## **Global Media Journal**

# ( XI)

AEJMC

#### CONTENTS

#### **EDITOR'S NOTES**

#### MEDIA ECONOMY AND OPERATION MANAGEMENT

1. Is Online News an Inferior Good? Examining the Economic Nature of Online News among				
users QI Xia	ing & YANG Meng Jie	e (LIU Qing trans.)	1	
2. Issues and Strategies in Managing Prod	luct Portfolios across H	Borders and Cultures		
	HANG Min	(BAI Haoyuan trans.)	15	
3.				
	GAO Ping	(QIU Shuang trans.)	32	
GLOBAL COMMUNICATION STUD	IES			
4. Network Nation: Inventing American T	<b>Telecommunications</b>			
Richard R. John	(ZHOU Yang	& Xu Youquan trans.)	48	
5. Communication and Critical Studies in China: Opportunities and Challeges				
	Yue-Zhi ZHA	.0 (JI Li trans.)	57	
6. Making the Connection: Digital Media and Intelligent Networking				
Gracie Lawson-Borde	ers (ZOU Shen &	c GUO Mengjun trans.)	63	

#### INTERNATIONAL JOURNALISM EDUCATION

7. How to Train Backup Talents of International Commun	ication? A Survey and the Reflection on	
the Education Model Reform	(CHENG Zheng) 77	

#### APPENDIX

Chinese Association of Global Communication (CAGC) s Annual Conference Held 83

Information on the Recent Lectures at the School of Journalism and Communication, Tsinghua University 84 Is Online News an Inferior Good? Examining the Economic Nature of Online News among Users

2009

86 3 594-612 Hsiang Iris Chyi

Jacie Yang

J&MCQ

Journalism & Mass Communication Quarterly

Mengchieh

Seth Lewis Amy Zerba

Abstract: The U.S. newspaper industry is transitioning from print to online, but

90%

Pew Research Center for the People & the Press, Key News Audiences Now Blend Online and Traditional Sources: Audience Segments in a Changing News Environment, August 17, 2008,

http://pewresearch.org/pubs/928/key-news-audiences-now-blend-online-and-traditional-sources (accessed November 19, 2008); Newspaper Association of America, *Daily Readership Trends: By Total Population (1998-2006)*, October 2006, http://www.naa.org/docs/Research/Daily\_National\_Top50\_1998-2006.pdf (accessed March 3, 2007); David T. Z. Mindich, *Tuned Out: Why Americans under 40 Don't Follow the News* (New York: Oxford University Press, 2005).

<sup>2008</sup> Stephanie Clifford, Web Revenue Is , *New York Times*, October 12, 2008; Katherine Q. Seelye, Drop in Ad Revenue Raises Tough Question for Newspapers , *New York Times*, March 26, 2007.

Patrick Phillips, Bill Keller: The New York Times Is Not Immutable , *I Want Media*, July 16, 2007, http://www.iwantmedia.com/people/people68.html (accessed November 19, 2008).

Seelye, Drop in Ad Revenue .

Jennifer Saba, "Report: May Be Decades before Online Sustains Newspapers," *Editor & Publisher*, October 25, 2006, http://www.allbusiness.com/services/business-services-miscellaneous-business/4704409-1.html (accessed Drop in Ad Revenue



DVD 9% E 20 70

Journalism Monograph 24 (August 1972); Maxwell

, Journal of Communication 30 (March 1980):

E. McCombs and Chaim H. Eyal,

Chyi, No One Would Pay for It?

Hoskins, McFadyen, and Finn, Media Economics, 46.

Boyes and Melvin, Microeconomics, 129.

Boyes and Melvin, Microeconomics, 52.

Hoskins, McFadyen, and Finn, Media Economics, 45.

Brooks Barnes, For a Thrifty Audience, Buying DVDs Is So 2004, New York Times, November 22, 2008.

<sup>153-158.</sup> 

Maxwell E. McCombs and Jinok Son, Patterns of Economic Support for Mass Media During a Decade of Electronic Innovation (paper presented at the annual meeting of AEJMC, OK, 1986); Ghee-Young Noh and August E. Grant, Media Functionality and the Principle of Relative Constancy: An Explanation of the VCR Aberration, *Journal of Media Economics* 10 (July 1997): 17-31; Michel Dupagne and R. Jeffery Green, Revisiting the Principle of Relative Constancy *Communication Research* 23 (October 1996): 612-635.



#### 70%

11

Hsiang Iris Chyi and George Sylvie, The Medium Is Global, the Content Is Not: The Role of Geography in Online Newspaper Markets , *Journal of Media Economics* 14 (January 2001): 231-248.

Online Publishers Association, *Multi-Channel Media Brands: Attitudinal and Usage Study*, February 2004, http://www.online-publishers.org/media/140\_W\_opa\_multichannel\_media\_brand\_study\_nov03.pdf (accessed November 30, 2008).

Hsiang Iris Chyi and George Sylvie, Online Newspapers in the U.S.: Perceptions of Markets, Products, Revenue, and Competition, *International Journal on Media Management* 2 (summer 2000): 13-21.

Hsiang Iris Chyi and Dominic L. Lasorsa, An Explorative Study on the Market Relation between Online and Print Newspapers , *Journal of Media Economics* 15 (April 2002): 91-106; Matthew Gentzkow, Valuing New Goods in a Model with Complementarities: Online Newspapers , *American Economic Review* 97 (June 2007): 713-744.

Hsiang Iris Chyi, Mengchieh Jacie Yang, Seth C. Lewis, and Nan Zheng, An Empirical Study of Online Newspaper Readership in Local Markets: Exploring Differences between Hybrid and Online-Only Users (paper presented at the annual conference of the International Communication Association, Chicago, IL, 2009).

Vivian Schiller, Letter to the Readers About TimesSelect,

http://www.nytimes.com/ref/membercenter/lettertoreaders.html?ref=media (accessed September 20, 2007). Jeff Jarvis, *Times Deselected*, http://www.buzzmachine.com/2007/09/17/times-deselected/ (accessed September 20, 2007).

Gerald L. Grotta, Daily Newspaper Circulation Price Inelastic for 1970-75, *Journalism Quarterly* 54 (summer 1977): 379-382; Robert G Picard, *Media Economics: Concepts and Issues* (Newbury Park, CA: Sage, 1989); Robert G Picard, Economics of the Daily Newspaper Industry, in *Media Economics: Theory and Practice*, ed. Alison Alexander, James Owers, and Rod Carveth (Hillsdale, NJ: Erlbaum, 1998).

