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EDIA DEVELOPMENT RESEARCH OF CHINA

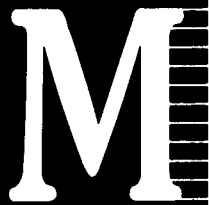
重庆电视媒介 发展报告

**REPORT ON
DEVELOPMENT OF CHONGQING
TELEVISION MEDIA**

主编/周鸿铎



社会科学文献出版社
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序



为了加强对电视媒介的研究，中国传媒大学（原北京广播学院）传媒经济研究所在重庆电视台设立了“研究基地”，追踪研究重庆电视媒介发展的每一个变化。八年来，重庆电视人经过自己的努力，不仅把一个计划单列市的小台发展成为一个省级大台，而且创造了一系列的新理论、新观点。这些新理论、新观点不仅指导着重庆电视人在我国西部地区创造着奇迹，而且对于我国整体电视媒介的发展也具有重要的借鉴意义。

重庆电视人在自己的实践中很重视理论的作用，他们每前进一步，首要的任务是解决理论问题，要求每一个电视人，特别是决策层，必须先“务虚”，即进行理论研究，在此基础上制定具体的实施方案，然后在实践的过程中检验自己的理论、丰富自己的理论。理论是从实践中来的，但是它又高于实践、指导实践。由于重庆电视人的行为有科学的理论作指导，既保证了重庆电视媒介活动的前沿性，又培养了一大批具有前瞻思想和行为的人才队伍。电视媒介活动是一种有组织、有纪律、有程序、有内容的集体活动，它需要电视人之间的协作，需要电视人与其他社会人的协作，需要电视媒介机构与其他社会机构的协作，因此，它要求参与电视媒介活动的所有人或组织都必须有合作精神，有团队精神。这就是说，电视媒介产品是电视人共同劳动的产物，是电视人与其他社会人共同合作的产物，它要求从事电视媒介活动的每一个人都必须具有很高的素质，否则，这种高知识化的电视媒介产品是很难创造或生产出来的。鉴于这种认识，重庆电视人在其实践中总结出很多经验，其中最具有代表性的经验主要是：理论立台、以人为本和深化改革。



（一）理论立台

理论是重庆电视台的立台之本，也是重庆电视人的一个重要经验。重庆电视人非常重视理论探索。1997年，重庆电视台率先成立了全国第一个以理论研究为重点的发展研究中心，并集中了一批专门从事电视媒介理论研究的人员。研究中心有三项任务，即为电视媒介运营者提供科学的理论服务；研究电视台内部对于电视媒介生存和发展有意义的各类现实问题，并提出具体的、可行的实施方案；从宏观的角度研究电视媒介急需解决的理论问题和实践问题。在理论研究中，他们一改传统理论研究与实践相脱节和理论滞后的现象，注重理论先行和注重理论与实践相结合的原则。由于指导思想的正确和采取的研究方法得当，重庆电视人在总结自身实践经验的基础上，不断创新，不断提出新理论，并根据现有的研究成果对电视媒介的发展前景做出了大胆的预测和探索，形成了理论指导实践，实践推动理论的良性运作模式，用李晓枫台长的话来讲就是：“用理性的火花来照亮我们未来的道路。”

重庆电视人的理论立台思想的形成大致可区分为四个阶段：计划模式下的规范管理阶段；电视产业及其经营理论的探索阶段；改革模式下的电视媒介构建的理论研究阶段；电视媒介文化理论的创新阶段。重庆电视人经过这四个阶段的理论研究，现在有关理论立台的基本理念已初步形成。

积极地进行理论探索是重庆电视台发展的一个法宝，也是重庆电视人工作的一个特点。目前在我国的电视媒介中，包括平面媒介内部，真正实行理论立台、理论立社，并且取得一定成果的还不多，这也是我国媒介产业发展比较缓慢的一个原因。重庆电视台从单项到系统，从传统到创新，一直坚持从理论研究起步，并且一直用理论研究的成果来指导重庆电视媒介的发展，可以这么说，重庆电视媒介的快速发展与重庆电视人的理论立台的思想是密不可分的。

（二）以人为本

坚持以人为本是重庆电视人的一贯思想。电视媒介同其他事业一样，它的生存和发展是同人及其素质和发挥程度相联系的，重庆电视人十分明白这个常识性的问题，因此，重庆电视台的每一项决策、每一项活动都把调动人的积极性放在首位。长期以来，由于重庆电视人一贯坚持以人为本的指导思想，不仅调动了全电视台在职员工的积极性，而且调动了由于复

