限，不妥之处是会存在的，敬请读者雅正。

周鸿铎

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Preface



Three Theories on media economy (*Media Economy Theory*, *Media Industry theory*, *Media Productivity Theory*, abbreviated as *Three Theories* in the book) form a theoretical basis for studying media economy. Theory is abstracted from people's practice. Things are usually known from the surface to essential and many theories often occur in the form of hypothesis initially, therefore, a new theory is easy to be regarded as a heresy on its first days. However, when those hypotheses are proved to be true, some people will dive into the tide without any experiment or study. They decipher these new theories without any foundation in a special way, so as to make it serve their predicted concept. All that will eventually disorder people's cognition. There are a variety of illustrations on media economy and some of them go quite far away from media economy. Media economics is a discipline, of which theories have been proved and acknowledged and are not hypothesis any more. The theories guide practitioners' work on media and have been experimenting, enriching and developing continuously in the practice as well. *Three Theories* on media economy have been proved scientific and they have been improved and optimized in the practice over last 20 plus years.

Three Theories are not formulated in one day. A brief statement on the forming process of the theories was given in *The author's preface in Theory of Regulation on Media Industry: Hongduo Zhou Self-Selected Works* published by Beijing Broadcasting Institute Publishing House. Now I want to take the chance of publishing the book to present the long way I have gone through for establishing the



theories.

In 1982, I worked in Beijing Daily Office as a journalist when I found that the newspaper survived in a very uptight situation in China and the government couldn't offer more budgets to help them. For this reason, I wrote several articles, such as *Where will China's Newspaper go*, and bring forward the concept of *newspaper economy*. At that time all the media in China were run by government for propaganda, so it couldn't be accounted into economic operation. Although I had collected some data on newspaper economy, I had not enough time to study on it because I had to put my most efforts on gathering news and editing, which was my job. Afterward my study plan on newspaper economy was laid aside for my transferring job. Then, when I worked in CUC I had to study radio and TV for my teaching. After two years' investigation, I got very interested in broadcasting and I had perceived the economic operation in broadcasting circle that made me change my research plan and focus on broadcasting (radio & TV) economy. In early 1984, I was invited to participate in the Adult Education Work Conference held by Beijing Broadcasting Institute in Xiamen, Fujian province, where I gave a speech on my perception of TV & Radio Economy. In 1980's, it was difficult for people to accept the concept of TV & Radio Economy and my research still started its first step so I couldn't present enough reasons to make people understand it. After all the concept of TV & Radio Economy was a quite new issue in China at that time.

With the progress of China's reforming and opening up to the world, advertising business was initiated widely in broadcasting circle and the successive occurrence of economic broadcasting station and economic TV station provided practical case for further study on TV & Radio Economy.

On December 15, 1986, Zhujiang Economic Radio Station was established with the sanction of Broadcasting Bureau and Guangdong Provincial Committee of CPC. The station positioned itself as an arena of mass communication, information, service and entertainment. In 1987, *Zhujiang Model Seminar* was held in Guangzhou on the 1st anniversary of the founding of Zhujiang Economic Radio Station. I presented on the seminar that the broadcasting programs would be operated in the way of market and non-profit program would be reduced. Meanwhile, I put



forward that broadcasting program was a kind of information product, which laid an idealistic foundation for forming the concept of broadcasting industrialization.

After the working focus of CPC and China's Government was transferred to developing economy, the task of economic communication became more and more important. To meet the social needs, Economy Communication Seminar was organized by Sichuan Provincial Radio Station and TV Station in Chengdu, the capital city of Sichuan province on which I put forward the proposition that broadcasting is "productivity" and demonstrated it. The related paper was published in the 6th issue of journal *Scholars* in 1989, and its revised copy was collected to my book *Radio & TV Economics* which was published by Economy Publishing House of China in 1990. It was also collected to *Media Economy* as an appendix and *TV & Radio Economics* published by Broadcasting Publishing House of China in 2000.