<sup>11</sup> Jupiter Media Metrix, Bumpy Road from Free to Fee: Paid Online Content Revenues to Reach Only \$5.8 Billion by 2006, Reports Jupiter Media Metrix, March 2002,

 $http://banners.noticiasdot.com/termometro/boletines/docs/consultoras/jupiter/2002/jupiter_Paid_Online_Content_Notice_No$ 



Revenues.pdf (accessed January 6, 2003).

Borrell & Associates, *The Free vs. Paid Debate: Newspapers Must Decide between Short-Term ROI and Long-Term Goals*, October 2001, http://www.borrellassociates.com/research.html (accessed March 3, 2002).

Online Publishers Association, Multi-Channel Media Brands.

		0-10 0	10
7.1	6.5	6.1	5.5

Hsiang Iris Chyi, Willingness to Pay for Online News: An Empirical Study on the Viability of the Subscription Model, *Journal of Media Economics* 18 (April 2005): 131-142.

Hsiang Iris Chyi and Hao-Chieh Chang, Examining the Use of and Preference for Online News in the Context of Intermedia Competition, in *Embedding into Our Lives: New Opportunities and Challenges of the Internet*, eds. Louis Leung, Anthony Fung, and Paul S.N. Lee (Hong Kong: Chinese University Press, 2009), 101-123.

Online Publishers Association, *Multi-Channel Media Brands*; Ester De Waal, Klaus Schoenbach, and Edmund Lauf, Online Newspapers: A Substitute or Complement for Print Newspapers and Other Information Channels? *Communications* 30 (January 2005): 55-72; Hsiang Iris Chyi and Dominic L. Lasorsa, Access, Use and Preference for Online Newspapers, *Newspaper Research Journal* 20 (fall 1999): 2-13; Chyi and Lasorsa, An Explorative Study"; Chyi and Chang, "Examining the Use of and Preference for Online News.

Chyi and Lasorsa, Access, Use and Preference for Online Newspapers.

Chyi and Lasorsa, An Explorative Study.

Chyi and Chang, Examining the Use of and Preference for Online News.

H1 H2 2004 19 4 5 12 RDD 3000 1493 1 10 80% 45% 94% 34%

De Waal, Schoenbach, and Lauf, Online Newspapers .

Pew Research Center for the People & the Press, Key News Audiences.

Pew Internet & American Life Project, America Online Pursuits, December 22, 2003,

http://www.pewinternet.org/pdfs/PIP\_Online\_Pursuits\_Final.PDF (accessed May 3, 2004); Guido H. Stempel, III and Thomas Hargrove, Mass Media Audiences in a Changing Media Environment , *Journalism & Mass Communication Quarterly* 73 (autumn 1996): 549-558; Guido H. Stempel, III, Thomas Hargrove, and Joseph P. Bernt, Relation of Growth of Use of the Internet to Changes in Media Use from 1995 to 1999 , *Journalism & Mass Communication Quarterly* 77 (spring 2000): 71-79.

Pew Research Center for the People & the Press, Online Newcomers More Middle-Brow, Less Work-Oriented: The Internet News Audience Goes Ordinary, January 14, 1999,

http://people-press.org/reports/display.php3?PageID=339 (accessed June 4, 2000).

Althaus and Tewksbury, Patterns of Internet and Traditional News Media Use ; John Dimmick, Yan Chen, and Zhan Li, Competition between the Internet and Traditional News Media: The Gratification-Opportunities Niche Dimension , *Journal of Media Economics* 17 (January 2004): 19-33; Pew Research Center for the People & the Press, *Online Newcomers*; Stempel, Hargrove, and Bernt, Relation of Growth of Use of the Internet .

Pew Research Center for the People & the Press, Online News Audience Larger, More Diverse, June 8, 2004,

23.7%

1		5
2	5	10
3	10	15
4	15	20
5	20	30
6	30	
7	1	
8		

1

76.3%

N=616

http://people-press.org/reports/pdf/215.pdf (accessed April 3, 2005). 2 3 4 5 1 / / 616 1529 988 2003 ASEC 1943 Pew Research Center for the People & the Press, Online News Audience Larger, More Diverse. Tim Futing Liao, Interpreting Probability Models: Logit, Probit, and Other Generalized Linear Models

(Thousand Oaks, CA: Sage, 1994).

3	000	n=3000	N=5398	95%	±1.3%	1
		N=5398	23.7%			
55%						

	Global	Media Journa	l, Vol 11, Issue	3, September 20	)12
25-34	18.2	14.5	17.7	21.3	
35-44	20.7	19.7	19.8	23.9	
45-54	19.1	19.4	19.1	20.5	
55-64	13.1	14.9	13.2	12.5	
65+	16.4	19.4	16.6	7.2	
	15.6	9.0	13.6	4.2	
	35.8	31.8	36.3	22.8	
	23.3	25.0	23.5	28.1	
	25.3	33.6	26.2	44.9	
	19.4	17.6	19.1	19.4	
	23.1	25.6	23.5	23.6	
	35.8	35.9	35.9	33.9	
	21.6	20.8	21.5	23.2	
/					
/	71.0	79.2	70.2	72.0	
/	71.9	78.2	72.3	73.2	
/	10.7	9.4	10.7	6.9	
	11.8	6.9	10.6	11.6	
/	5.5	4.4	5.3	8.4	

2012 3 11 2012 9

			2012 3 <i>Global Media Journal,</i> Vol 11, Issue	11 3, Sep		9 2012
10	15				1	8.4
15	20				1	6.9
20	30				1	3.3
30		1	l		2	2.6
						8.1
					10	0.0

N= 616

2004

2004

(5	SE)
1	2
082*	126**
(.039)	(.040)
111	017
(.154)	(.159)
005	010
(.005)	(.005)
.209***	.208***
(.054)	(.054)

Kelvin J. Lancaster, A New Approach to Consumer Theory , *Journal of Political Economy* 74 (April 1966): 132-157.

.324**	.288*
(.109)	(.112)
	.073
	(.057)
	.037
	(.046)
	.226***
	(.051)
543.2	541.1



ComScore

Paul Farhi, Online Salvation? *American Journalism Review* (December/January 2008): 18-23. Chyi and Chang, Examining the Use of and Preference for Online News.

