

The Economic Dimension of Press Enterprises

The Program List of Antena 1 Pitesti

Drd. Munteanu Adela Cristina

Table of Contents

Introduction

Chapter 1: The Institution of Press in Society

I.1 The dimensions of a system institution

I.2 Press and the power of a symbol

1.1 The press evolution compared to the social and economic characteristics

1.2 The proximity press or the new context of efficient communication

1.3 The local press between business and social responsibility

Chapter 2 : The Mechanisms of Market Journalism

II.1 The press regarded as enterprise in the market economy

II.2 The market press regarded as a double market

II.3 The press addiction to advertisements

II.4 Mediamarketing nowadays

II.5 The Economic Crisis and the enterprise of the Romanian press

Chapter 3: The Communication Challenge from Enterprise to Global Industry

III.1 The press regarded as part of the cultural industry

III.2 The mutations of press information – linking to globalization

III.3 The press regarded as a factor of influencing the society

Chapter 4 : The Program List of Local Television

Case study – Antena 1 Pitesti

Chapter 5 : Conclusions

Dictionary for the media words

Bibliography

Additional material

This thesis has been achieved due to the double position of a researcher in a favorable environment, the academic environment of Constantin Brancoveanu University, and that of a journalist, employed for Antena 1 Pitesti. The research project is the result of an activity based on a documented work, which has been performed not only during the local study for this thesis, but also, previously, as a personal interest in the way the enterprise of local press works, taking into consideration the specific field of its activity.

The basic idea of this research has been that any issued hypothesis must be based on a certain assessment of the actual facts, and especially on identifying the weak points which should be improved in the economic activity of local press. This is the reason why I have begun my research with **the list of evident theories of the field**. It has not been easy because most specialists in communication consider that it is, if not impossible, extremely difficult to separate the business interests from those of social responsibility, a basic condition of motivating the object of activity. I have tried to underline the variables which make the economic organizations work in the local press. There are some people who claim that it is impossible to measure the activity clearly, but the specialists in theory and practice deny this, due to a possible lack of transparency in an organisation.

The methodological, theoretical and scientific support of this thesis. The methodological principle of complex and continuous approach of the program list in the economy of the local television. The thesis is based on the works of famous specialists in this field and also on the studies of some press institutions and associations. The information basis of the thesis consists of facts, data, official surveys. I have used traditional methods and techniques: analysis of scientific literature, surveys, studies of quality.

As a personal achievement I would like to underline the results of a quality study- The List Antena 1, a comparison between the central and local television, underlining the socio-economic profile of the instrument and the results of The Survey using Questionnaires, in order to determine the interest of the inhabitants of Pitesti in the local television Antena 1 and in the shows of the program list; the SWOT analysis can be applied to the local television Antena 1. **The real value** of the thesis is that it is useful

due to the fact that there are no local audience measurements, studies which the Manager of the Territorial Department Cristian Ionescu has found interesting .

Summaries of the main parts of the thesis

The first three chapters of the thesis deal with the specific activities of the press enterprise, focusing on the integrating dimensions of the mass media.

- The first chapter of this thesis underlines the complexity of the mass media institution, from the three points of view of industry, public service and political institution compared to the social and economic characteristics of its age. The requirements of development in the new world frame refer to “**globalism**” and “**glocalism**”. The main characteristics of a proximity press in the **global village** are discussed. The press evolution has been performed due to the social and economic characteristics of the society, leading to the mutation of information regarded as traded goods. The symbol of the freedom of expression enters the spiral of profit, and in spite of the economic globalization, the theories show that the new context of efficient communication is connected to the local press.

- The second chapter of the thesis – The Mechanisms of the Market Journalism represents the attempt to place the press enterprise between the limits of the micro-economy concepts and the analysis of the market type where the products are sold. Considering that the economic activity offers value to an economic organisation only in order to achieve its performance goals, the mechanisms of making profit are specified - advertisement in all its possible ways. The press addiction to advertisements is the result of the economic enterprises working together, no matter their activity field. The economic recession worldwide proves this and the Romanian press enterprise adapts to the new conditions looking for surviving strategies.

- The chapter “The Communication Challenge from Enterprise to Global Industry” presents the differences in concepts between the role and the mission of the press in society, considering the social effects, during a continuous phenomenon of globalization.

Communication in public area is a linking action at a social level in order to help adjusting the mental principle of organizations to the slogan Unity in Diversity.

The communication through press is a necessity in an environment where the cultural identity of the member states of the European Union and also the code of the European behaviour are respected. The press is an influencing factor in society and its qualities are underlined when societies live through crisis periods. This is the challenge of the beginning of this new millennium – the economic crisis worldwide.

- The final chapter of the thesis is based on my personal scientific research : studying from the specialist's point of view the way in which the program list of a local television can be used as a financial instrument.

The main idea of the research is that any successful economic activity is based on the knowledge of real facts and also on identifying the weak points which should be improved through correct managerial actions. That is why I have structured my research on three directions:

- A compared analysis of the national television Antena 1 and of the local television Antena 1 Pitesti. The program list is or should be the main product on the audio-visual market which should contain the secondary products - the shows. On the other hand, the program list is the main marketing instrument- the one which sells and also the one which is sold. Taking into consideration the specific of the local and national market I have studied the differences in perceiving and the way these differences influence the sale of advertising time.
- The survey through questionnaire technique in order to determine the interest of the citizens of Pitesti in the television Antena 1 and also for its program list.
- The diagnosis analysis – the SWOT pattern, strong points, weak points, opportunities and risks of the press enterprise studied, Antena 1 Pitesti. It has not been an easy task because there are external disturbing factors due to the fact that this is a community of strong relationships and preferential business partnerships; that is why the program list has functional mutations.