When the strategy was executed that TV and broadcasting stations can be established at four administrative levels (country, province, municipality, county), the broadcasting stations and TV stations were increased from 118 and 47 in 1982 to 386 and 366 in 1987 respectively. The revenue from advertising was augmented year by year. Cable TV covered from city to rural areas. In Guangdong province, for example, cable TV stations were set up in 48 counties till the August of 1988. With the development of China's broadcasting (both TV and radio), not only its achievements had been enlarged greatly on economic aspect but also its economic attribute was unveiled gradually. Under such circumstances, I wrote an article named *On Broadcasting's Economic Attribute* published on the 5th issue of *China Radio & TV Academic Journal* in 1989, which was indeed the outline of the book *TV & Radio Economics* published in 1990. The proposition that broadcasting is productivity and its industrial function was stated in this paper.

1990 became my first harvest year after 8 years' study on TV & Radio Economy following by the publication of my first book *TV & Radio Economics*. In his book, I began my research on human communication's start and its development, integrating the characteristics of Radio and TV communication, systematically analyzed every chain of broadcasting economic management circle including its economic attribute, their function in social economy, economic benefit, product,



management system and some others. However, it was not mature on theory and is also lack of materials in the current angle of view. Although the book should be improved in many aspects, it is accounted as the first academic book on TV & Radio Economy in China so it is a successful research achievement. Taking its importance into consideration, I applied for Academic Monograph Award granted by Broadcasting Bureau. It's said that the book was listed on the first prize but lowered to the third line in reassessment and its qualification was abrogated at last. I had no interest in award itself and I knew the low-down on the award evaluation so I continued my research on TV & Radio Economy without caring the award any more. But it was unexpected that after 15 years of crushing "Gang of Four" and 13 years of canceling "taking the class battle as the guidance", there was someone in a meeting suggesting that this book should be criticized as a here-sy. Luckily, some other opponents presented that it was an academic problem so any different views could be stated, which prevented this book from being refuted. But now these concepts have obtained common acknowledgment so I want to show my sincere appreciation to those leaders and colleagues supporting me at such crucial moment. In this sense, it isn't my own achievement but the fruit of many people's conjoint efforts that the concept of TV & Radio Economy can be recognized by the society. Most but not last, I want to show my warmest thanks to Huangyong, vice chief-editor and director of Development Research Institute in the State Administration of Radio Film and Television who supported me greatly and helped me to formulate a system for my research and publish it for my readers eventually.

In 1992, Deng Xiaoping's famous speech on his South Cruise was published, and it was confirmed in the 14th National Congress of Communist Party of China that Deng Xiaoping's theory of building socialism with Chinese characteristics was the guidance for CPC and market economy was the aim of reforming China's economic system. It was required that the whole party should focus on boosting economy. Under such a good macro-environment, I widened my study field from TV and radio to communication media. In the beginning, I mainly studied on newspaper economy and TV & Radio Economy. Some time later, however, I found the projects I worked on were not only issues of economy, but also



those of applied communication. Till early 1993, I adjusted my research focus from single economy to applied communication. This transition was indicated by the following writings: *An Introduction to Radio & TV Economy Management in China* published by International Cultural Publishing House in 1994 which was my last book illustrating media economy from the single aspect of economy; *Media Economy* published by Beijing Broadcasting Institute Publishing House in 1997 which was my first book indicating my study on the angle of view of applied communication. If 1990 when *Radio & TV Economy* was published was my first harvest year for my research on media economy, 1997 when *Media Economy* was released would be another first harvest year for my study on applied communication with the angle of view from economy. These two “first harvest year” can be regarded as two milestones for my scientific research and teaching.

Since then I have totally transferred my research focus to communication. During the six years from 1994 to 2000, I studied a variety of subjects within operations of communication, including information communication, TV program management, media industry management, advertising planning, marketing and some others that were released successively in the form of reference books or monographs. There were reference books like *A Handbook of Chinese Advertisement Knowledge* (1994) and monographs including *Marketing Strategy* (1997), *Strategy for Information Resource Development* (2000), *Radio & TV Economy* (2000), *Operation Strategy for TV Program* (2000), *Business of Media Industry Operation* (2000), *Network Communication and Knowledge Economy* (2000), *Advertisement Planning* (2000), etc. From the book list, it could be seen that the year of 2000 was my second harvest year for my studying on applied communication. In the six years, I not only studied the framework system of applied communication from different aspects but also put forward some valuable theoretical thought that had been proved true and adopted by Chinese government, for instance, producer management system, broadcasting industrialization and collectivization, TV program's marketing orientation, separating producing from broadcasting, detaching political governing from industry.