Pew Internet & American Life Project, Online News: For Many Home Broadband Users, the Internet Is a Primary News Source, March 22, 2006, http://www.pewinternet.org/pdfs/PIP\_News.and.Broadband.pdf (accessed May 3, 2007).

Pew Research Center for the People & the Press, Key News Audiences Now Blend Online and Traditional Sources: Audience Segments in a Changing News Environment, August 17, 2008,

http://people-press.org/reports/pdf/444.pdf.

Joseph L. Bower and Clayton M. Christensen, Disruptive Technologies: Catching the Wave, *Harvard Business Review* (January-February 1995): 43-53.

Sean Silverthorne, Read All About It! Newspapers Lose Web War, Working Knowledge, Harvard Business

School, January 28, 2002, http://hbswk.hbs.edu/item/2738.html (accessed December 12, 2008).

<sup>2006</sup> readme.txt http://people-press.org/dataarchive/#2006 (April 12, 2009).

Hoskins, McFadyen, and Finn, Media Economics, 74.

Baba Shiv, and Antonio Rangel, Marketing Actions Can Modulate Neural Representations of Experienced Pleasantness, *Proceedings of the National Academy of Sciences* 105 (January 22, 2008): 1050-1054.

Hsiang Iris Chyi, Information Surplus in the Digital Age: Impact and Implications, in *Journalism and Citizenship: New Agendas*, ed. Zizi Papacharissi (New York: Taylor & Francis, 2009), 91-107.

### Issues and Strategies in Managing Product Portfolios across Borders

#### and Cultures

**Abstract:** Technological advances and change in media environment bring transformations to media industry. Media companies expand their business and fulfill economy of scale by creating media product portfolio and diversification. This article discusses issues and strategies in managing product portfolios across borders and cultures. From a resource-based view, this article also discusses models for product portfolios decision and relevant managerial strategies.

Key Words: media product portfolio, resource-based view, strategic model

Media Product Portfolios: Issues in Management of Multiple Products and Services191-225Lawrence Erlbaum Associates191-225

Hollifield, 2001

Picard, 2003

Litman et al.,

2000	Harry Markowitz	Entinuir et un,
	Markowitz, 1959	1960
		<b>1</b> 000
	Velten & Ans	
		Ansoff
1958	Velten & Ansoff, 1998	Chandler 1962
	e.g., Datta, et al., 1991	
	e.g., Datta, et al., 1991	
		man, et al., 2000,
	Albarran & Porco, 1990 ,	
Chan-Olmsted		
	80 90	)
	1	2
	1	Ζ.

Hitt, 1997

Kogut, 1984

Kochhar&Hitt, 1995

Hitt, et al., 1997

Tallman and Li

Geert

1996

1.

/

1.

Hofstede Hofstede 60 30 / / Hofstede, 1980 Michael Bond 1988 / 2.

2.

Schein, 1992 Lucy Kung 2000 BBC CNN

BBC CNN

Vivendi Universal (

Vivendi Universal

Messier

)

Messier

Vivendi Universal

Messier

Albarran & Gormly, 2003

3.

Picard, 2003

UNCTAD Source, 2003

Chan-Olmsted, 2003

Chandler 1962

Johnson & Scholes

/

Chatterjee & Wernerfelt, 1991 Chan-Olmsted, 2003

Anderso	on & Gatignon	OLI	Dunning, 1977
OC	Aulakh&Kolale, 1997	DMP	Root, 1994

Picard, 2002

high-equity

Bell & Young, 1998

Griffin & Pustay, 2002

1.

Scholes, 2002

Johnson &

2.

Shank & Govindarajan, 1992 Hitt, et al.

Vivendi Universal Studio

Chan-Olmsted, 2003

Lockett & Thompson ,

Williamson

1

Markides &

2012 3 11 2012 9 *Global Media Journal*, Vol 11, Issue 3, September 2012



外部环境↩ 25 组合选择↔ 媒介环境↔ 25 25 产业特征↔ 进入策略选 マレ マレ 产业吸引力↔ 发展方法↩ 资源管理↔ 25 25 25 特殊资源及 目标国家及 战略选择↩ 实行≁ 资源管理↔ 核心竞争力⊷ 相关市场扫 描↩ V 如果不满意 加强、改进 控制↩ 战略替换≁ 目标市场再 次扫描↔ 3

/

---

#### Works Cited:

Albarran, A. & Gormly, R. (2003).

*Strategic Responses to Media Market Changes,* Jönköping International Business School Research Reports, No. 2004-2.

Albarran, A. (2002). Management of Electronic Media, Second Edition, Wadsworth Group.

Albarran, A. & Porco, J. (1990). Journal of Media Economics, 3(2): 3-14.

Anderson, E. & Gatignon, H. (1986). Modes of Foreign Entry: A Transaction Cost Analysis and *Journal of International Business Studies*, 17: 1-26.

Ansoff, H. I. (1958). September-October. Harvard Business Review,

Journal of

Aulakh, P. S. & Kotale, M. (1997). Journal of International Business Studie, 28 (1): 145-175.

Management, 17: 99-120.

.). Internationalisation: Process, Context

and Markets, London: Macmillan.

Bennis, W., Mason, R. O. & Mitroff, I. I. (1986). *Riding the Waves of Change, Developing Managerial Competencies for a Turbulent World,* Jossey-Bass Publishers.

icultural Journal of Personality and Social

Psychology, 55: 1009-15.

Chandler, A. D. (1962). *Strategy and Structure: Chapters in the History of the American Industrial Enterprise*, MIT Press, Cambridge, MA.

Chan-

Journal of Media Economics, 16 (4):

213-233.

Chan-Changing Global Media Market: Trends and Drivers of International Strategic Alliances", *Strategic Responses to Media Market Changes*, Jönköping International Business School Research Report, No. 2004-2.

Chatterjee, S. & Wernerfelt, B. (1991). "The Link Between Resources and Type of Diversification: *Strategic Management Journal*, 12: 33-48. Croteau, D. & Hoynes, W. (2001). *The Business of Media: Corporate Media and the Public Interest,* Pine Forge Press.
Liesch, P. W. & Small and Medium *Studies*, 30: 383-94.