A research based on the comparison between the national television Antena 1 and the local television Antena 1 Pitesti, brief conclusions

The list of programs is the strict planning of the television shows for a certain period of time, which may be of long, medium or , short length in order to generate an agenda which should attract the target public and make them loyal.

The commercial list of Antena 1 Bucharest has six programs on **Top Ten Best Entertaining Programs October 2008-January 2009**(medium rating% / urban 18+/GFK, Romania), is the second on the market of the viewers' preferences, after ProTV (according to Clir Media), so the rate card of Antena 1 depends on a well balanced and promoted list. The negotiations for the commercials are based on the specific of each program. The sports, cultural or political events are planned and negotiated long before they should take place. The advertising companies that Antena 1 works with represent the interface of market negotiations. Antena 1 Bucharest does not negotiate any advertising contracts. The company pays for market monitoring, builds its rate card project and offers it to the advertising company which is motivated by percentages of sales and profit.

Antena 1 Pitesti, like any local television builds its list of programs on the format required by Bucharest. The time periods when local televisions broadcast are those which have very little national audience, according to special statistics. The pressure from external advertisers and local managers who do not seem satisfied with the national policy regarding their own programs, has allowed to insert commercials during some shows on the national commercial breaks. In the local audiovisual the list of programs is not based on market research, the programs are planned without identifying the target public. The only way they are planned is based on what the local investor supposes the variety and the need of information and entertainment of the viewers to be. The commercials have been inserted following the Mediaplan, a programming list of the commercial breaks.

In Pitesti, the local Antena 1 and ProTV sell commercials following each other' s programs and a similar rate card, although they have different program list

characteristics. Both local televisions share the advertisers market, but the one which makes profit is ProTV because it does not have production costs.

On the market of local televisions the list does not work as a financial instrument. Only Antena 1 Pitesti and ProTV have tried to adjust to the market, but not very successfully because there are no measurements to certify their market quotations. The local Antena 1 and ProTV have sales policies due to their brand, have different prices according to the access to the periods which are interesting to advertisers, work with media plans, have loyal customers and they share them. The customers have more financial power than the average and they are represented by hypermarkets, furniture manufacturers, average companies, banks. The advertisers of Antena 1 go to ProTV and the ones from ProTV come to Antena 1. The rate cards are similar. The local programs bring only 30% of advertisements, according to a manager of a local television, and it is more profitable to insert commercials during the central shows. Antena 1 will be the ideal channel for advertisers : it has a variety of programs and it can also insert advertisements during the local or national list of programs of the network.

Locally, the advertising spots are sold individually, while nationally, the advertising operators negotiate rating points and establish the market quotes.

Locally, the televisions broadcast advertisements produced by themselves during the list - they film, they direct, because there are no competitive advertising agencies. In Bucharest it is easy to find an advertising agency. The local televisions work directly with their customers, and they also require the directors of the shows to attract possible customers. In Bucharest there are advertising agencies which buy GRPs for their customers, a total number of rating points generated by a media program.

In Pitesti you can not find mature advertising market. The city offers two great disadvantages : it is close to Bucharest and this means it is not interesting to advertisers and it also has many customers interested in national promotion. For example, the headquarters of Dacia Renault are in Pitesti, but they are advised by agencies from Bucharest. Fuchs and Dr. Oetker are also the customers of national agencies located in Bucharest.

The lack of balance is caused by the changes in traditional trade – new supermarkets and malls are open and this leads to the bankruptcy of small shops – an important source of local advertising.

For Antena 1 and ProTV, the other existing local televisions are not yet regarded as rivals. According to the manager of the local television ProTV, the market quotation of all the other televisions is less than 30%.

The others are variables which concern the quality of programs, attractive new programs, investment in technical equipment and professional development.

A Survey through Questionnaire Technique in order to determine the interest of the citizens of Pitesti in the Local Television Antena 1 Pitesti

I have been concerned about achieving the following goals through this research on the consumers' behaviour – projecting an image of the way the list of program of Antena 1 is regarded by consumers, projecting a real vision of the way in which the editorial and marketing activity of the local activity is fulfilled, identifying the difficulties that the Economic Department has when selling the advertising time of the list of programs, difficulties that must be taken into consideration in order to find the necessary solutions.

The research can be ranged among the applied research because I have tried to test certain aspects connected to the attitudes that form the consumers' behaviour, based on a questionnaire addressed to my friends. The questionnaire consists of four questions-

1. What national channel do you most frequently watch?
2. What local channel do you most frequently watch?
3. What kind of programs of the national television Antena 1 do you prefer?
4. What kind of programs of the local television Antena 1 do you prefer?