It's not easy to put forward these theoretical thoughts at that time in China so it's even more difficult to make them understood. I remembered I gave a 8



minutes' improvisational speech on Producers Meeting of Shanghai in 1996 on which I presented three issues as the following: 1. TV programs could go into the market gradually except news program; 2. TV stations should be governed by government and adopt non-profit organization managing system as a broadcasting agency, however, the organizations and departments related to TV program producing could be operated as a company and when chances permitted these parts could also be put into market to make use of market's adjusting function which is good to reduce the cost and enhance TV program's quality as well; 3. the key to realizing these two orientation was to recognize TV's duple attributes and its multi-function as a media. These thoughts also have been proved to be true but it couldn't be stated that media could be run as a company in market at the moment in China. Then a leader refuted my speech for about half an hour at the meeting. He said if TV program producing arena adopted company operation system, TV stations would be required to pay tax. However, TV stations in China couldn't afford taxing. In his opinion, it was very dangerous to take some money from TV stations' revenue to pay tax for our country. It could be understood that some people had such idea because most Chinese had no much sense on rate paying. But it couldn't be accepted that the leader confused theoretical discussions with political problems. When he went back to Beijing, he asked the leader in BBI to criticize me, which showed his lack of managing qualifications and moral literacy. Such deed cumbered the development of broadcasting cultural industry and it was also deleterious for enhancing people's taxpaying sense as well. If the companies in cultural industry didn't pay tax, where our country could get tax? If our country couldn't grow to be powerful, the benefits of all the fields wouldn't be guaranteed. If leaders couldn't understand such simple principle, how could they teach the citizens? So with the development of cultural industry, those managers especially the leaders in government must strengthen their taxpaying sense.

After 2000, I welcomed my third harvest year on studying applied communication in 2003, which was marked by the publishing of A Series of Media Economy. This series is made up of eight volumes including Vol. 1 Introduction to Media Economy, Vol. 2 Newspaper Economy, Vol. 3 TV & Radio Economy, Vol. 4 Network Economy, Vol. 5 Operation & Management of Media Industry,



Vol. 6 Institution of Media Industry, Vol. 7 Capital Operation of Media Industry, Vol. 8 Market Planning of Media Industry. Then my fourth harvest year came in 2004. My Self-Selective works was released by BBI Publishing House, which was my summarization for the past 20 years' study on *Three Theories*. I improved the old achievements in the new environment by absorbing many new thoughts. In 2005, I stepped into a new stage on studying applied communication that could be considered as my fifth harvest year symbolized by the publishing of A Series of Media Operation and Management (totally three collections of four volumes for each) and A Series of Applied Communication (six volumes). It's not easy for me to harvest these three fruits from my over 20 years' hardworking and I took them to go through storms and winds in the past years. Although most of my theoretical thoughts have been recognized by Chinese government and some of them have already been written into national documents, there's still a long zig-zag way to go for many reasons among which the following five problems may be the main issues to be solved. 1. Old thought and concept can not be changed in a short time so it would make effects in a comparatively long time; 2. It takes long time to put a new theory into practice and the theory has to be experimented in the practice; 3. Scientific methods have not been abstracted to execute the new theory so it's common to see that old measures are used for realizing the new theory, which will consciously or unconsciously bring people back to the old way; 4. The present system and structure of organizations can not meet the requirements of new theory, therefore, it is very often to see a pair of new shoes on the old road. 5. The field lacks of persons who master applied communication theory, especially those managing masters. So most stations have to employ those people with traditional theory in their mind. In such situation, two crucial problems should be solved to apply scientific communication theory in media industry. One is considered from the theoretical aspect that the applied communication theory system should be established in a fast step. The other is intelligence that means effective measures should be adopted to cultivate media intelligence, especially managers. Only when these two problems are settled, can Chinese featured communication mode and media operation mode be formulated gradually and play an important role in the development of Chinese economic society.



Till now, twenty years have passed for studying Three Theories in China, but it's still a quit new theory. It will take a long time for people to perceive them and apply them in practice. Besides, I only took the point of media economy to research on the three theories so there must be much weakness to be improved. I couldn't cover every field in the wide scientific space so it will be very appreciated for your kind correction.

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