Litman, B., Shirkhande, S. & Ahn, H. (2000). Journal of Media Economics.12(2): 57-79.

Lockett, A. & *Management*, 27: 723-755.

Lull, J. (1999). Media Communication, Culture: A Global Approach. Polity Press, UK.

on Costs, Firm International Business Review 7: 259 -290.

Structure: A Resource- Academy of Management Journal, Vol. 39, No. 2, 340-367.

Markowitz, H.M. (1959). Portfolio Selection, Blackwell Publishers Ltd.

Mead, R. (1998). International Management, Blackwell Publishers Ltd.

Nevaer. L. E.V. and Deck, S. A. (1988). *The Management of Corporate Business Units: Portfolio Strategies*. Quorum Books.

Parhizgar, K. D. (2002). *Multicultural Behavior and Global Business Environments*, International Business Press.

Picard, R. G. (2004). *Strategic Responses to Media Market Change*. Jönköping International Business School Research Report Series No. 2004-2.

Picard, R. G. (2002). *The Economics and Financing of Media Firms*, Fordham University Press, New York.

Journal of Media Economics 12(1): 1-18.

Qian, G. (1997). "Assessing Product-International Review, 37: 127-149.

Ramanujam, V. & Varadarajan, P. R. (1989). *Strategic Management Journal*, 10.

Rhinesmith, S. H. (1996). A Manager's Guide to Globalization: Six Skills for Success in a Changing World. IRWIN Professional Publishing.

31

Root, F. R. (1994). Entry Strategies for International Markets. London: Lexington Books.

Management

Journal of

Journal of International Business

Competitive

Strategic Management, 556-570. Englewood Cliffs, NJ: Prentice Hall.

Sambharya, R. B. (1995). Diversification Strategies on the Performance of U.S.-*Management International Review*, 35, 197-218.

Schein, E. (1992). Organizational Culture and Leadership, 2<sup>nd</sup> edition, Jossey-Bass.

Shank, J. K. Sloan Management Reviews, 34(3): 39-51.

Smith, A. (1999). *The Age of Behemoths: the Globalization of Mass Media Firms*. New York, Priority Press Publications.

Sreberny-Mohammadi, A., Winseck, D, Mckenna, J. & Boyd-Barrett. (1998). *Media in Global Context*, Gray Publishing, Tunbridge Wells.

Academy of Management Journal, Vol. 39, No. 1, 179-196.

UNCTAD Source. (2003). Retrieved on 10 May, 2004 from World Wide Web at http://www.unctad.org/en/docs//c1em20d2\_en.pdf

Velten, T. & Ansoff, H. I. (1998). *Planning*, Vol.31, No.6, pp.879 to 885. Long Range

Young, S. J, Hamill, C. W. and Davies, J. R. (1989). *International Market Entry and Development: Strategies and Management*. Englewood Cliffs: Prentice Hall.

## A Framework for Analyzing Emerging Business Model: Cases of China's Media Industry

terms of capability and resource, and firm boundary. To justify the explanatory power of this framework, we further use it to analyze two cases of China, which leads to the introduction of Participation Business Model concept. The case studies offer valuable insights into the reality that new business models are emerging as a result of the convergence of telecommunications and entertainment industries. Our framework enables managers to deeply explore the business opportunities of technology innovation, and can be used in business model analysis, design and evaluation, and for pedagogical purpose.

Key Words: emerging business model, media industry, China, research framework

IT

IT

Jelassi

http://myshow.smgbb.cn/ 2004 2005

and Enders, 2005

http://supergirl.hunantv.com/

Timmers 1998

Osterwalder, 2004

ΙT

ΙT

ΙT

(Linder

(Timmers,

and Cantrell, 2000)

Timmers 1998

1998, p.4) Timmers

35

IΤ

IT

	Glo	2012 3 bal Media Journal, Vol 11, Iss	11 2012 9 sue 3, September 2012
	Rappa	2001	
(Pateli and C	۲ Giaglis, 2004) Linder C IT	Cantrell 2000 Ha IT Hamel	I T , mel (2000)
	Scholars Gordijn, Akkermans	Van Vliet 2001 Osterwalder Pigneur	2002
2000	IT	ΙΤ	Hamel
		Afuah Tucci	2003
		ĨŦ	(Denter)
2001)	IT	IT	(Porter,
2000; Osterwalder	r and Pigneur, 2002; Rappa, 2		0; Linder and Cantrell,
		IT	
and Tucci, 2003			Afuah IT







IT (Afuah and Tucci, 2003) (Alt and Zimmermann, 2000; Linder and Cantrell, 2000; Magretta, 2002) Chesbrough Rosenbloom 2002 IT Magretta

Magretta

Mahadevan 2002

Mahadevan

(Jelassi and

(Bauer

(Evans and Wurster, 1999)

(Mata, Fuerst and Barney, 1995)

(Gulati, 1999) Prahalad Ramaswamy

and Colgan, 2002; Porter, 2001)

(Timmers, 1998)

(Lee and Hong, 2002)

Timmers 1998

(Amit and Zott, 2001)

(Hamel, 2000)

,

(Afuah and

(Osterwalder; 2004;

ΙT

(Chesbrough and Rosenbloom, 2002) IT

(Christensen, 1997)

Tucci, 2003)

Enders, 2005)

Tikkanen, Lamberg, Parvinen and Kallunki, 2005)

(Porter, 1985, 2001)

(Afuah, 2000)

IT

2012 3 11 2012 9



:

SUM

(Universal Music Group)

2004

2004

CEO

300

(Hui, 2005)

CEO (Hui, 2005) IT 2000 (Saccone, 2003)

(Holzmuller and Stottinger, 2001)

2005

5 ( , 2006) (Gong, Lu and Shen, 2005)

(Anonymous, 2004)

2004

2004

(Anonymous, 2006)

2012 3 11 2012 9 Global Media Journal, Vol 11, Issue 3,



( 3).

IT

(Gong, Lu and Shen, 2005) IT

IT

IT

(Stähler, 2002)

(Afuah, 2000)

Tucci

1

1

IT

IT

Afuah

4)

IT

1

IT

(

AIS

MIS

, China Daily, April 3.

## Works Cited

Afuah, A. (2000). How much do your co- he face of technological change?, *Strategic Management Journal*, 21(3): 387-404.