According to this study on a random improbable segment of population, Antena 1 Pitesti is the market leader, being the first among the viewers' preferences. The motivations are based on variables hard to be measured, but possible to be stated:

➤ The theories for the public interest in proximity are psychologically based and confirmed by the consumers behaviour, taking into consideration that these preferences are divided between the needs of the viewers:

➤ The high audience of the local television Antena 1 is achieved because of some factors – own programs and credibility and image transfer of the central television; that is the reason why people are interested in the morning program when useful information, news, summaries of newspaper articles, the social agenda of the community are presented – the interest in local news – satisfying the need of discovering the environment, and thus the local entertainment represented by interviews with the VIPs from Pitesti seems to be less interesting than the more exciting and expensive programs of the central television;

Antena 1 Pitesti is the market leader and this should be useful to all the possible customers bearing in mind the idea that the good offer and the good demand make good profit. This is not the case, though, because Antena 1 Pitesti and ProTV Pitesti sell competitive advertising despite the differences between the market quotations 64.03% to 5.45%.

The goals of my research, stated in “**The motivating factors of this research**”, have been achieved

- The program list of the local television Antena 1 can be seen and used by the users
- The editorial activity of Antena 1 is fragmentarily perceived because the public needs to be informed at the beginning of the day so any morning program can reach high audience and this proves that the program list is a financial instrument that the manager does not use correctly
- The difficulties of the economic and marketing departments are connected to the strong competition of the local ProTV, which does not have as high audience as us but has equal commercials (due to the image transfer of ProTV Bucharest), to

the property of some broadcasting periods which do not regard the maximum or medium audience;

My conclusion is that, once again, **the program list does not sell the advertising time in our local audiovisual.**

The SWOT analysis, brief conclusions

Certain aspects connected to the strong and weak points, development opportunities and specific features of a local television which struggles to make the customers loyal under terrible conditions of fierce competition have been revealed.

This analysis has proved the way in which Antena 1 Pitesti has struggled to adapt to the local business environment in order to achieve financial progress and program quality.

This is the brief image of the SWOT analysis

Matters to be faced

External environment/ strong points

- The competitors resources (media trusts
- Arges TV and cable televisions that own studios)
- The market perception, the customers opinion, lacking other market statistics
- The audience perception- Antena 1 Pitesti regarded as family television

Matters to be avoided

External environment/weak points

The association between Antena and the Conservative Party

Disinformation

Getting the viewers bored because of weak programs

Matters to be taken advantage of

Internal environment/ strong points

- Increasing the number of own productions among the program list

Matters to be researched

Market testing in order to improve the program list with entertainment for the young

- The technical modernization and the human resources strategy development
- Respecting the brand and the image through quality programs in order to attract customers

Decreasing the length of the programs in order to increase their variety

New customers, opportunities, partnerships

Antena 1 Pitesti must improve its performance for all its levels

1. Company level

- clear goals in business partnerships
- the best ways of the company organization
- clear meaning of the proximity television
- strong management of investment, improving the It department with human resources
- clear targets and budgets

2. Team level

- clear direction of goals
- competitive ability to work in a continuously changing team
- team work concentrated on the customers' satisfaction based on the final product
- motivating the members of the team

3. Personal level

- clear personal goals and role for each employee of Antena 1 Pitesti
- often feedback
- paying for high-performance activities
- flexible payment system and rewards
- a system of development for all the competences of each employee, training courses
- a self-developing system in order to discover each employee's potential

The conclusions of the research

Concerning the three types of research on the specific activity of Antena 1 Pitesti there have been underlined the following **negative points**:

- the lack of a development strategy on long and medium term
- there is no high performance editorial policy; although there are no competitive ways of social monitoring, surveys on people must be performed, the news on violence cannot be sold anymore, and especially with the proximity television
- the list of programs which does not apply to the viewers' needs, needs that can be somehow identified through letters or live phone calls during the shows, all kinds of feedback of a certain community
- the mediocre quality of the news programs, the main attraction for the local public, interested in what happens daily in our community. While the main news competitor Arges TV produces complex TV news programs based on certain fields, presenting very promptly the events live, the news programs of Antena 1 are always the same, lack gradual structure and what is worse, present the news the next day after the events occurred, after the competitors' news
- the clear association between Antena 1 Pitesti and the Conservative Party, presenting too often and in detail all the events of this political party
- even if we are strictly interested in this, if we divide the business environment according to the political status, the minimum score belongs to Antena 1 Pitesti (due to the impact of percentage and image of PC in the area)
- another category of negative points concerns the mass media system and the people who work for it – logistics, equipment, staff salaries, lack of professionalism, lack of interest, increasing the journalists' income due to the financial sources based on advertising quotes, which results in lack of objectivity and credibility
- there is no marketing department which could promote the programs, regarding Antena 1 as a factor of unification of the local community

The positive points underlined are as follows

- Antena 1 owns balancing resources better than those of its competitors, a famous brand, long broadcasting periods during the national programs
- Antena 1 Pitesti has been on the market for 13 years and it successfully leads the market despite the terrible competitive conditions

- the local television benefits from editorial consultancy from the Territorial Department such as professional training
- the local television has the same sales policy, with a different rate card according to the period of time, with discounts, it does not negotiate its contracts with the advertisers and thus it has a professional attitude.