杂的历史原因离开重庆电视台的老职工的积极性，甚至有相当一部分已调走的老职工要求重新回到重庆电视台工作。这“一走一回”充分证明了“以人为本”思想的魅力。

对于电视媒介来讲，如果队伍素质过硬，管理能力突出，经营手段得力，它就会取得良好的社会效益和经济效益。同样，如果队伍素质一般，那么，它的社会效益和经济效益也不会很理想。在多年的实践过程中，重庆电视人深刻地认识到加强队伍建设的重要性，队伍建设是确保节目质量、加快事业发展的有力保障。因此他们十分重视对干部职工的思想建设、业务能力的培养和文明形象的塑造等，同时，还采用多种激励机制，提高职工的自我教育的积极性。由于指导思想明确，措施得当，现在重庆电视台已基本形成了专业齐全、结构合理的人才体系，建成了一支政治强、业务精、作风正、纪律严的电视工作队伍，为全面推进电视台各项工作提供了有力的人才保障。

（三）深化改革

改革是一场革命，是一场利益再分配的“运动”。要想取得改革的成功，就必须打破传统的不合理的利益分配规则，建立新的合理的利益分配规则。1997年以来，重庆电视台以改革为动力，以改革促发展，通过改革推动电视生产力的不断解放和发展。

重庆市直辖以后，对于重庆电视台来说，面临着两个突出问题，一是如何改变原来计划单列市电视台的现状，二是如何承担起省市级大台的任务。解决这两个问题的关键就是不断深化电视台内部的体制改革，以适应直辖市对电视媒介的要求。重庆电视人以改革的精神迅速实现了由普通城市台向直辖市台并由域内地面频道向跨省、跨国卫星频道的转变，创造出了电视媒介“跨越式”发展的新思路、新理论和新办法。八年来，重庆电视台进行了多次改革，建立起了以质量为中心的管理体系，整合了生产要素，优化了资源配置，强化了管理效能，调动了员工的积极性和创造性。

2004年11月18日，以重庆电视台、重庆人民广播电台为主体，汇集重庆音像出版社、重庆广播电视报社、重庆市广播电视服务部等单位联合组成了重庆广播电视集团（总台）。总台员工总数约2500人，总资产18亿元，年收入8亿多元，是中国西部最具有实力和影响力的区域性广播电视实体之一。总台成立后，正着手整合全市广电资源，组建全市性大集团。届时，总台资产规模将达到40亿元，年收入将超过12亿元。目前，



重庆广电集团（总台）正朝着“把重庆广电建设成为长江中上游的广电传媒中心”这一宏伟目标迈进。

当前，我国电视媒介正处在发展的关键时期，海外媒介的进入、电视媒介之间以及电视媒介与其他媒介之间的竞争越来越激烈，这就迫使电视理论界和电视实业界共同努力，相互配合，为我国电视媒介的发展做出贡献。

周鸿铎

2005年12月25日

Preface



To strengthen the research on TV media, Media Economy Research Centre, China University of Communication (originally as Beijing Broadcasting Institute), set up a research base with ChongQing TV station, to trace and conduct research on changes of ChongQing TV during its development in the past and future. In the past eight years, ChongQing TV has been developed from a local small station to a big station at provincial level, and a series of new theories and viewpoints have been created and developed. Those theories have guided ChongQing TV to create new records continuously, and provided critical reference for the overall development of China TV media.

ChongQing TV emphasizes the importance of theories to guide its practice. The primary task is to solve theoretical problem before they take their steps forward. Every staff, including the management, must firstly conduct theoretical research, based on which they make detailed action plan, and then verify the correctness of those theories and enrich them in practice. As a guide to practice, theories originate from practice, and are higher than practice. With those scientific theories as guide, ChongQing TV guarantees its media operation to be close to and in line with the international practice, and at the same time, trained a team of media talents with updated mindset and behavior. TV media operation, with its own organization, discipline, procedure and content, consists of collective activities, which require high level of team spirits. In other words, TV media products are the common output of all participants within and outside this industry, and have high requirement on the quality of its participants.



Otherwise, it will be very difficult to produce TV media products, which require intensive and diverse knowledge. In view of this, ChongQing TV has generalized many experiences from practice, among which the most important three are “theories as the foundation”, “people as the principal”, and “deepening the reform”.

Theories as the foundation

Theories are the foundation of ChongQing TV station, as well as important experience for their operation. ChongQing TV pay attention to theoretical exploration, for example, they set up the first development research centre in China with the focus on theoretical research, which gathered a batch of TV media researchers. The research centre has three tasks: providing scientific theoretical service to TV media operation; researching on and finding solutions to different internal practical problems crucial to the survival and development of ChongQing TV media; researching on the theoretical and practical problems in TV media industry from macro perspectives. Different to the past, they emphasize the priority of theories over practice and the combination of theories and practice. Due to the correct guiding ideas and due research method, ChongQing TV, by generalizing its own practical experience, has been continuously creating and raising new theories. Based on its own research outcome, ChongQing TV explores and forecast its development prospect, and has formed a healthy development model, which emphasizes the guide of theories to practice and the promotion of practice to theories. In the president of ChongQing TV, Li Xiaofeng's words, “use of spark of rationality to lighten our future road”.

The idea has been developed through four phases: intensive control under the planned model, exploration of operational theories and industry practice, theoretical research on TV media establishment and development under the reformed model, theoretical innovation of TV media culture. Through the research in the mentioned four phases, the basic ideas regarding theoretical foundation have been developed.