Afuah, A., Tucci, C. (2003). Internet Business Models and Srategies: Text and Cases. 2<sup>nd</sup> edition, McGraw-Hill, Boston.

Alt, R., Zimmermann, H. (2001). Introduction to special section *Electronic Markets*, 11(1): 3-9.

Amit, R., Zott, C. (2001). Value creation in e- , *Strategic Management Journal*, 22(6/7): 493-520.

Anonymous (2006). 2005 Super

Anonymous (2004). A new musical entertainment *Sina*. http://ent.sina.com.cn/p/s/2004-02-27/1801315472.html.

Bauer, C., Colgan, J. (2002). The Internet as a driver for unbundling: a transaction perspecti *Electronic Markets*, 12(2): 130-134.

Carvajal, D. (2005). Cell phones bring dia , *International Herald Tribune*, October 16.

Chesbrough, H., Rosenbloom, R.S. (2002). The role of the business model in capturing value , *Industrial and Corporate Change*, 11(3): 529-555.

Christensen, C. M. (1997). The Innovator's Dilemma, HarperCollins Publishers, New York.

Cordella, A. (2006). Transaction costs and information systems: does IT add up?, *Journal of Information Technology*, 21: 195–202.

Evans, P., Wurster, T.S. (1999). *Blown to Bits: How the Economics of Information Transforms Strategy*, Harvard Business School Press, Boston.

Gong, K., Lu, W., Shen, X. (2005). Wireless communications in China: technology vs. , *IEEE Communications Magazine*, 43(1): 27-28.

-business

IEEE Intelligent Systems, 16(4), 11-17.

Gulati, R. (1999). Network location and learning: the influence of network resources and firm

, Strategic Management Journal, 20(5): 397-420.

Hamel, G. (2000). Leading the Revolution, Harvard Business School Press, Boston.

Holzmuller, H.H., Stottinger, B. (2001).relevance, training requirements and a prag, International Business Review,10: 597-614.

Hui, H. (2005).MyShow, National Business Daily, January11.

Jelassi, T., Enders, A. (2005). *Strategies for e-Business: Creating Value through Electronic and Mobile Commerce*. Prentice Hall.

Keen, P., Qureshi, S. (2006). Organization transformation through business models: a fram , Proceedings of the 39<sup>th</sup> Hawaii International Conference on System Sciences.

Lee, K.J., Hong, J.H. (2002). Development of an e-government service model: a business model appro , *International Review of Public Administration* 7(2): 109-118.

Linder, J., Cantrell, S. (2000). *Changing Business Models: Surveying the Landscape*, Accenture Institute for Strategic Change Report.

Lu, P. (2005). , Beijing Review, May 31.

Magretta, J. (2002).

cap

, Harvard Business Review, 80: 86-92.

Mahadevan, B. (2000). Business models for Internet-based e-commerce: an *California Management Review*, 42(4): 55-69.

Mata, F.J., Fuerst, W.L., Barney, J.B. (1995). Information technology and sustained competitive advantage: a resource- , *MIS Quarterly*, 19(4): 487-505.

Methlie, L.B., Pedersen, P.E. (2002). A taxonomy of intermediary integration strategies in , *Proceedings of the 15<sup>th</sup> Bled Electronic Commerce Conference*, Bled, Slovenia, June: 17-19.

Ministry of Information Industry (2006). *Monthly Report of Posts and Telecommunications Development in China*, January, available at http://www.mii.gov.cn/art/2006/01/24/art\_166\_6947.html.

Osterwalder, A. (2004). *The Business Ontology – A Proposition in a Design Science Approach*. PhD Dissertation, University of Lausanne, Switzerland.

Osterwalder, A., Pigneur, Y. (2002). An e-business model ontology for modelling e-busines , *Proceedings of the 15<sup>th</sup> Bled Electronic Commerce Conference*, Bled, Slovenia, June: 17-19.

Pateli, A.G., Giaglis, G.M. (2004).

**Abstract:** Telegraph and telephone were the first batch of modern symbol of electronic communication networks, but they were not being well known by public at first .In recalling their historical evolution, Richard R. John show us that the factors which let people decide to connect

Richard R. John

Network Nation: Inventing American Telecommunications2011Business History Conference20102012524

network not just because the technical and economic boost, political and cultural factors also had a significant impact for us for the network information. Richard R. John s core ideal is political structures determine business strategy, the most significant factors which shaped American modern information infrastructure were government policies and civil ideals.

Key Words: network nation, telephone, telegraph

1840 1920

AT&T

optical telegraph

Alfred Chandler

Langdon winner

50

1875

1890

1892

1820 1.5

Network Nation: Inventing American Telecommunications.

		Giobai meata sol	111111, 101	11, 15500 5, 6	September 201
	1910				
AT&T					
				19	80
			1914		
1920					
				1792	
1870 AT&T					
				1812	

1836

Amos Kendall

,

12	1.5 18				100	1.5
				15000	1007	
	1902		1886	1902	1886	
5					5	
	5	1910				
		1910				
					20	70
191	3					

19 80 

AT & T

## Communication and critical studies in China: opportunities and challeges



International Journal of Communication, 2010(4): 544-551,

http://ijoc.org/ojs/index.php/ijoc/article/view/821/433

2009

-

\_

2008 ethno-nationalism

/

(2008, p. 92)

Dallas

Smythe

Herbert Schiller

3G

/

(Schiller 2007)

(2009, p. 24)

Franks & Ribet

2009)

(2009, p. 25)

Mattelart 1979)

Arrighi 2009, p. 79)
## Making the Connection: Digital Media and Intelligent Networking

**Abstract:** Technology is integral to the media industry and with each new technological device the creation, production and distribution process has been transformed. The digital environment accelerates the desire for information and connectivity. This paper examines intelligent networking through the lens of media convergence or multimedia platform use by individuals and media organizations, with particular focus on the potential of social media.

Gracie Lawson-Borders

Secondary analysis of select data from two studies on online use and social media from the Pew Research Center was used to examine networking behavior. The secondary analysis found users are increasingly connected and find value in the networks that are developed through digital technologies.