I would like to make the following proposals:

Redefining- regarded from this point of view, the program list should become a reference for the local public. In order to accomplish this, there should be defined a certain degree of interest in events categories, a well balanced and accessible language, and also be created a unique, individual and specific mark of the local television and therefore a continuous way of public communication, including here the creation of a website

Restructuring – an experienced professional and a unique editor should work on improving the program list who will find the right way to blend approach and presentation. For the news program, the reporters should be trained on specific fields and they must present their portfolio of relationships and contacts

Professionalizing – the “marriage” between reporter and advertiser should be erased; the objective approach based on various sources, credible and responsible, of all the journalistic field; training courses for personal development

Promotion – it is absolutely necessary to establish a system of relationships between Antena 1 and the printed mass media, because this kind of partnerships do not need financial efforts (most of them work using barter system), and also they do not need special production efforts. The results, however are amazing, taking into consideration the fact that the need of our local public for written news is increasing.

It is statistically proved that the local written press is more often read than the national one because the people are interested in local information and events, while the national ones can be accessed through national televisions. From the audio-visual point of view, the local loses this favour.

As a conclusion of these evident facts, we can say that the local press is one of special and temporal proximity, while the national one is used for specific information.

On this kind of competitive market, the national television masters strategies better and also has the advantage of obtaining information from all over the country, while the local press suffers from “space proximity” syndrome. More than this, the reporters of Antena 1 Pitesti are press correspondents at national level, who offer the interesting information at a central level. Under these circumstances, the advantage of local press is that it is the first to broadcast the specific information.

There are journalistic opinions which state that the specific of local press is too much based on random events – there are many times when the local press does not have the same agenda of information priorities of its potential reader. It does not know anything about its public because of the difficulties in real and scientific monitoring .

In conclusion, the local commercial television, and as an example, Antena 1, must find ways of improving its editorial policy and, as a consequence, the program list, of forming the sales department, in a marketing-friendly environment, and of defining and supporting specifically the sales policy in order to promote its program list. As the marketing department is regarded as auxiliary in general management, it is hard to achieve any target. The relationship between program list and sales of advertising time is direct, interdependent, and it cannot be artificially supported under the conditions of competitive market

- The last chapter of the thesis is that of **conclusions**.

The approach from the economic point of view of mass media has appealed to research schools – that the press sells illusions and not real products are old fashioned theories, what is modern is the duality of the media market, which allows approaches connected to the relationships system that the press develops as an economic enterprise regarding all the factors of the business environment.

A research on the effects of advertising on the market economy shows that, on the whole, advertising through press stimulates the health and the economic development, the wish to buy, ensures a competitive fight, makes the brands more powerful and stimulates new marketing techniques. As a vehicle of advertising information, the press is regarded as a mediator between companies, public services, readers, and between producers and consumers.

Concerning the moral health of the mass media system, paid through advertising sources, the scientists in theory and practice agree on the fact that the press institutions do not depend anymore on political or state structures which paid and therefore controlled them, but they depend on the financial interests of business people. As there is a connection between politics and businesses, people may ask questions on the ethics of the relationship between the two and the press enterprise.

Acknowledging the moral and professional standard by the employees of the press enterprise is connected to restructuring individual and collective values in the global society because the evolution to worldwide economy is enriched by the changing of the cultural and social system.

Under these conditions, it seems easy to plead for the local press to fade away and disappear. In fact there is a boomerang effect- despite the fact that the problems of the modern man are global, that real life is focusing on community more and more. In democratic countries, the economic and bureaucratic decentralization has led to a higher autonomy and to the rediscovery of the need for identity.

How can a local press enterprise face the competition of international trusts? Through a competitive management adapted to a specific market. Romania has lived through the information market after 1990 and the media entrepreneurs have been forced to learn quickly, in 10-12 years what other foreigners have achieved through dozens or hundreds of years.

In the 90s it was believed that the newspaper is produced by journalists and the film by actors. 5 years later, based on the support of European and American foundations, the media started to become professional.

Successful management means long term planning because the type of press business, the market context and the responsibility of the content of the media means investment in human capital, latest technology, precious investment that becomes rewarding after a longer period of time (4-10years).

For example, personalizing a newspaper, a radio station or a television is defined according to the geographic area, communicational characteristics, the program content and the impact on certain social groups of the community. The audio visual space must adapt to the requirements of the public to offer what is needed according to interests and

availability for reception in order to increase the chances for a loyal public. The systematic statistics of audience is the main concern of the managers of press enterprise at a central level. It is essential in order to establish an original program list which could sell the inserted advertising breaks. The offer of the television is related to the expectations and the behaviour of reception of a certain public targeted by advertisers through the program list. The statistics on audiences offer data for the optimization of the list in order to plan daily certain moments, related to the availability of the public, on certain days, in order to attract loyal viewers and to range among the competitive market of the offers. The audience assessment does not mean only reception quotes, a quantitative approach, but also the qualitative approach of media products – indicators of satisfaction.

For local press enterprises, especially for Antena 1, the audience measurements are not a priority for the manager because of two reasons – they are expensive, you can not find this kind of activity in Pitesti. The managers are oriented by sociological calculus, public feedback (internet, mail, live phone calls) and by the intentions of buying advertising time of business people.

In order to achieve a certain product in the media, the producer, the press enterprise needs more types of resources- raw material, equipment, energy, well qualified labour force, information or cultural creation. All the resources have witnessed increasing costs. According to some studies on the market press in Eastern Europe, the necessary investment in order to launch a television is recovered in 8-10 years.

What is the connection between advertising and program list?

They are interdependent, and the lack or the minimization of one leads to structural modifications of the other.