Active theoretical exploration and research is the characteristic of ChongQing TV's operation, as well as the key to its fast development in the past. At the present, among the TV media in China, ChongQing TV is one of the few stations that successfully applied the principle “theories

as the foundation”, and achieved good operational result. From one single business to systematic development, from tradition to creation, ChongQing TV sticks to theoretical research and use the research output to guide the development. In other words, the fast development of ChongQing TV is closely linked to the thinking “theories as the foundation”.

People as the principal

ChongQing TV emphasize on “people as the principal”. Similar to other business, the development of TV media is closely linked to the quality of its participants and the extent they put their effort, which is common sense. How to promote the positivity of its staff is the first thing to consider before they make decisions and conduct activities. ChongQing TV has been long sticking to “people as the principal”, which not only promoted the enthusiasm of its current staff, but also attracted the original staff, who has left due to complex historical reasons, to come back to work for ChongQing TV station. Through the “go and come back” phenomenon, the charm of “people as the principal” has been verified.

To TV media, quality of management team, management capability, and operational means are of great importance, for it to achieve good operational outcome, economically and socially. In the past practice, ChongQing TV has realized the importance of team building, which guarantees the quality of the programs and the healthy development of its operation. It pay attention to the training on the thinking its staff, the cultivation of business capability, the building of cultural image etc. In addition, different stimulation measures have been set up, in order to promote staff’s enthusiasm on self learning. Due to the clear guiding ideas and correct measures, a talent system with comprehensive specialities and a working team with strong political sensitivity, high operational capability, correct working style, and strict discipline, have been formed, with provided talents supply to the overall improvement and advancement of its operation.

Deepening the reform

Reform is a revolution and movement of interests’ reallocation. To



achieve the target, the traditional and unreasonable regulation must be reformed and new and reasonable regulation on interests reallocation must be founded. Since 1997, ChongQing TV has, through reform, been continuously liberating and improving the productivity of its TV operation.

After ChongQing city was upgraded to be the directly affiliated city under the central government, ChongQing TV face two problems: one is how to reform the system of the original TV station at the district city level, the other is how to take on the new operational function and task of a bigger TV station at the provincial level.

18 November 2004, ChongQing TV Station together with ChongQing Radio Station, ChongQing Vedio Publisging House, ChongQing Broadcasting and Television Press as well as ChongQing Broadcasting and Television Service Centre, formed ChongQing Broadcasting and Television Group (General Station). As one of the biggest and most influential TV stations in western China, ChongQing General Station has 2500 staff, total assets amounted to 1.8 billion RMB, and annual income amounted to 700 million RMB. By integrating the media resources in ChongQing City, the foundation of a bigger media group at the city level is in progress. The planned bigger group will have total assets amounted to 4 billion RMB, annual income amounted to 1.2 billion RMB. At the present, ChongQing Broadcasting and Television Group (General Station) is going forward to reach the target "building up ChongQing Broadcasting and Television Group to be the Broadcasting and Television centre in the area surrounding the upper and middle part of Yangzi River. "

At the present, China TV media is at a critical development phase. The competition from overseas media in China market, other TV media, as well as other media in China, is becoming fiercer than before, which force TV academic institutions and industry to work together and cooperate each other, in order to contribute to the development of China TV media.

Zhou Hongduo
Dec 25th, 2005

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发展报告



传媒实体对于一个政党和政府来讲是喉舌、工具；对于经济社会发展来讲，它是一种信息产业。这是因为，传媒具有政治属性和经济属性。2002年，中国共产党第十六次全国代表大会首次将发展文化产业写入了政治报告；2003年，中国共产党第十六届中央委员会第三次全体会议通过的《中共中央关于完善社会主义市场经济体制若干问题的决定》明确指出：大力发展文化产业，完善文化产业政策，鼓励多渠道资金投入，促进各类文化产业共同发展，形成一批大型文化产业集团，增强文化产业的整体实力和国际竞争力；2004年，国家广电总局为了促进广播影视文化产业的发展，把2004年定为“数字化发展年”和“产业化发展年”。在这种背景下，重庆电视台和我国其他媒介实体一样进行各种探索和努力。

重庆电视台于1958年筹建，1981年正式开播自办节目。几十年来，尤其是近八年来，经过艰苦拓荒，不断创新，锐意改革，伴随着重庆直辖以后经济的迅速发展，重庆电视台从一个落后的没有多少知名度的“区域小台”，到一个在全国有一定影响力的“西部大台”，并不断走向壮大和成熟。探究重庆电视台发展的历史和现状，充分认识重庆电视台发展的特点和经验，全面把握重庆电视台发展的态势和情况，对于我国西部电视文化产业的发展以及中国电视文化产业的发展都具有重要意义。

重庆电视的发展历程

经验告诉人们，历史并不总是充满机遇，只有抓住机遇，才能创造历史。