Key Words: media convergence, intelligent networking, social media

21	А	T&T		
/Pew &	Gershon, 2011, pp. 16-17 / Pew			
2000 2.39 20.9	1% Knowles, 2011 1.24 44.1% 77.3% Internet World Stats, 2011a 30.2% Internet World Stats, 2011b 30 30	20	90 iPad 2010	2010 1992
Jackob 2010		Hase	ebrink an	d Jutta

p. 369

2012 3 11 2012 9 Global Media Journal, Vol 11, Issue 3, September 2013
Boyajy and Thorson, 2007
2007, p. 3
Steinfield, Ellison and Lampe, 2008 Sum, Mathews, Pourghasem and Hughes 2008
Cooper and Tang 2009)
30.3% Besley 2008
Dimmick, Feaster and Hoplamazian 2011
2007
Christensen 2009 , Enoch and Johnson 2010
Hartman, Vorderer Jung 2009
(Hartman el al., 2009)
Arnason 2011 (MMOGs) Castronova, 2002: 2
sited in Arnason, 2011: 98 Arnason
Vladar and Fife 2010 2010 900 1050 Facebook
30 31 Barker Ota 2011
Mixi

5

Linkedin King, 2009	Twitter King			MySpace	Facebook
2009; Pearce, 2008)		Baker &	z Oswald, 201	0; Bosch, 20	009; Selwyn,
			Brown	and Vaugh	n, 2011
	Cl	ark and Roberts	2010		
2011				Davis, Mar	ist and Bing
			ht	tp://aoir.org/	/
1998					
	Evens	2010			
Lee 2009; Ots, 2009	9; Bryant, Akerman an	d Williams, 2007)		C	iroux, 2011;
1.			2011		
			2011		

J-Lab

J-Lab

1

J-Lab



J-Lab

(Kealing, 2011, p. 4)

: J-Lab.org,

ht t p://www.j-lab.org/projects/networked-journalism/

3.



2012 3 11 2012 9 Global Media Journal, Vol 11, Issue 3, September 2012

Doerfel, 2010; Vergeer & Pelzer, 2009; Valenzuela, Park andKee, 2009; Chai, 2010; Brooks, Welser and Hogan, 2011)Ellison, Steinfield and Lampe2011Facebook450a,

b,

Ellison, et al., 2011 Robert Putnam

с,

Putnam, 2000 as sited in Ellison, et al, 2011, p. 3

Steinfield, Ellison, Lampe, 2008 Zhang, Anderson and Zhan (2011)

Zhang, et al., 2011

Christensen 2009 LinkedIn

AT&T

2011 AT & T

SNS

(http://www.youtube.com/watch?v=8KLbvnKv67k) AT & T

(ATT.com; 2011, p. 2)

GSM

2011

Trove (www.trove.com)

 Pew
 2010

 Pew
 2010
 10
 11
 18

 2255
 Pew
 Pew
 Pew

 Pew
 (Hampton, Goulet, Rainie & Purcell, Rain

50	00					25
20	2010					20
			SNS			Pew
Pew			2010	SNS		100
2008				59%		
		n et al., 2011				
	1	,	Facel	book	92%	
Myspace	e 29%		LinkedIn	18%	Twitter	13%
	10%	(Hampton et a			Facebook	10,0
7.5	1070	(Humpton et e	-		Facebook Statist	ics 2011
7.5		2008	33	2010	38	103, 2011
			33	2010	38	
		1				
		1				
	MySp	bace Fac	ebook	LinkedIn	n Twitter	
65+	3%	6 6	%	4%	4%	4%
50-65	10			23	13	19
36-49	17			32	24	21
23-35	42			36 6	34	28
				6		28
18-22	29	16	,	0	26	20
18-22	29	i i i i i i i i i i i i i i i i i i i	,	0	20	2010
:				U	20	
:		N=2,255	+/- 2-3	0	20	
:	28	N=2,255		0		
: 0 20 11	28	<i>N=2,255</i> 36-49	+/- 2-3	0	38	2010
: 10 20 11	28	<i>N=2,255</i> 36-49		0		2010
: 10 20 11	28	<i>N=2,255</i> 36-49	+/- 2-3		38	2010
: 0 20 11	28	<i>N=2,255</i> 36-49	+/- 2-3	56%	38 Linked	2010 dIn
: 10 20 11	28	<i>N=2,255</i> 36-49	+/- 2-3		38 Linked	2010 dIn
	28	<i>N=2,255</i> 36-49	+/- 2-3	56%	38 Linked 6 54% Hampto	2010 dIn on et al., 2011
<i>:</i> 10 20 11 LinkedIn	28	<i>N=2,255</i> 36-49	+/- 2-3	56%	38 Linked 6 54% Hampto	2010 dIn
: 10 20 11	28	<i>N=2,255</i> 36-49	+/- 2-3 25%	56% 52%	38 Linked 6 54% Hampto 52% 33%	2010 dIn on et al., 2011
: 10 20 11 LinkedIn Twitter	28 32%	<i>N=2,255</i> 36-49 Facebook	+/- 2-3 25% MyS	56% 52%	38 Linked 6 54% Hampto	2010 dIn on et al., 2011
: 10 20 11 LinkedIn	28 32%	<i>N=2,255</i> 36-49	+/- 2-3 25% MyS	56% 52%	38 Linked 6 54% Hampto 52% 33%	2010 dIn on et al., 2011
: 10 20 11 LinkedIn Twitter	28 32%	<i>N=2,255</i> 36-49 Facebook	+/- 2-3 25% MyS	56% 52% Space L	38 Linked 6 54% Hampto 52% 33% inkedIn	2010 dIn on et al., 2011 Facebook
: 10 20 11 LinkedIn Twitter	28 32%	<i>N=2,255</i> 36-49 Facebook	+/- 2-3 25% MyS	56% 52%	38 Linked 6 54% Hampto 52% 33% inkedIn	2010 dIn on et al., 2011
: 10 20 11 LinkedIn Twitter	28 32%	<i>N=2,255</i> 36-49 Facebook	+/- 2-3 25% MyS 2011	56% 52% Space L	38 Linked 6 54% Hampto 52% 33% inkedIn	2010 dIn on et al., 2011 Facebook
: 10 20 11 LinkedIn Twitter 7%	28 32%	<i>N=2,255</i> 36-49 Facebook	+/- 2-3 25% MyS 2011	56% 52% Space L 19	38 Linked 6 54% Hampto 52% 33% inkedIn 6 11	2010 dIn on et al., 2011 Facebook
: 10 20 11 LinkedIn Twitter 7%	28 32% 6 6%	N=2,255 36-49 Facebook	+/- 2-3 25% MyS 2011	56% 52% Space L 19	38 Linked 6 54% Hampto 52% 33% inkedIn 6 11	2010 dIn on et al., 2011 Facebook iPad
: 10 20 11 LinkedIn Twitter 7%	28 32% 6 6%	N=2,255 36-49 Facebook	+/- 2-3 25% 2011 Kr	56% 52% Space L 19 nowles, 20	38 Linked 6 54% Hampto 52% 33% inkedIn 6 11	2010 dIn on et al., 2011 Facebook iPad
<i>:</i> 10 20 11 LinkedIn Twitter 7%	28 32% 6 6%	N=2,255 36-49 Facebook	+/- 2-3 25% 2011 Kr	56% 52% Space L 19 nowles, 20	38 Linked 6 54% Hampto 52% 33% inkedIn 6 11	2010 dIn on et al., 2011 Facebook iPad