The case study of the thesis has led to this conclusion based on the following arguments:

- a press enterprise, a television, can last on the competitive market only if it has valid financial sources on long term. These sources must be, if not exclusively, at least most of them financed by the advertising it sells during its programs
- advertising is the vehicle of some information which some people who are not

journalists do not have any power to launch, and thus they pay money- projections of some estimated profits to be obtained through information distribution

- in the market game the producer of mass media messages inserts those advertisements during the time periods watched by specific public interested in them, it can be stated that television sells the audience it has during a certain time period or that it sells viewers to the interested announcer

- in order to sell viewers, the television must have a target public, loyal through shows that satisfy their fundamental needs- first of all informing, psychotherapeutic and social identification. The first step that a press investor takes is to know the market – the public and the competitors. The surveys on market research , of structural, quantitative and qualitative research make the second step possible- planning a list of programs that satisfy the needs of the target public

- the initial investment in making programs that can sell and be sold is the most important and expensive type of media investment. Once the pattern has been defined, the activity of production is continuous- a new product is consumed and thus, it creates the need for the next one. This is why people require a certain format

- the investment of economic activity turnover concerns the audience studies, very expensive but easy to recover if there is a managerial business plan related to marketing studies. Any variation of audience indicators must be regarded as a warning in order to plan the list of programs for the favourable perception of the people to receive the message

- *the program list is the instrument of economic operations generating financial resources; the trade of commercial breaks inserted in an interesting list is the secondary activity, but the main one in making profit for the media enterprise*

- on an imperfect market such as the media market, it is almost impossible to control in the best possible way the activities of projecting, producing, marketing and promotion and distribution, so there are new group strategies oriented vertically and horizontally. A successful example is the INTACT group, the only holding group 100% Romanian which controls all the chain of press activities, beginning with written press and printing shops to niche television, producing studios and advertising agencies

- the local television market in Romania encounters some problems due to the

following reasons

- there are no great investors with financial power
- the proximity public does not guarantee great or fast profit through quality
- the local economic climate belongs to small businesses that do not use the

advertising breaks because of different reasons

- the politic environment is the environment where the economic investment is also discussed; the politicians are business people and the business people become local politicians because advertising is preferentially paid

- the social environment does not allow journalistic experiences or innovations, the traditional point of view is a dimension of the local public

- the professional climate is not a model, the lack of specialized training, low salaries, the staff turnover because of the above mentioned things

- enriching the editorial activity with the advertising one, requiring the producers to attract advertising customers are some of the reasons that affect the success of a local television

This thesis has marked the first step in researching the economic dimension of press enterprise, beginning with the real facts encountered in the daily activity for Antena 1, and that of some variables which influence the press organization and its economic activity. Separating the business interests from the social responsibility- a fundamental condition in motivating the activity object and the study of balance on the information market will be the challenge for another research.

BIBLIOGRAFIE

▪ Volume de autor

1. Angelescu, Coralia, Ciucur, Dumitru, *Economia Romaniei și Uniunea Europeană volumul I*, Ed. ASE, 2005;
2. Angelescu, Coralia, Ciucur, Dumitru, *Economia Romaniei și Uniunea Europeană volumul II*, Ed. ASE, 2005;
3. Angelescu, Coralia, Socol, Cristian, *Politici economice: politici de creștere economică, politici sectoriale*, Ed. Economică, București, 2005
4. Balle, Francis, *Médias et sociétés*, 9e edition, Montchrestien, Paris, 1999;
5. Bertrand, Claude-Jean, *O introducere în presa scrisă și vorbită*, Ed. Polirom, Iași, 2001;
6. Bertrand, Claude-Jean, *Deontologia mijloacelor de comunicare*, Ed. Institutul European, București, 2000;
7. Blanca, Bârsan- Grama, *Dinamica proceselor de comunicare*, Ed. Psihomedica, Sibiu, 2001;
8. Bland, Michael, Theaker, Alison, *Relațiile eficiente cu mass-media*, Ed.comunicare.ro, București, 2003;
9. Bărbulescu, Constantin coord., *Economia și gestiunea întreprinderii*, Ed. Economică, 1998;
10. Boudon, Raymond (coord.), *Tratat de sociologie*, Humanitas, București, 1997;
11. Bourdieu, Pierre, *Despre televiziune*, Meridiane, București, 1998;
12. Brown, Lester, *Probleme globale ale omenirii*, Ed. Tehnică, București, 1994;
13. Burke, Edmund, *Reflecții asupra Revoluției din Franța*, București, Nemira, 2000;
14. Burnete, Sorin, *Economie mondială*, Ed. Alma-Mater, Sibiu, 2002;
15. Castells, Manuel, *The Rise of the Network Society, The Information Age: Economy, Society and Culture*, Cambridge, MA, 1996;
16. Chandler, Daniel, *Cultivation Theory*, 1995, online: <http://www.aber.ac.uk/~dgc/cultiv.html>
17. Chelcea, Septimiu, *Sociologia opiniei publice*, Facultatea de Comunicare și Relații Publice „David Ogilvy” – SNSPA, București, 2000;
18. Coman, Mihai, *Introducere în sistemul mass-media*, Ed. Polirom, Iași, 2007;
19. Coman, Mihai, *Mass-media în România post-comunistă*, Ed. Polirom, Iași, 2003;
20. Constantin, Amariei, *Firma și mass media Managerul și ziariștii*, Ed. Irecson, București, 2005;
21. Constantinescu, Dorel, *Economie Regională – Economie Locală*, Ed. Independența Economică, Pitești, 2006;
22. Cornescu, Viorel, Druică, Elena, *Întreprindere. Management. Profit*, Ed. All Beck, București, 2005;
23. Coșea, Mircea, *România subterană*, Ed. Tribuna Economică, București, 2004;
24. Cuilenburg, J.J.Van, O. Scholten, *Știința comunicării*, Ed. Humanitas, București, 2000;
25. Dăianu, Daniel, *Ce vom fi în Uniune*, Ed. Polirom, Iași, 2006;
26. Druică, Elena, *Risc și afaceri*, Ed. All Beck, București, 2006;
27. DeFleur, Melvin L., Sandra Ball-Rokeach, *Teorii ale comunicării de masă*,

- Polirom, 1999;
28. Dobrescu, Paul, „Aisbergul comunicării“, în *Revista Română de Comunicare și Relații Publice*, nr. 1/1999, editor Facultatea de Comunicare și Relații Publice „David Ogilvy“ – SNSPA;
 29. Drăgan, Ioan, *Paradigme ale comunicării de masă*, Casa de Editură și Presă „Șansa“ S.R.L., București, 1996;
 30. Drăgan, Ioan, Valentina Marinescu, „Modele culturale ale audienței și consumului de televiziune“, în *Revista Română de Comunicare și Relații Publice*, nr. 1/1999, editor Facultatea de Comunicare și Relații Publice „David Ogilvy“ SNSPA;
 31. Dobrescu, Paul, Bărgăuanu, Alina, *Mass-media și societatea*, Ed. Comunicare.ro, București, 2003;
 32. Dumitrescu, Stelian, *Economie mondială*, Ed. Independenței Economice, București, 1998;
 33. Dumitru, Titus, Popa, *Deontologia profesiei de ziarist*, Ed. Norma, București, 2004;
 34. Eșanu, Nicolae, *Managementul activității comerciale a firmei*, Ed. Continent, Sibiu, 2002;
 35. Flichy, Patrice, *O istorie a comunicării moderne. Spațiu public și viață privată*, Polirom, Iași, 1999;
 36. Giovannini, Giovanni, *De la silex la siliciu. Istoria mijloacelor de comunicare în masă*, Editura Tehnică, București, 1989;
 37. Glynn, Carroll, Jack McLeod, „Public Opinion du Jour: An Examination of the Spiral of Silence“, în *Public Opinion Quarterly*, vol. 48, 1984;
 38. Graber, Doris (ed.), *Media Power and Politics*, Congressional Quarterly Inc., Washington DC, 1994;
 39. Geană, Zenovia-Elena, *Surse de informare privind Uniunea Europeană*, Institutul European din România, București, 2003;
 40. Halimi, Serge, *Noii câini de pază*, Ed. Meridiane, București, 1999;
 41. Harley, John, *Discursul știrilor*, Ed. Polirom, 1999;
 42. Held, David, McGrew, Anthony, *Transformări globale*, Ed. Tritonic, 2004;
 43. Habermas, Jürgen, *Sfera publică și transformarea ei structurală*, Univers, București, 1998;
 44. Heyne, Paul, *Modul economic de gândire*, Ed. Didactică și Pedagogică, București, 1991;
 45. Hovland, Carl I., Arthur A. Lumsdaine, Fred D. Sheffield, *Experiments on Mass Communication*, vol. III, Princeton, Princeton University Press, New Jersey, 1949;
 46. Jeanneney, Jean-Noël, *O istorie a mijloacelor de comunicare*, Institutul European, Iași, 1997;
 47. Jeffres, Leo W., *Mass Media Processes and Effects*, Waveland Press, Inc., Prospect Heights, Ill., 1986;
 48. Kapferer, Jean-Noël, *Căile persuasiunii. Modul de influențare a comportamentelor prin mass media și publicitate*, Comunicare.ro, București, 2002;