			2012	3	11	2012 9
		Global Med	dia Journal,	, Vol 11, Is	ssue 3, Se	eptember 2012
55.6%		70.2%				84.4%
		78.6%			30	
						52.5%
50.7%	30.7%	18.8% Fidler	r, 5			
Fidler 2010			iPad			
Miratech (2010)						
	,	1 13		1 11		
		Miratech, 2	011			

25

Olmstead, Mitchell & Rosenstiel, 2011	2010
25	

25

Facebook

Facebook

2

Twitter

1	Yahoo@	14	
2	CNN	15	BBC
3	MSNBC	16	Examiner.com
4	AOL	17	Bing
5	NYTimes.com	18	Slate
6	Fox	19	Торіх
7	ABC	20	Boston.com
8	The HuffingtonPost.com	21	
9	Google	22	Telegraph
10	Washingtonpost.com	23	Guardian.com.uk
11	CBS	24	NPR
12	USATODAY.com	25	
13			

		2012 3 Global Media Journal, Vol 11	11 2012 9 , Issue 3, September 2012
÷	Olmstead, Kei	nny, Mitchell, Amy, & Rosenstein, Tom	(2011 5 9 )
Facebook	Twitter		
	10	Olmstead et al., 201	1
			Facebook
	(Olms	stead et al., 2011, p. 10) Twitter Facebook	2010
1%	Twitter 140	Olmstead et al, 2001	Facebook
et al., 2011 iPad	20 25 1 iPad Facebook	08 17.4% Hamp 11 3 4	2010 28.3% oton,et al., 2011 6 Olmstead Fidler 78.6%(2010)
	25 10 6	77% 10% C 4%; Google News, 12.6%; MSNBC	7% 2NN 17.8%; Fox News, 2, 11.1% Olmstead, et al.,
2011		Facebook	
(2011)	25		Olmstead 3
Facebook	Olmstead et al., 2011	L	Facebook

Facebook

F	Facebook	Facebook
Yahoo News	6.64%	2.05%
CNN	5.84	7.05
Huffington Post	4.48	7.96
Examiner	4.44	5.98
Chicago Tribune	4.12	2.17
Boston	4.02	3.75
ABC News	3.91	7.35
SFGate.com	3.82	5.74
Fox News	3.81	2.23
The New York Times	3.31	6.2
Washington Post	3.27	4.58
Торіх	3.15	0.76
AOL News	2.73	1.09
New York Post	2.63	1.93
MoilOnline		.5.56
VISNBC.corn	2.28	1.11
CBS News	2.15	3.22
A Times	1.38	2.05
New York Daily News	1.38	3.61
JSA Today	1,21	1, <u>f</u> f8
Google News	*	*

: PRJ Olmstead, Kenny, Mitchell, Amy, &Rosenstiel, Tom 2011 5 9 ÷ Google News Facebook 5

(Hampton et al., 2011)

MySpace

2010

79%

2011 74% Hampton et al, 2011

3

11 14% Linkedin Hampton et al. 2010 2008

65%

Facebook 39%

Hampton, et al, p. 24

Christensen 2009

## **Works Cited**

Arnason, L. (2011). New media, new research methods: Current approaches to research in the virtual world. *Media International Australia*, 138: 98-11.

Baker, L.R., & Oswald, D. L. (2010). Shyness and online social networking services. *Journal of Social & Personal Relationships*, 27 (7): 873-889.

Barker, V. & Ota, H. Mixi diary versus Facebook photos: Social networking site use among Japanese and Caucasian American females. *Journal of Intercultural Communication Research*, 40 (1): 39-63.

Besley, J. C. (2008). Media use and human values. *Journalism and Mass Communication Quarterly*, 85 (2): 311-330.

Bosch, T. E. (2009). Using online social networking for teaching and learning: Facebook use at the university of cape town. *Communicatio: South African Journal for Communication Theory & Research*, 35 (2): 185-200.

Boyajy, Karen and Thorson, Esther (2007). Unpublished paper for the Journalism Studies Division, International Communication Association. Retrieved from EBSCO host, Communication & Mass Media Complete.

Brooks, B., Welser, H. T., & Hogan, B. (2011). Socioeconomic Status Updates. *Information, Communication & Society*, 14 (4): 529-549.

Brown, V., & Vaughn, E. (2011). The writing on the (facebook) wall: The use of social networking sites in hiring decisions. *Journal of Business & Psychology*, 26 (2): 219-225.

Bryant, J. A., Akerman, A., & Williams, M. (2007). A click in time: How values shape media choices within generations. Unpublished manuscript, International Communication Association, 1-26. Retrieved from EBSCO host, Communication & Mass Media Complete.

Chia, J. & Peters, M. (2010). Social capital initiatives: Employees and communication managers leading the way? *Journal of Promotion Management*,

Dominguez, S., & Watkins, C. (2003). Creating networks for survival and mobility: Social capital among african-american and latin-american low-income mothers. *Social Problems*, 50 (1): 111-135.

Ellison, N.B., Steinfield, C., & Lampe, C. (2011). Connecting strategies: Social capital implications of facebook-enabled communication practices. New Media & Society, 1-20. Retrieved from,

http://nms.sagepub.com/content/early/2011/01/26/1461444810385389.full.pdf+html

Enoch, G. & Johnson, K. (2010). Cracking the Cross-Media Code. *Journal of Advertising Research*, 50 (2), 125-136. Evens, T. (2010). Value networks and changing business models for the digital television industry. *Journal of Media Business Studies*, 7 (4): 41-58.

Facebook statistics. (2011). Statistics. Retrieved from http://www.facebook.com/press/info.php?statistics

Fidler, R. (20 October 2010). RJI-DPA fall 2010 iPad survey highlights. Retrieved from Donald W. Reynolds Journalism Institute, University of Missouri at http://rjionline.org/news/rji-dpa-fall-2010-ipad-survey-highlights.

Gershon, R.A. (2011). Intelligent networks and international business communication: A systems theory interpretation. *Media Markets Monograph*, 12: 1-88.

-specific features as determinants of news media use.

Communications, 32: 193-222.

Giroux, H. A. (2011). The crisis of public values in the age of the new media. *Critical Studies in Media Communication*, 28 (1): 8-29.

Hampton, K.N., Goulet, L. S., Rainie, L., & Purcell, K. (16 June 2011). Social networking sites and our lives: How people's trust, personal relationships, and civic and political involvement are connected to their use of social networking sites and other technologies.Pew Internet & American Life Project, Pew Research Center. Retrieved from www.pewinternet.org/Reports/2011/Technology-and-social-networks.aspx

Hartmann, T., Vorderer, P., & Jung, Y. (2009). Reviving action-oriented research on media choice. Unpublished manuscript, International Communication Association. Retrieved from EBSCO host, Communication & Mass Media Complete.

Hasebrink, U., & Jutta, P. (2006). Media repertoires as a result of selective media use. A conceptual approach to the analysis of patterns of exposure. *Communications*, 31: 369-387.

Internet World Stats (2011a). United states of America: Internet usage and broadband usage report. Retrieved from, http://www.internetworldstats.com/am/us.htm.

Internet World Stats (2011b). Internet usage statistics the internet big picture: World internet users and population stats. Retrieved from, http://www.internetworldstats.com/stats.htm.

Jackob, N. G. E. (2010). No alternatives? The relationship between perceived media dependency, use of alternative information sources, and general trust in mass media. *International Journal of Communication*, 4: 509-606.

Kealing, J. (13 May 2011). World Company, community partners earn grant to develop regional news network. LJWorld.com weblogs. Retrieved from

http://www2.ljworld.com/weblogs/seen\_it/2011/may/13/world-company-community-partners-earn -gr/.

King, T. (2009) Teens' use of online social networking. Journal of New Communications *Research*, 4 (2): 36-41.

months of steady growth. The Daily. Retrieved from www.thedaily.com/page/2011/07/06/070611-news-ipad-su.

Lee, J. H. (2009). News values, media coverage, and audience attention: An Analysis of direct and mediated causal relationships. Journalism & Mass Communication Quarterly, 86 (1), 175-190. Miratech. (2011). readers are more likely to skim over articles on an iPad than in a newspaper. retrieved from http://www.miratech.com/blog/eye-tracking-etude-iPad-vs-journ.

Olmstead, K., Mitchell, A., & Rosenstiel, T. (9 May 2011). Navigating News Online: Where people go, how they get there and what lures them away. Project for Excellence in Journalism, Pew Research Center. Retrieved from

www.journalism.org/analysis\_report/navigating\_news\_online.

of advertising media. The International Journal on Media Management, 11 (3/4): 124-134.

Pearce, K. (2008). Computer, internet and social networking use in armenia: The influence of skills, digital divide demographics, language, innovativeness, technical access, privacy, social influence and collectivism. Unpublished manuscript, National Communication Association. Retrieved from EBSCO host, Communication & Mass Media Complete.

Portes, A. (2000). The two meanings of social capital. Sociological Forum, 15 (1): 1-12. Saffo, P. (1992).

Paul Saffo and the 30-year rule. Design World, 24, 1-23. Retrieved from, http://www.saffo.com/aboutps/interviews/Pauldesignworld1992.PDF.

-related use of facebook. Learning,

Media & Technology, 34 (2): 157-174.

Steinfield, C., Ellison, N.B., & Lampe, C. (2008). Social capital, self-esteem, and use of online social network sites: A longitudinal analysis. Journal of Applied Developmental Psychology, pp. 290, 434-445.

Sum, S., Mathews, M. R., Pourghasem, M., & Hughes, I. (2008). Internet technology and social

Computer-Mediated Communication; 14 (1): 202-220.

Valenzuela, S., Park, N., & Kee, K. F. (2009). Is there social capital in a social network site?: Facebook use and college students' life satisfaction, trust, and participation. Journal of Computer-Mediated Communication, 14 (4): 875-901.

Vergeer, M. & Pelzer, B. (2009). Consequences of media and internet use for offline and online network capital and well-being. A causal model approach. Journal of Computer-Mediated Communication, 15 (1): 189-21.

Vladar, A., & Fife, E. (2010). The growth of mobile social networking in the US. Intermedia, 38 (3): 30-33.

Zhang, S., Anderson, S.G. & Zhan, M. (2011). The differentiated impact of bridging and bonding social capital on economic well-being: An individual level perspective. Journal of Sociology & Social Welfare, 38 (1): 119-142.

## How to Train Backup Talents of International Communication? A Survey and the Reflection on the Education Model Reform

**Abstract:** With complicated communication environment and fierce international competition, international communication talents of higher quality are in need. But the development of international communication, though prospering, is somehow limited by scarcity of personnel reserve and the lacking of high-quality talents. This has become an urgent challenge confronting higher education of the communications in our country, which has also launched a new wave of innovation and tests of the training model of backup talents of international communication.

**Key Words:** international communication, journalism education, backup talents, personnel Training

09&ZD012

 2012
 3
 11
 2012
 9

 Global Media Journal, Vol 11, Issue 3, September 2012

2009				
35	61%		6	
14%		25	%	
	22	40% 6		20%
	30%	10%		23
	9	14	78%	22%

1.

- 2.
- 3.
- 4.

- **1.** 30%
- 2.
- 3.
- 4.
- 5.
  - "

1.

2.

3.

70%

4.

5.

6.

8 19 21

25

8 19 80

Daniel Naren Chitty

Colin Sparks

Gillmor

21

6 3 Lee Miller Andrew Leckey Andrew Leckey Chris Evans 6 20 Louise Love Robin Bargar Insook Choi

University

100