49. Keane, John, *Mass-media și democrația*, Ed. Institutul European, Iași, 2000;
50. Lazarsfeld, P. F., Robert K. Merton, „Mass Communication, Popular Taste and Organized Social Action“, în Lyman Bryson (ed.), *The Communication of Ideas*, Institute for Religious and Social Studies, New York, 1948;
51. Lippmann, Walter, *Public Opinion*, Transaction Publishers, New Brunswick, 1991;
52. Lochard, Guy, Henry Boyer, *Comunicarea mediatică*, Institutul European, Iași, 1998;
53. Marcenac, Luc, Milon, Alain, *Strategii publicitare*, Ed. Polirom, Iași, 2006;
54. Mărginean, Silvia, *Previziune macroeconomică*, Ed. Alma Mater, Sibiu, 2004;
55. Marin, George, *De la Roma la Amstredam via Maastericht*, Ed. Independența Economică, Brăila, 1999;
56. Marinescu, Paul, *Managementul instituțiilor de presă din România*, Ed. Polirom, Iași, 1999;
57. Mieke, Bernard, *Societatea cucerită de comunicare*, Ed. Polirom, Iași, 2000;
58. Mattelart, Armand, Michele Mattelart, *Istoria teoriilor comunicării*, Polirom, Iași, 2001.
59. McQuail, Denis, *Comunicarea*, Institutul European, Iași, 1999;
60. McQuail, Denis, *Mass Communication Theory. An Introduction*, 2nd edition, Sage Publications, London, 1987;
61. McQuail, Denis, Sven Windahl, *Modele ale comunicării pentru studiul comunicării de masă*, Comunicare.ro, București, 2001;
62. Miège, Bernard, *Gândirea comunicațională*, Cartea Românească, București, 1998;
63. Milton & Rose Friedman, *Liber să alegi*, Ed. All, 1996;
64. Moraru, Vasile, *Mass-media vs Politica*, Chișinău, Universitatea de Stat din Moldova, 2001;
65. Nicola, Mihaela, Petre, Dan, *Publicitatea*, Ed. SNSPA, București, 2001;
66. Petcu, Marian, *Tipologia presei românești*, Ed. Institutul European, Iași, 2000;
67. Pasti, Vladimir, *Noul capitalism românesc*, Ed. Polirom, Iași;
68. Pop, Doru, *Mass-media și democrația*, Ed. Polirom, Iași, 2001;
69. Popa, Dorin, *Mass-media astăzi*, Ed. Institutul european, 2002;
70. Popescu, Cristian Florin, *Manual de Jurnalism*, Ed. Tritonic, Ed. Tritonic, 2004;
71. Popescu, Cristian Florin, *Dicționar explicativ de jurnalism, relații publice și publicitate*, Ed. Tritonic, București, 2002;
72. Popescu, Dan, *Eficiența comunicării în afaceri*, Ed. Luceafărul, București, 2006;
73. Popescu, Dan, *Integrare euro-atlantică și dezvoltare economică*, Ed. Economică, București, 1999;
74. Popescu, Dan, *Istoria gândirii economice – din antichitate până la sfârșitul secolului XX*, Ed. Continent, Sibiu – București, 1999;
75. Popescu, Dan, *Cetatea liberă, studii și însemnări economice*, Ed. Continent, Sibiu, 2000;
76. Popescu, Dan, *Dinamica ideilor economice*, Ed. Continent, Sibiu, 1998;
77. Popescu, Dan, *Istoria economică – Istoria economiei naționale*, Ed. Continent, Sibiu, 2002;

78. Popescu, Dan, *Economia ca spațiu deschis*, Ed. Continent, Sibiu, 2002;
79. Popescu, Dan, *O lume agitată*, Ed. Continent, Sibiu, 2003;
80. Popescu, Ion, Mălai, Andrei, Muscalu, Emanoil, *Managementul tranziției la economia de piață*, Ed. Universității Lucian Blaga, Sibiu, 2004;
81. Puiu, Alexandru, *Teorii și tehnici de comunicare*, Ed. Independența Economică, 2001;
82. Ramonet, Ignacio, *Tirania comunicării*, Doina, București, 2000;
83. Randal, David, *Jurnalul universal. Ghid practic pentru presa scrisă*, Polirom, Iași, 1998;
84. Revel, Jean-François, *Cunoașterea inutilă*, Humanitas, București, 1993;
85. Ries, Al, Trout, Jack, *Cele 22 de legi imuabile ale marketingului*, Ed. Curier Marketing, Iași, 2004;
86. Rogojanu, Angela, Tasnadi, Alexandru, *Deontologia comunicării. Aplicații și studii de caz*. Ed. A.S.E. București, 2005;
87. Rusu-Păsărin, Gabriela, *Comunicare audio-vizuală*, Editura Universitaria, Craiova, 2005;
88. Săvulescu-Matei, Aura, *Mass-media, structuri, tipologii, conexiuni*, Ed. Independența Economică, Pitești, 2005;
89. Schwartz, Gheorghe, *Politica și presa*, Ed. Institutul European, Iași, 2000;
90. Sfez, Lucien, „L'idéologie des nouvelles technologies“, *Le Monde Diplomatique* (hors-série), 1999;
91. Sfez, Lucien, *O critică a comunicării*, Comunicare.ro, București, 2002;
92. Silverstone, Roger, *Televiziunea în viața cotidiană*, Polirom, Iași, 1999;
93. Sless, David, „Inside Communication Research“, *Communication News*, Vol. 6, No. 2, March-April 1993;
94. Stoezel, Jean, Alain Girard, *Sondajele de opinie publică*, Editura Științifică și Enciclopedică, București, 1975;
95. Stoezel, Jean, „Teoria opiniilor“, în *Sociologia franceză contemporană. Antologie*, pp. 121-133, Editura Politică, București, 1971;
96. Sorlin, Pierre, *Mass-media*, Ed. Institutul European, Iași, 2002;
97. Stanciu, Nicolae, Varlam, Petre, *Managementul televiziunii*, Ed. Libra Vox, București, 2001;
98. Strange, Suisa, *State și piețe*, Ed. Institutul European, Iași, 1997;
99. Șerbănică, Daniel, *Dicționar de comunicare și marketing*, 2007;
100. Tănăsioaica, Petre, *Inginer de ziare*, Ed. Paralela 45, Pitești, 2002;
101. Thompson, John, B. *Media și Modernitatea*, Ed. Antet, 2000;
102. Urziceanu, Carmen, *Administrația publică locală în România, în perspectiva aderării*, Ed. Economică, București, 2003;
103. Vișinescu, Victor, *Jurnalism contemporan*, Ed. Victor, București, 2002;
104. Vișinescu, Victor, *O istorie a presei românești*, Ed. Victor, București, 2000;
105. Thomson, John B., *Media și modernitatea. O teorie socială a mass media*, Antet, București;
106. Toffler, Alvin, *Puterea în mișcare*, Antet, București, 1995;
107. Zără, Ion, Roman, Iulia, *Mass-media, studiu de imagine în rândul*

publicului tânăr, Ed.Victor, București, 2003;

▪ **Articole, statistici și studii de specialitate**

- *Activitatea unităților cultural-artistice*, Institutul Național de Statistică, 2008;
- *Anuarul Media&Advertising* 2007;
- *Colecția Economistul* 2008-2009;
- *Colecția Săptămâna Financiară* 2008-2009;
- *Colecția Capital* 2008-2009;
- *Carta comunicării pentru Rețeaua multiplicatorilor de Informație Europeană*;
- *Dispoziții Financiare și bugetare*, Centrul de resurse juridice, București, 2004;
- *Foreign Ownership in Central and Eastern Europe Media*, European Federation of Journalist Report, Brussels, 2003
- *Ghidul mass-media românești*, Fundația E.L.I.T.A, 2007;
- *Ghidul managerului de presă*, Ed. Humaniras, București, 2007;
- *Global Concentration in the Media*, U.N.I., Media Entertainment & Arts, Londra, 2000;
- *Jurnalism și comunicare*, nr.1-5, 2008, 2009, Universitatea București;
- *În folosul regiunilor*, Comisia Uniunii Europene, Bruxelles, 2003;
- *LAROUSSE Dicționar de media*, Ed. Univers Enciclopedic, 2007;
- *Le sixieme programme-cadre*, Comisia Europeană, Bruxelles, 2002-2006;
- *Noi orientări referitoare la politica europeană asupra informării și comunicării*, 2006, Camera Deputaților-Direcția pentru informare parlamentară;
- *Probleme economice ale presei*, FreeEx, România, 2003;
- *Revista Contrafort*, nr. 9-10, 2005, Chișinău – *Conectarea mediului politic și al mass-media din Europa de sud-est la realitățile Uniunii Europene*;
- *Revista Transilvană de științe ale Comunicării*, nr. 5, Cluj Napoca, 2007;
- *europene*, București, 2007;
- *Revista Piața Financiară*, nr. 1-4, 2009;
- *Revista Forbes*, nr. 1-24, 2009;
- *Revista Biz*, nr. 168-174, 2009;
- Robinson, Michael, Norman Ornstein, *Ce vrea publicul de la presă?*, Sinteza, 87/1991;
- *Studii și cercetări audiovizuale*, nr. 1 – 3, Centrul de Informare al Comisiei;
- *The impact of Media Concentration on Profesional Journalism*, OSCE, Viena, 2003;

▪ **Legislație**

- *Legea privind înființarea și funcționarea Societății Române de Radiodifuziune și a Societății Române de Televiziune*, nr 41/1994;
- *Legea audiovizualului nr. 504/1992, revizuită 2004*;

Legea 544/2001, privind liberul acces la informații de interes public;

- *Legea 8/1996, privind dreptul de autor și drepturile conexe;*
- *Legea 148/2000, privind publicitatea;*
- *Constituția României, modificată și completată prin Legea de revizuire a Constituției României 429/2003, art.30 -31;*

▪ **Surse Internet**

- www.intactproduction.ro/
- www.antena1pitesti.ro/
- <http://www.cna.ro/-Legisla-ie-.html>
- www.inforural.ro; www.europa.ro;
- TNS Media Intelligence, www.markmedia.ro
- www.newschannel.ro/stiri/masurarea-audientelor
- www.infopoints.ro; www.ipp.ro; www.markmedia.ro;
- <http://www.paginademedia.ro/audiente-tv/>;
- <http://www.iab-romania.ro/>;
- <http://www.9am.ro/stiri-revista-presei/Actualitate/91114/In-Romania-agresiunile-asupra-jurnalistilor-se-produc-o-data-pe-luna.html>
- *AlfaCont: veniturile din publicitate ale televiziunilor au crescut cu 20% în 2007* (2007), Dailybusiness.ro, 14 Dec., <http://www.dailybusiness.ro/stiri-media-marketing/alfa-cont-veniturile-din-publicitate-ale-televiziunilor-au-crescut-cu-20-in-2007-8559>
- *Boala poporului roman, snobismul?*, Cotidianul Bani si afaceri, 9 ianuarie 2008, <http://www.banisiafaceri.ro/exclusiv/boala+poporului+roman+-+snobismul!%3F>
- *Bugetul mediu de PR în România este de 70.000 euro* (2008), AdPlayers.ro, 9 Jan.,
<http://www.adplayers.ro/articol/Oameni-8/Bugetul-mediu-de-PR-n-Rom-nia-este-de-70-000-EUR-1218.html>
- *Global RepTrack Pulse 2007. Summary of results. The World's Most Respected Companies: an online study of consumers in 29 countries*, Reputation Institute, www.reputationinstitute.com
- *Statistical yearbook 2006*, National Institute of Statistics, Romania, <http://www.insse.ro/cms/rw/pages/index.en.do>